



## Faculty of Arts and Tourism

Master's Degree Course: Management dell'ospitalità e del turismo

Class of degree LM-49 – Tourism development and management

Name of course in English – Hospitality and Tourism Management

### ACADEMIC REGULATIONS – ACADEMIC YEAR 2022/2023

#### Presentation

The aim of the course is to provide students with a pro-active, critical approach to acquiring the problem-solving skills, knowledge, competences and behaviour required to take on managerial or entrepreneurial roles in companies and institutions operating in the tourism sectors, and to contribute effectively to sustainable development and innovation in the sector. The programme integrates functional and sector-specific knowledge from the point of view of those preparing to take on managerial roles in companies.

The course is organised with first year courses being held at IULM University in Milan, while in the second year students may choose between various specialisation courses held at other universities, also following double-degree courses with partner universities.

The course programme is as follows:

- the first year of the course is held in English at IULM University with the aim of providing students with essential knowledge and management tools, as well as a critical and multidisciplinary vision of priority issues for the management of tourism businesses and institutions;

- the second year is also held in English and is structured so as to include alternative specialisation courses, at IULM University or abroad, in the areas of competence most in demand by companies and institutions operating in the sector.

Students attending the second year at IULM University have the opportunity to:

- personalise their course by choosing (i) optional examinations, (ii) the sector in which to carry out their work experience in Italy or abroad, and (iii) the topic of their thesis;

- spend a semester as an exchange student as part of the international mobility programme designed for the degree course.

Students who choose the specialisation in Hospitality and Tourism Management, carried out in partnership with the University of Central Florida in Orlando (United States), attend the entire second year at the Rosen College of Hospitality Management of the University of Central Florida and earn, in addition to the IULM Master's Degree in Hospitality and Tourism Management, the M.Sc. degree in Hospitality and Tourism Management from the University of Central Florida. After graduation in the United States, students can obtain an additional one-year work visa in professional fields that are in line with their training and studies.

A proactive and critical approach to learning, and the coherence of the contents with the rapid evolution of the sector are enhanced by a mix of teaching methods weighted towards sessions dedicated to the discussion of



case studies, simulations, exercises, often in groups, lectures by managers and professionals, workshops with experts, workshops organised with academies of leading companies in the sector, and in-company training days.

### **Specific learning objectives and description of learning paths**

The Master's Degree Course in Hospitality and Tourism Management has been designed on the basis of the following learning objectives:

- to transfer to students with different schooling and cultural backgrounds, the knowledge and skills that are most sought after by companies and institutions operating in the tourism and hospitality sectors;
- to encourage critical, active and targeted learning to allow the application of the most advanced managerial models and tools to actual corporate and territorial contexts so as to be able to address specific management problems;
- to propose a general overview of the tourism system and its evolutionary trends, as well as an understanding of the interconnections between the tourism sector and some related production chains (agri-food, fashion & design, luxury, art and cultural heritage);
- enable participants to identify and tailor the most coherent specialisation path in line with their personal interests and aptitudes in the professional areas most sought after today by tourism companies to meet the challenges of post-Covid-19 innovation.

Also to encourage participants to specialise in three core tourism management sectors:

- The course in Hospitality and Tourism Management in the Rosen College of Hospitality Management of the University of Central Florida (Orlando) allows students to obtain a double degree, Italian (Master's Degree) and American (M.SC) and provides the opportunity to remain in the USA for a further year on work experience in the tourism sector.
- The course in Digital Technologies and Data for Tourism and Creative Industries aims to convey theoretical and methodological knowledge and application skills in order to: (i) exploit the potential of new digital technologies and big data for the personalisation of services and innovation regarding customer experience and (ii) optimise business decisions and performance through a strategic use of data. As part of this course, it will also be possible to obtain the Certification in Hotel Industry Analytics (CHIA).
- The course in Sustainable Destinations Management and Communication aims to convey theoretical and methodological knowledge and application skills for the valorisation of territories, innovation in the offerings and sustainable tourism management of destinations. Students will acquire theoretical models and methodologies for assessing the development potential of a territory and will acquire useful tools for structuring and managing the communication strategies of destinations and their supply systems, with particular attention to the issues of place branding, event marketing and territorial innovation.



The objectives of this Master's Degree Course will be attained through:

1. a mix of teaching methods including:
  - i. distance learning (for learning essential elements and creating a common conceptual background on which to construct more advanced content);
  - ii. classroom lectures with active participation based on the discussion of case studies, simulations, real-life accounts of the cases studied, and exercises;
  - iii. teaching projects on corporate issues in cooperation with partner companies;
  - iv. on-the-job training through workshops held either in companies or by professionals and managers operating in the sector, as an integral part of official teaching programmes.
2. the continuous transfer to the teaching programme of the findings of research activities developed in partnership with the University of Central Florida and the other partner universities for the degree course involved in the exchange and mobility programmes abroad carried out in the second year of the course;
3. a permanent dialogue with a network of partner businesses aimed at identifying the most important areas of innovation and knowledge for businesses in the various tourism sectors and territories, and at developing teaching resources consistent with new management needs.

The reserved quota available to students for personal study or other individual training activities is equal to 68% of the total hourly commitment, except in the case of training activities with a high experimental or practical content.

**Expected learning outcomes as expressed using European descriptors for qualifications (Ministerial Decree 16/03/2007, article 3, paragraph 7)**

*Knowledge and understanding*

The course of study has been designed so that students may acquire specific knowledge and skills relating to the management of companies and institutions in the tourism sector with particular reference to the hospitality sector.

In particular, the course allows students to acquire: advanced knowledge and skills in applying models and tools for the analysis and management of organizational structures and operating systems of tourism companies, also in dynamic and complex contexts; an ability to critically analyze the structure and evolutionary dynamics of tourism markets and the marketing and positioning strategies of companies, with particular reference to the tourism sector and some related supply chains (agri-food, luxury, art and entertainment), also through the use of digital technologies and big data analysis tools.

Particular importance is placed on knowledge regarding the impact of specific strategic management choices on the competitive and financial performance of companies, as well as the conditions for starting new businesses in the tourism sector.

