



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 2023/2024

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.

Summary description of core and elective activities

The related activities envisaged in the degree course concern the skills of formulating competitive strategy, optimising management choices and analysing the economic-financial performance of companies, also with reference to the start-up of new businesses in the tourism sectors. These are developed in the courses in the areas of Strategy, Management and Marketing, which are fundamental for the professional figures that the degree course aims to train. To complete the framework of related activities, in order to acquire skills in the design of complex and innovative tourism processes in developed and emerging geographic contexts, specific area subjects of territorial, social and anthropological disciplines have been introduced.

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 **26 November 2022** the following categories of applicants may apply through the online procedure explained on this page in the “[Application for admission](#)” section:

- *internal graduates and undergraduates in Tourism, Management and Culture (or previous degree courses offered by the Faculty):* graduates or students enrolled for the academic year 2022/23 who expect to graduate before the autumn session for the academic year 2022/23 (i.e. before 31 December 2023);
- *external graduates and undergraduates:* graduates from other universities or from IULM University in courses other than *Tourism, Management and Culture (or previous degree courses offered by the Faculty)* for the academic year 2022/23 who expect to graduate before the autumn session for the academic year 2022/23 (i.e. before 31 December 2023);
- *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 2023.

Number of places available for the academic year 2023/2024

100 places

Admissions test fee

Registration for the test requires payment of a fee of €100. The test enrolment fee is not refundable under any circumstances (with the exception of failure to take the test due to the exhaustion of available places or at the behest of the University's governing bodies). Failure on the part of the candidate to participate in the test for any reason whatsoever does not constitute grounds for reimbursement.

Non-payment of the participation fee or payment after the deadline set for each session will preclude admission to the test.

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 been awarded or be about to be awarded a **first-cycle university degree** in one of the following **Degree Classes (or equivalent)** or 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 (Information Technology)
- 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 their three-year degree course, 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. Only after approval by the Coordinator for Master's Degree Courses will applicants be able to apply for admission online.

Language requirement: knowledge of the English language to at least level B2

Proof of English language proficiency to a level of at least CEFR level B2 must be provided in one of the following ways:

- obtaining one of the following language certificates after 1 January 2021: IELTS with a score of at least 5.5; TOEFL iBT with a score of at least 87; Cambridge English with a score of at least 165
- obtaining (in Italy or abroad) a Bachelor's degree in a course held in English
- passing the Linguaskill test at IULM University with a score of at least 165 (only for candidates from IULM University courses)
- passing the Assessment Test* with a grade of at least level B2 (offered at no extra cost by IULM University for candidates with neither of the previous requirements)
- having already passed the Assessment Test at IULM University with a grade of at least B2 in one of the admissions sessions of the academic year 2022/23 (and in any case not before 1 February 2022)

* All categories of candidates (internal, external, foreign) who do not meet any of the above requirements will be invited to take the Assessment Test ([Oxford Placement Test](#), offered online at no extra cost by IULM University) on one of the following dates:



- 1st session: 17 and 24 February 2023
- 2nd session: 4 and 12 April 2023
- 3rd session: 9 June 2023 (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 language requirement is considered acquired by passing the Assessment Test with a level of at least B2 in both Listening and Use of English sections.

Further language knowledge

For the LM-49 Class of Master's Degrees in the “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 to be achieved prior to completing the course of studies.

In this regard, candidates should read the "Regulations for the assessment and acquisition of the second foreign language" published on the University website.

Knowledge of the Italian language

Candidates who are not native speakers of Italian and/or non-Italian citizens are required to declare their level of knowledge of the Italian language when applying for the admissions test, and they must obtain by the end of their course of studies the required qualification attesting to their good written and oral knowledge of Italian.

In this regard, candidates who are not native speakers of Italian and/or non-Italian citizens should read the "Regulations for the assessment and acquisition of knowledge of the Italian language" published on the University website.

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 at the University of Central Florida – Rosen College of Hospitality Management (UCF)*

<https://graduate.ucf.edu/international-applicants/>

- 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 30 November 2023;
- 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 (6 CFU)*, *Marketing Strategies in Hospitality and Tourism (18 CFU)*, *Critical Issues in Hospitality & Tourism Human Resources (6 CFU)*, *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).

Admissions test sessions and deadlines for applications for admission

- 1st session: **written test 3 March 2023 at 14.30 – oral test 8 March 2023 at 14.30**
- 2nd session: **written test 21 April 2023 at 14.30 – oral test 28 April 2023 at 14.30**



- 3rd session: **written test 16 June 2023 at 14.30 – oral test 23 June 2023 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