Finally, the knowledge and ability to use the most advanced models and tools of destination management and destination marketing will be further developed, with a particular focus on the ability to assess the potential to enhance historical and artistic heritage for tourism purposes.

The particular structure of the degree course allows students to acquire sound language and multi-cultural skills.

Students acquire the knowledge and skills described above through an active learning process that alternates traditional lectures with numerous sessions based on case discussions, simulations, exercises, and field projects, also in cooperation with companies and institutions operating in the sector, as well as participation in workshops and training days at partner companies of the degree course.



These sessions aim to foster critical learning and the ability to apply the tools and concepts learned during the lessons to specific business and industry contexts. The acquisition of the above-described skills and knowledge is verified i) through continuous assessment of class work and exercises proposed by teachers during the different courses, and ii) at the end of each course through the final exam. The assessment test can take the form of individual or group work, and is often the subject of presentations and discussions in the classroom, also with professionals present in the role of discussants.

The final exam, which may be written and/or oral, aims to assess the acquisition of all the knowledge described in the course objectives, and the development of critical skills in applying the models and tools studied to concrete issues.

Adopting highly active teaching methods (based on a wide-ranging use of simulations, company case discussions, workshops, training days in the company, simulations of real company situations etc.) students will be able to acquire sound skills in critically applying the knowledge acquired to concrete management situations and specific contexts typical of the sector. In particular, students will be able to apply: market analysis tools for the formulation of marketing strategies; tools for the analysis of the impact of management decisions on economic and competitive outcomes; economic viability assessments for the start-up of new businesses both in existing and new companies operating in the tourism and hospitality sectors.

#### *Applying knowledge and understanding*

Adopting highly active teaching methods (based on a wide-ranging use of simulations, company case discussions, workshops, training days in the company, simulations of real company situations etc.) students will be able to acquire sound skills in critically applying the knowledge acquired to concrete management situations and specific contexts typical of the sector. In particular, students will be able to apply: market analysis tools for the formulation of marketing strategies; tools for the analysis of the impact of management decisions on economic and competitive outcomes; data-driven economic viability assessments for the start-up of new businesses both in existing and new companies operating in the tourism and hospitality sectors.

Students will also be able to acquire the skills needed for developing innovation processes in territories aimed at: the design of new tourist products and services with a view to sustainability, the redesigning of the offer following crisis events, the construction of business networks aimed both at the management of specific territorial products and at the enhancement of cultural heritage.

The ability to critically apply the knowledge and tools acquired in the course is verified i) through continuous assessment of class work and exercises proposed by teachers during the different courses, and ii) at the end of each course through the final exam. The assessment testing can take the form of individual or group work, and is often the subject of presentations and discussions in the classroom, also with professionals present in the role of discussants. The final exam, which may be written and/or oral, aims to assess the development of critical skills in applying the models and tools studied to concrete issues.

#### *Making judgements*

The course leads students to develop critical skills for the application of the conceptual and practical tools proposed by the teachers to concrete business situations and specific management choices related to the areas of marketing, human resources management, strategy and finance. The ability to make independent judgement is developed both individually and within peer groups, as well as with the help of teachers, managers and professionals who are actively involved in teaching activities. These activities contribute to the development of the students' soft skills.

Most of the courses comprising the Master's degree in Hospitality and Tourism Management require the active participation of the students, both during the workshops, which are essentially practical by their very nature, and during traditional lessons. The teachers' aim is to allow students to perceive the extreme complexity of the relevant situations, and to get them used to the need to formulate assessments in conditions of uncertainty,



also highlighting the ethical and social implications of management activities. For this reason students, individually or in groups, are expected to carry out exercises, role plays, discussions of business cases oriented towards problem solving and the proposal of original solutions.

### *Communication skills*

The extensive use of workshops, simulations, case discussions and field projects creates numerous opportunities for students to develop communication skills. In particular, each of the courses in the study plan includes compulsory exercises, simulations and projects with final presentations that stimulate the ability to communicate clearly and succinctly the results obtained and the related evaluations, even to non-specialist interlocutors. These projects can be carried out individually and/or in groups, and conclude with the presentation of written papers, either as written texts or as slide presentations, which often have to be illustrated in plenary sessions during discussions in the presence of managers and professionals. Assessment will be made on the effectiveness of the skills shown regarding communication in public. In addition, the course of studies includes sessions specifically dedicated to the development of effective communication strategies in different business contexts.

### *Learning skills*

The development of learning skills, aided by the above-mentioned exercises and participation in workshops, is completed by a professional workshop and the writing of the degree thesis. During the workshop, students are asked to critically apply the tools acquired in the classroom to a specific professional context and to actively contribute to the achievement of company goals related to the internship project. The thesis requires an ability to formulate original and relevant research questions, methodological precision in the development of the analyses, and the ability to present the results to the relevant professional and scientific communities.

### **Employment and professional opportunities for graduates**

The degree course in Hospitality and Tourism Management prepares students to take on roles of responsibility in the areas of marketing and sales, revenue management, digital marketing and e-commerce, guest relations for companies in the tourism and services sector (hospitality, online travel, tour operating and traditional tourist distribution, MICE, transport, cruises, luxury retail), or in the marketing and promotion of tourist resorts.

In particular, the degree course in Hospitality and Tourism Management prepares students for the following roles: Marketing & communication specialist manager - Business development manager - Hotel manager - Revenue manager - CRM manager - Digital marketing manager - Social media manager - Sales manager - Country manager - International sales manager - Sales and marketing manager - E-distribution and e-commerce manager - Tourism product programming manager for local authorities and destinations - Product/destination manager for tour operators - Editorial manager for specialized press - PR and corporate communication manager for tourism companies and institutions - Destination manager - Territorial marketing projects manager for communication and promotion of tourist destinations - Event manager - Convention bureau manager - Meeting and congress manager.



## Regulations for admission

From **29 November 2021** the following categories of applicants may apply through the [online services](#):

- *internal graduates and undergraduates*: graduates or students enrolled for the academic year 2021/22 who expect to graduate before the autumn session for the academic year 2021/22 (i.e. before 31 December 2022) in the following degree courses:
  - *Tourism: culture and development of territories*
  - *Tourism, events and territories*
  - *Tourism, culture and territory*
  - *Tourism, management and territory*
- *graduates and undergraduates from other IULM University courses*: graduates from IULM University in courses other than those listed above or enrolled at IULM in courses other than those listed above for the academic year 2021/22 who expect to graduate before the autumn session for the academic year 2021/22 (i.e. before 31 December 2022);
- *external graduates and undergraduates*: graduates from other universities or enrolled at other universities for the academic year 2021/22 who expect to graduate before the autumn session for the academic year 2021/22 (i.e. before 31 December 2022);
- *foreign graduates*: Italian or foreign citizens (EU and/or non-EU) in possession of a foreign admission qualification obtained in Italy or abroad. Student records will be assessed on an individual basis for students expecting to graduate before 31 December 2022.

## Curricular requirements for admission

The Registrar's Office will verify that graduates or undergraduates meet at least one of the following curricular requirements:

- 1) To have graduated or be about to graduate with a **first-cycle degree** in one of the following **degree classes (or equivalent)** or to be in possession of an equivalent foreign degree qualification:
  - L-1 Beni culturali (Cultural heritage)
  - L-5 Filosofia (Philosophy)
  - L-6 Geografia (Geography)
  - L-8 Ingegneria dell'informazione (Information engineering)
  - L-10 Lettere (Arts)
  - L-11 Lingue e culture moderne (Modern languages and cultures)
  - L-12 Mediazione linguistica (Language mediation)
  - L-15 Scienze del turismo (Tourism)
  - L-16 Scienze dell'amministrazione e dell'organizzazione (Administration and organisation)
  - L-18 Scienze dell'economia e della gestione aziendale (Economics and corporate management)
  - L-19 Scienze dell'educazione e della formazione (Education and training)
  - L-20 Scienze della comunicazione (Communication)
  - L-21 Scienze della pianificazione territoriale, urbanistica, paesaggistica e ambientale (Territorial, urban, landscape and environmental planning)
  - L-31 Scienze e tecnologie informatiche (IT technologies)
  - L-33 Scienze economiche (Economics)
  - L-37 Scienze sociali per la cooperazione, lo sviluppo e la pace (Social sciences for cooperation, development and peace)
  - L-41 Statistica (Statistics)
  - L-42 Storia (History)



- 2) for students who have graduated or are about to graduate in **subject classes other than those listed in Point 1**, to have acquired or be about to acquire at least **60 CFU credits in one or more of the following scientific-disciplinary sectors** (as part of a bachelor's degree, or by passing single university courses, or by obtaining a university master's degree):
- IUS/07, IUS/09
  - L-LIN/12
  - SECS-P/01, SECS P/02, SECS-P/03, SECS-P/05, SECS-P/06, SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11, SECS-P/13
  - SPS/01, SPS/04, SPS/07, SPS/08, SPS/09, SPS/11, SPS/12
  - SECS-S/01, SECS-S/02, SECS-S/03, SECS-S/04, SECS-S/05, SECS-S/06
  - MAT/05, MAT/06, MAT/08, MAT/09
  - M-PSI/01, M-PSI/05, M-PSI/06
  - INF/01

Applications will not be accepted from graduates from **AFAM Institutes (Istituzioni di Alta Formazione Artistica, Musicale e Coreutica)**.

Applications from students or graduates of **SSML Institutes (Scuole Superiori per Mediatori Linguistici)** will be assessed on an individual basis considering the applicants' study plans and in accordance with the provisions of the relevant rules and regulations. Before completing the application for admission online, SSML applicants must send a detailed exam certificate by email to: [segreteria.magistrali@iulm.it](mailto:segreteria.magistrali@iulm.it). Only after approval by the Coordinator for Master's Degree courses will applicants be able to apply for admission online.

Non-native Italian speakers and/or non-Italian citizens are required to declare their level of knowledge of the Italian language when registering for the admission test.

a) **Supplementary requirements for admission in the second year of the course to the *University of Central Florida – Rosen College of Hospitality Management (UCF) - Course in Hospitality and Tourism Management presso University of Central Florida – Rosen College of Hospitality Management (UCF)***

[http://www.admissions.graduate.ucf.edu/International\\_Applicants/Admission\\_Requirements/](http://www.admissions.graduate.ucf.edu/International_Applicants/Admission_Requirements/)

<http://www.intl.ucf.edu>.

- TOEFL certification with a minimum score of 220 (computer-based) or 80 (internet-based), or IELTS certification with a minimum score of 6.5, obtained less than two years ago, or, if still to be taken, to be obtained preferably prior to enrolment in the first year and in any case no later than 31 October 2022;
- an average degree mark of at least 3.0 out of 4.0 on the GPA scale (which generally corresponds to an average mark of at least 27/30 on a first-cycle degree course when taking final examinations). The GPA certification must be obtained from the following body: [WORLD EDUCATION SERVICES \(WES\)](#). The GPA certification must be presented on matriculation. The Registrar's Office reserves the right to evaluate the admission of students with the certification process still in progress on an individual basis;
- first-year exams in the Master's Degree Course *Managing hospitality and guest services organizations, Strategic marketing in Hospitality and Tourism, Critical Issues in Hospitality & Tourism Human Resources, Geography for Sustainable Tourism Development (9 CFU) e Accounting and Financial Management (6 CFU)* passed with a mark of at least 26/30 (the equivalent of a grade B in accordance with an Agreement with UCF).

#### **Admission test sessions and deadlines for applications for admission**

- 1st session: **written test 28 February 2022 at 14.30 – oral test 4 March 2022 at 14.30**
- 2nd session: **written test 22 April 2022 at 14.30 – oral test 29 April 2022 at 14.30**



- 3rd session: **written test 9 June 2022 at 14.30 – oral test 15 June 2022 at 14.30** (only if places still available or only for non-EU students)
- 4th session: dates to be defined only if places still available or only for non-EU students.

#### **The application must be submitted by**

- 1st session: 14 February 2022
- 2nd session: 7 April 2022
- 3rd session: 25 May 2022 (only if places still available or only for non-EU students)
- 4th session: date to be defined only if admission test is carried out

#### **Applications for admission received after the dates listed above may be taken into consideration only for the tests of the following session (subject to verification of the availability of places).**

Students who fail to pass the test in one session may apply for a subsequent session through the online services without having to pay a further enrolment fee and **subject to verification of availability of places**.

The dates of the tests already scheduled may be subject to changes, which will be communicated to candidates in advance. The tests will be carried out remotely.

If the number of eligible students exceeds the number of students programmed for the academic year 2022/2023, a merit ranking list may be established on the basis of the results of the admission test or determined by the order of enrolment.

#### **Confirmation of enrolment**

##### **Matriculation will be confirmed upon payment of the first instalment.**

Students admitted in the first session must complete matriculation by **31 March 2022**.

Students admitted in the second session must complete matriculation by **16 May 2022**.

Students admitted in the third session must complete matriculation by **30 June 2022**.

Students admitted in the fourth session must complete matriculation by a date to be defined only if the admission test is carried out.

Depending on the number of those admitted and the number of remaining places, the deadlines for matriculation may be shortened to allow for a possible scrolling of the ranking list..

For internal students enrolled in the third year of their degree course in the academic year 2021/22, applying for the first session for matriculation in the Master's Degree Courses for the academic year 2022/23, the deadline for payment of the third instalment for the academic year 2021/22 is deferred to 20 April 2022 (instead of 31 March).

For students not yet in possession of a degree certificate, matriculation is to be considered “conditional” on obtaining the degree. Students with a conditional offer are obliged to communicate the result and grade of the degree obtained as soon as they are announced, and in any case no later than 31 December 2022.

Students unable to complete enrolment owing to failure to obtain a degree qualification before 31 December 2021 will have their enrolment officially annulled. **Under no circumstances will the first instalment or the enrolment fee for the admission test be refunded.**



## Test procedures

**Internal graduates and undergraduates in Tourism / Graduates and undergraduates from other IULM courses and other Universities:** applicants must demonstrate knowledge of English no lower than level B2 by taking the Oxford University Press test:

<https://www.oxfordenglishtesting.com/DefaultMR.aspx?id=3034&menuId=1>

The test will be held approximately one week before the written test (dates can be found on the following [page](#) under “Riepilogo di termini e scadenze” – summary of terms and deadlines). The result of the test will be communicated promptly by the Registrar’s Office. Passing the language test is a prerequisite for admission to the subsequent tests.

Applicants submitting international certification of language competence at level B2, obtained within the last two years, will be exempt from the Oxford University Press test.

Applicants with a bachelor's degree from a course of study taught in English (belonging to one of the degree classes listed in point 1 of the admission requirements) are exempt from taking the Oxford University Press test.

Only applicants, both internal and external, who pass the English language proficiency test will have access to the following tests:

- written test in English comprising open-ended and closed-ended questions, aimed at assessing logical, critical and verbal reasoning skills, as well as testing basic knowledge regarding the disciplinary field of the degree course;
- oral test to assess knowledge and skills.

### **Foreign graduates:**

Applicants must take a remote admissions test, on dates agreed upon with the Registrar’s Office.

The test comprises:

- verification of English language competence of at least level B2 by taking the Oxford University Press test: <https://www.oxfordenglishtesting.com/DefaultMR.aspx?id=3034&menuId=1>

The test will be held on the scheduled dates. The result of the test will be given immediately.

Applicants with international certification of language competence at level B2, obtained within the last two years, will be exempt from the Oxford University Press test.

Applicants with a bachelor's degree from a course of study taught in English (belonging to one of the degree classes listed in point 1 of the admission requirements) are exempt from taking the Oxford University Press test.

Applicants, both internal and external, who pass the English level test will be admitted to the following tests:

- written test in English comprising open-ended and closed-ended questions, aimed at assessing logical, critical and verbal reasoning skills, as well as testing basic knowledge regarding the disciplinary field of the degree course;
- - verification of individual knowledge and skills through the uploading onto the platform indicated by the University of texts and videos relating to the proposed questions. On the basis of the outcome of this last assessment, an oral interview verifying knowledge and skills may also be requested on subsequent dates to be determined.

Students enrolled on the Master's degree course in Hospitality and Tourism Management who, at the time of application, declared themselves to be non-native speakers of Italian (or not in possession of an Italian language certificate of at least level B2) and/or non-Italian citizens, will subsequently be given instructions on how to obtain, by the end of their course of study, the required qualification attesting to their good written and oral knowledge of the Italian language. In particular, shortly before the start of teaching activities (September 2022) an assessment test will be organised to determine their level of knowledge of the Italian language. For



those whose assessed level proves to be inadequate, as well as for those who have declared themselves absolute beginners, it will be possible to attend the extracurricular Italian language course aimed at acquiring the necessary skills, the final assessment of which is the aforementioned assessment of eligibility to be acquired by the date of submission of the Master's degree application. The Italian language tuition may also be organised in agreement with other Faculties of the University and/or outsourced from external training services. Similarly, students may independently attend courses outside the University aimed at acquiring a good knowledge of the Italian language, then enrolling (in the same way as for any other exam taken by a non-attending student) to take the aforementioned eligibility test within the set deadline.

Upon enrolment, texts or online courses may be recommended for all categories of candidates to take before the start of lessons.

In addition to English, the Master's degree course requires knowledge of a second foreign language. Candidates already in possession of international certification can therefore submit it at the time of the admission test by sending a copy to [segreteria.magistrali@iulm.it](mailto:segreteria.magistrali@iulm.it). The possession or otherwise of such certification does not in any way constitute an element of assessment for the purposes of admission to the Master's degree course.

### **Recommended texts for preparing for the test**

The following texts are merely suggestions and are recommended for all categories of students:

#### **Accounting:**

*Basic accounting*, Tettamanzi Patrizia, Blandano Gaia, Goodman Sophie, Basic Accounting, IPSOA, 2014

#### **Marketing:**

*Marketing for Hospitality and Tourism* (7th Edition), Kotler, Bowen, Makens, Baloglu, Pearson, 2017; part 1 – chapters 1, 2 and 3; part 2 - chapter 4

#### **Tourism:**

*Tourism. Principles and Practice*, 5th Edition, John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill, Pearson, 2013; part 1, chapter 2; part 3, chapters 13 to 18

*The Business of Hospitality and Travel* (Subscription), 5th Edition, Cook, Hsu & Marqua, Pearson, 2014; part 1, chapter 1; part 2, chapters 6 to 9

*UNWTO, International Tourism Highlights 2019*, available online at <https://www.e-unwto.org/doi/pdf/10.18111/9789284421152>

#### **Territory:**

Stephen Williams, Alan N. Lew, *Tourism geography. Critical understandings of place, space and experience*, Routledge, 2015.

### **Applicants with disabilities and Specific Learning Disorders (DSA)**

In order to guarantee equal opportunities in carrying out the tests, applicants with disabilities in possession of a certificate of civil incapacity and/or recognition of the state of disability pursuant to Law 104/92, and applicants with Specific Learning Disorders (DSA), in possession of DSA certification pursuant to Law 170/2010 will be able to upload the documentation in PDF format during the online test enrolment procedures. The documentation must be currently valid and legally compliant.

Specific requests for dispensation and compensatory dispensation measures for the admissions test must be submitted at least 7 days in advance by sending an e-mail to the **diversamente** service at: [diversamente@iulm.it](mailto:diversamente@iulm.it)



**Link to publication of Regulations for Admission:**

[https://www.iulm.it/wps/wcm/connect/iulm/05f5f21a-21b1-43f1-b03a-c248895d2d0f/Regolamento+Ammissioni+LM+HTM+2022\\_23.pdf?MOD=AJPERES](https://www.iulm.it/wps/wcm/connect/iulm/05f5f21a-21b1-43f1-b03a-c248895d2d0f/Regolamento+Ammissioni+LM+HTM+2022_23.pdf?MOD=AJPERES)

**Organisation of the Degree Course**

The Study Plan for the Master's Degree Course in Hospitality and Tourism Management is divided into two years, during which students must acquire 120 CFU/ECTS credits, and comprises core training activities and workshops, optional training activities and a final examination.

The first year is carried out at IULM University in Milan; students may attend the second year either at IULM University in Milan, or at the University of Central Florida in Orlando (USA).

All courses are held in English.

The following table shows the Study Plan for the Master's Degree Course for the first year at IULM University, and the three alternative specialisations.



**STUDY PLAN FOR THE MASTER'S DEGREE COURSE  
IN HOSPITALITY AND TOURISM MANAGEMENT**  
(LM-49 Class of Master's degrees in PLANNING AND MANAGEMENT OF TOURISM SYSTEMS)

**1st YEAR - 2022/2023**

<b>IULM UNIVERSITY</b>				
<b>CORE COURSES</b>	<b>SCIENTIFIC-DISCIPLINARY SECTORS</b>	<b>TYPE OF COURSE</b>	<b>SUBJECT FIELD</b>	<b>CFU/ECTS CREDITS</b>
<b>Managing Hospitality and Guest services Organizations</b>	<b>SECS-P/07</b>	<i>Core</i>	Economics and management	<b>6</b>
<b>Critical Issues in Hospitality and Tourism Human Resources</b>	<b>SECS-P/10</b>	<i>Core</i>	Economics and management	<b>6</b>
<b>Accounting and Financial Management</b>	<b>SECS-P/09</b>	<i>Elective</i>	Elective and integrative disciplines	<b>6</b>
<b>Marketing Strategies in Hospitality and Tourism</b>				<b>18</b>
<i>Strategic Marketing in Hospitality and Tourism</i>	<b>SECS-P/08</b>	<i>Core</i>	Economics and management	<i>6</i>
<i>Digital Marketing for Hospitality and Tourism</i>	<b>SECS-P/08</b>	<i>Core</i>	Economics and management	<i>6</i>
<i>Introduction to Data Analysis for Marketing Research</i>	<b>SECS-S/03</b>	<i>Core</i>	Law and social studies	<i>6</i>
<b>Cultural Heritage, Arts and Tourism</b>	<b>L-ART/06</b>	<i>Core</i>	History, history of art and performing arts	<b>9</b>
<b>Geography for Sustainable Tourism Development</b>	<b>M-GGR/01</b>	<i>Core</i>	Territorial studies	<b>9</b>
<b>Communication Skills for Business</b>	<b>L-LIN/12</b>	<i>Core</i>	Foreign languages	<b>6</b>



**2nd YEAR - 2023/2024**

<b>UNIVERSITY OF CENTRAL FLORIDA</b>				
<b>CORE COURSES</b>	<b>SCIENTIFIC – DISCIPLINARY SECTOR</b>	<b>TYPE OF COURSE</b>	<b>SUBJECT FIELD</b>	<b>CFU/ECTS CREDITS</b>
<b>Data Analysis in Hospitality and Tourism Research</b>	<b>SECS-S/03</b>	<i>Core</i>	Law and social studies	<b>9</b>
<b>Hospitality and Tourism Strategic Issues</b>	<b>SECS-P/07</b>	<i>Core</i>	Economics and management	<b>6</b>
<b>Feasibility Studies for the Hospitality/Tourism Enterprises</b>	<b>SECS-P/09</b>	<i>Elective</i>	Elective and integrative disciplines	<b>12</b>
<b>Communication Skills</b>	<b>L-LIN/12</b>	<i>Core</i>	Foreign languages	<b>9</b>
<b>OPTIONAL COURSES</b>		<i>Other training activities</i>	Student options	<b>9</b>
<b>Field Project / Internship</b>		<i>Other training activities</i>	Other knowledge useful for entering the world of work	<b>3</b>
<b>PROVA FINALE</b> <i>Thesis</i>		<i>Final exam</i>	Final exam	<b>12</b>



**2nd YEAR - 2023/2024  
GENERAL COURSES**

<b>IULM UNIVERSITY</b>				
<b>CORE COURSES</b>	<b>SCIENTIFIC – DISCIPLINARY SECTOR</b>	<b>TYPE OF COURSE</b>	<b>SUBJECT FIELD</b>	<b>CFU/ECTS CREDITS</b>
<b>E-tourism technology and digital marketing</b>				<b>12</b>
<i>E-tourism Technology, Methods and Big Data</i>	<b>SECS-S/03</b>	<i>Core</i>	Law and social studies	6
<i>ICT and Digital Marketing for the Tourism Industry</i>	<b>SECS-P/08</b>	<i>Core</i>	Economics and management	6
<b>Communications Skills for innovation</b>	<b>L-LIN/12</b>	<i>Core</i>	Foreign languages	<b>6</b>

**COURSE: SUSTAINABLE DESTINATIONS MANAGEMENT AND COMMUNICATION (IULM)**

<b>CORE COURSES</b>	<b>SCIENTIFIC – DISCIPLINARY SECTOR</b>	<b>TYPE OF COURSE</b>	<b>SUBJECT FIELD</b>	<b>CFU/ECTS CREDITS</b>
<b>Strategy design for sustainable destinations</b>	<b>SECS-P/07</b>	<i>Core</i>	Economics and management	<b>6</b>
<b>Creativity and Design of Tourism Policies</b>				<b>12</b>
<i>New travel trends</i>	<b>M/DEA-01</b>	<i>Elective</i>	Elective and integrative disciplines	6
<i>Geography of tourism policies and innovation</i>	<b>M/GGR-01</b>	<i>Core</i>	Territorial studies	6

<b>OPTIONAL COURSES</b>	<i>Other training activities</i>	Student options	<b>9</b>
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<b>Field Project / Internship</b>	<i>Other training activities</i>	Other knowledge useful for entering the world of work	<b>3</b>
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<b>FINAL EXAM</b> <i>Thesis</i>	<i>Final exam</i>	Final exam	<b>12</b>
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**COURSE: DIGITAL TECHNOLOGIES AND DATA FOR TOURISM AND CREATIVE INDUSTRIES (IULM)**

<b>CORE COURSE</b>	<b>SCIENTIFIC – DISCIPLINARY SECTOR</b>	<b>TYPE OF COURSE</b>	<b>SUBJECT FIELD</b>	<b>CFU/ECTS CREDITS</b>
<b>Customer experience design through data and technology</b>	<b>SECS-P/08</b>	<i>Core</i>	Economics and management	<b>9</b>
<b>Optimization in Decision Making</b>	<b>SECS-P/09</b>	<i>Elective</i>	Elective and integrative disciplines	<b>9</b>

<b>OPTIONAL COURSES</b>	<i>Other training activities</i>	Student options	<b>9</b>
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<b>Field Project / Internship</b>	<i>Other training activities</i>	Other knowledge useful for entering the world of work	<b>3</b>
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<b>FINAL EXAM</b> <i>Thesis</i>	<i>Final exam</i>	Final exam	<b>12</b>
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Please note that students will have the possibility to select their optional courses from among those suggested for their Master's Degree Course, or to select the courses activated at partner universities. For the compilation of their study plan, students will be able to take advantage of the support provided by the Registrar's Office.

In addition to English, the Master's degree course promotes:

- 1) knowledge of a second foreign language spoken in the EU.

**Regulations concerning the procedures for the acquisition and assessment of the second foreign language**



For the LM-49 Class of Master's Degrees in PLANNING AND MANAGEMENT OF TOURIST SYSTEMS, Ministerial Decree 270/2004 provides for the *"good knowledge, in written and oral form, of at least two languages (of which at least one is of the European Union) in addition to Italian"*, among the qualifying educational objectives.

Based on this premise, it is necessary to establish, for students enrolled in the Master's Degree Course in Hospitality and Tourism Management for the academic year 2022/2023, the procedures for ascertaining any prior knowledge of a second foreign language or, alternatively, for obtaining certification following the attendance of a course (French or Spanish - the only courses currently being activated) and passing the related examination.

The following options are possible for the granting of eligibility:

1. Possession of one of the following **language certifications of at least B1 level (CEFR standard)** provided they were obtained after 1st January 2019:

French language:

- DELF B1 or higher ("tout public" version) of the Centre Culturel Français
- Diplôme du Baccalauréat Général of the Ministère de l'Éducation Nationale

Spanish language:

- Diploma de Español Nivel B1 or higher from the Instituto Cervantes

German language:

- Goethe-Zertifikat B1/ ZD-B1 or higher from the Goethe-Institut, WTB / ÖSD certification bodies
- Telc B1; Deutsches Sprachdiplom (DSD) Stufe II
- Diplomas of schools participating in the Deutsch-Profil-Schulen (DPS) project

Possession of this language certification must be communicated to the Registrar's Office when registering for the admission test.

Candidates who have a language certificate (of at least B1 level and obtained after 1st January 2019) for a foreign language other than those listed above may request that it be evaluated by notifying the Registrar's Office when registering for the admission test;

2. possession of a **secondary school qualification** obtained (in Italy or abroad) at an educational institution in a language other than Italian or English, equivalent to the Italian qualification, or **possession of a university degree** obtained (in Italy or abroad) at a University in a language other than Italian or English, equivalent to the Italian qualification.

The possession of these qualifications must be communicated to the Registrar's Office when registering for the admission test.

Possession of the requirements listed in points 1 and 2 does not in itself give rise to any exemption or other benefit, but only allows students to satisfy the requirements of the qualifying educational objectives of the Class of Master's Degrees in PLANNING AND MANAGEMENT OF TOURIST SYSTEMS (LM-49) regarding the knowledge of a second foreign language. In particular, students in possession of one or more of the requirements referred to in points 1 and 2 will not be able to use them to apply for exemption from taking any of the exams included in the study plan.



Enrolled students who do not meet the requirements set out in points 1 and 2 must (by the date set for the language test, see below) inform the Registrar's Office:

- for which language they intend to acquire eligibility;
- if they intend to attend the courses offered by the Faculty or to prepare independently.

Students who intend to attend the Faculty's courses and do not declare themselves beginners will be given a test in September (before the start of teaching activities) to assess their level of knowledge of the language of their choice, after which they will be assigned to one of the Faculty's courses. In particular, two courses, differentiated by level, will be activated:

- Spanish or French language and culture - basic course (80 hours, held online): these are the second foreign language courses already provided by the Faculty for students enrolled in the first level degree courses. It is proposed to extend attendance in these basic level courses to students enrolled in the Master's degree course in Hospitality and Tourism Management who do not meet the requirements referred to in points 1 and 2 and who have declared themselves to be beginners (or have been declared beginners after the language assessment test). In the case of students of the Master's course in HTM, this will be an extra-curricular activity, with the result of the final exam only being a judgement of eligibility for access to a higher level course (without any acquisition of CFUs);
- Spanish or French language and culture - specialisation course (80 hours, held online): we propose the activation of a higher level course (accessible after attending the basic course or with a level of at least A2 verified after the language assessment test), organized by the ILC and open to both students on Bachelor's degree courses and students on the Faculty's Master's degree courses, even in place of an optional course. In the case of students on the Master's degree course in HTM, the outcome of the final exam will only be a judgement of eligibility (without a grade), which is required in order to submit the application for the Master's degree. Upon being granted eligibility, students who wish to do so will be able to obtain the recognition of 6 CFUs in substitution of an optional course; for the others, this will count as an extra-curricular activity without CFUs.

Students who have declared that they are preparing independently may, as an alternative, by the date of submission of the degree application:

- present language certification of at least B1 level for the chosen language;
- take (as a non-attending student) the exam of the specialisation course in Spanish or French Language and Culture during one of the ordinary exam sessions. Upon achieving eligibility, students who wish to do so can obtain the recognition of 6 CFUs in substitution of an optional course.



2) knowledge of the Italian language.

### **Regulations concerning the procedures for the acquisition and assessment of the Italian language**

For the LM-49 Class of Master's Degrees in PLANNING AND MANAGEMENT OF TOURIST SYSTEMS, Ministerial Decree 270/2004 provides for the *"good knowledge, in written and oral form, of at least two languages (of which at least one is of the European Union) in addition to Italian"*, among the qualifying educational objectives.

Based on this premise, it is necessary to establish, for students enrolled in the Master's Degree Course in Hospitality and Tourism Management for the academic year 2022/2023, the procedures for ascertaining the level of knowledge of the Italian language, as well as the procedures for students who do not have the required level of competence to achieve it.

The following options are possible for the granting of eligibility:

1. possession of **language certification of at least B1 level (CEFR standard)** provided it was obtained after 1<sup>st</sup> January 2019;
2. possession of a **secondary school qualification/degree** obtained in Italy or abroad at an Italian educational institution.

The possession of these qualifications must be communicated to the Registrar's Office when registering for the admission test.

Possession of the requirements listed in points 1 and 2 does not in itself give rise to any exemption or other benefit, but only allows students to satisfy the requirements of the qualifying educational objectives of the Class of Master's Degrees in PLANNING AND MANAGEMENT OF TOURIST SYSTEMS (LM-49) regarding the knowledge of the Italian language. In particular, students in possession of one or more of the requirements referred to in points 1 and 2 will not be able to use them to apply for exemption from taking any of the exams included in the study plan.

Enrolled students who do not meet any of the requirements set out in points 1 and 2 will be asked to declare their level of knowledge of the Italian language when registering for the admission test. Those who declare a level higher than "beginner" will have to take a test to ascertain their level of knowledge of Italian in September 2022 (before the start of teaching activities):

- if the level is at least B1, students will automatically be granted the required eligibility;
- if the level is below B1, students may attend (either in the first or second year of enrolment) the extracurricular course in Italian Language and Culture (an 80-hour online course) organized by the Faculty of Communication. The examination at the end of the course may also be taken by non-attending students who have decided to prepare for it independently (also using the online course recordings). The final exam of the Italian Language and Culture course can only result in a pass mark (without a grade or the acquisition of CFUs).

In order to facilitate preparation for the Italian Language and Culture course, especially for absolute beginners, an introductory Italian language course will also be offered.

Eligibility must in any case be obtained by the date of submission of the degree application; alternatively, a certificate of knowledge of the Italian language of at least B1 level may be submitted by the same date.



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Students enrolled in the academic year 2021/22 or previous years who believe they have acquired a good level of proficiency may register for the Italian Language and Culture examinations in order to acquire the required eligibility. They may also access the training programmes made available to students enrolled for the academic year 2022/2023.

### **Teaching method**

The course is characterized by an active teaching method that stimulates critical learning, oriented to the application of the concepts and models presented in the classroom to real situations, similar to what students will be expected to carry out throughout their future professional life in a dynamic and changing context such as tourism. More than a third of the lesson hours are dedicated to case discussions, simulations, exercises, often in working groups, lectures by managers and professionals, workshops with industry experts and whole days of in-company training.

### **Course attendance**

Attendance at official courses held at the University is not compulsory but is strongly recommended.

### **Methods of examination**

Methods of assessment for first-year courses are regulated by article 18 of the University Academic Regulations, which state:

1. The competent academic bodies shall regulate the examination methods in such a way as to ascertain the adequate preparation of the students enrolled in the courses of study, and with a view to providing a continuation of their school studies and to the acquisition of the credits corresponding to the courses followed. These assessments, always carried out on an individual basis, must take place under conditions which guarantee the thoroughness, objectivity and fairness of the assessment in relation to the teaching or training activity followed, and to what is explicitly required for the purposes of the test;
2. Results of the assessments may be expressed as a mark or grade (examinations) or as a simple judgement of approval or non-approval (ability tests);
3. Assessment tests and examinations may be oral and/or written, and may even be carried out using digital means, provided that this does not fully replace the tests. In the case of assessment based on written and oral tests, the result of the former cannot be preclusive of the latter. In the case of assessment based on written tests only, students have the right to request a further oral assessment. In any case, the tests, if oral, must be open to the public and students must be able to see the written test paper;
4. There are three examination sessions for each course year. It is therefore not permitted to take examinations outside these sessions or to register results of exams taken in previous periods;
5. It is not permitted to repeat an examination that has been passed and registered;
6. The final result of the examination will be expressed as a mark out of thirty, with the pass mark being at least 18/30. In addition to the maximum mark of 30/30 the Examining Board may unanimously award the mark *cum laude*;
7. If a student withdraws or has not achieved a pass mark, a note will be made in their examination record book and transcript and, without affecting the final average, this will be highlighted in the documents sent to the Degree Examination Board;

The Examination Board, appointed by the Dean of the Faculty, comprises the Professor of the department, who acts as chairperson, and at least one other member, where possible an official teacher or researcher in the same department. In the case of official courses divided into teaching modules, the Chairperson of the Board shall be appointed by the Dean from among the staff responsible for teaching on the course modules related to the Examination Board. Should it not be possible to form the Examination Board with official teachers or



researchers, apart from the official Professor, experts in the subject, proposed by the Chairperson of the Board and approved by the Faculty Board after an examination of their curriculum, may be called upon to take part. In the case of high numbers of candidates, the Board may appoint sub-committees, operating under the responsibility of the official course teacher.

#### **Link to procedures for registering exam results**

<https://www.iulm.it/it/myiulm/come-fare/modalita-verbalizzazione-esami>

Examination procedures for the second year of the course are regulated by the partner universities where the teaching is carried out.

#### **Organisation of teaching activities and examination sessions**

Teaching activities are carried out during two semesters, each of which is divided into two cycles of lessons. Term dates for the academic year 2022/2023 are as follows:

##### **TERM DATES**

##### **FIRST SEMESTER**

1st cycle  
2nd cycle

**26 September to 23 December 2022**

26 September to 5 November 2022  
14 November to 23 December 2022

##### **SECOND SEMESTER**

1st cycle  
2nd cycle

**13 February to 20 May 2023**

13 February to 18 March 2023  
27 March to 20 May 2023

##### **Course organisation**

<b>24-hour courses (3 CFUs)</b>	2/3 lessons per week of 2 academic hours, held on 2/3 days within one teaching cycle.
<b>48-hour courses (6 CFUs)</b>	2/3 lessons per week of 2 academic hours, held on 2/3 days within two teaching cycles in the same semester.
<b>72-hour courses (9 CFUs)</b>	3/4 lessons per week of 2 academic hours, held on 3/4 days within two teaching cycles in the same semester.
<b>96-hour courses (12 CFUs)</b>	4/5 lessons per week of 2 academic hours, held on 4/5 days within two teaching cycles in the same semester or 2/3 lessons per week of 2 academic hours, held on 2/3 days in both semesters.

**For specific teaching needs, and when justifiably requested by the course teacher, the Dean may authorise alternative teaching methods to those provided for in the above formats.**

##### **EXAM SESSIONS**

Exam session for international exchange students      16 to 23 December 2022

There are **3 exam sessions**, for a total of 7 exam dates for each course:

##### **1st session**

(4th session academic year 2021/2022)

**9 January to 11 February 2023 (2 exam dates)**



for students needing to sit exams from previous years)

**2nd session**

**22 May to 5 July 2023 (3 exam dates)**

**3rd session**

**28 August to 23 September 2023 (2 exam dates)**

### **DEGREE SESSIONS**

There will be **3 degree examination sessions**, the periods of which will be set out in the academic calendar published for each academic year.

The **academic calendar** is published on the university website at:

<https://www.iulm.it/it/myiulm/corsi/magistrali/hospitality-and-tourism-managemen/hospitality-and-tourism-managemen>

Under **QUICK LINKS**

Course timetables and exam dates can be found at <http://aule.iulm.it/PortaleStudentiIulm/>

### **Internship/Field Project**

The study plan provides for the realization of a curricular internship. The internship may be replaced by alternative activities as defined in the Regulations of the Master's degree programme regarding the Internship/Field Project.

The Regulations are published on the website:

[https://www.iulm.it/wps/wcm/connect/iulm/84aec413-97b1-4598-b821-56257b9c7cd6/Regolamento+Stage\\_Field+Project+LM+HTM+2021-2022.pdf?MOD=AJPERES&CACHEID=ROOTWORK-SPACE.Z18\\_N19GHC410O5PD0QACD0HKQ38C6-84aec413-97b1-4598-b821-56257b9c7cd6-nK1tpKX](https://www.iulm.it/wps/wcm/connect/iulm/84aec413-97b1-4598-b821-56257b9c7cd6/Regolamento+Stage_Field+Project+LM+HTM+2021-2022.pdf?MOD=AJPERES&CACHEID=ROOTWORK-SPACE.Z18_N19GHC410O5PD0QACD0HKQ38C6-84aec413-97b1-4598-b821-56257b9c7cd6-nK1tpKX)

### **Final examination**

The attainment of a Master's Degree in Hospitality and Tourism Management requires the writing of an individual research thesis on topics relevant to the related scientific and professional communities.

The work should demonstrate the student's ability to formulate interesting research questions, methodological precision, the ability to place the work in a suitable theoretical context, the ability to identify managerial implications, and the ability to use critically the analysis tools acquired during the course.

In the preparation of the thesis students are assisted by a supervisor who helps them in deciding upon the topic to be covered, in the layout and in the related bibliographical and documentary research.

The thesis, once approved by the supervisor, is evaluated by a Commission in accordance with the University Academic Regulations and with the Organization and Evaluation Procedures for the Final Examination as defined by the Faculty Board for each academic year.

See **Organization and Evaluation Procedures for the Final Examination – academic year 2022/2023**, published at:

<https://www.iulm.it/it/myiulm/corsi/magistrali/hospitality-and-tourism-managemen/hospitality-and-tourism-managemen>

under **ELABORATO FINALE/TESI DI LAUREA**.

Students attending the second year at the UCF in the United States can carry out their thesis at the two partner universities under the guidance of a IULM supervisor together with a UCF teacher. In these cases the



thesis will be presented and discussed, as provided for in the Agreements signed with the respective Universities, before a IULM-UCF joint board of examiners. If necessary, videoconferencing systems may be used.

These Academic Regulations for the Master's Degree Course in Hospitality and Tourism Management have been approved by the Faculty Board at its meeting of 6 June 2022.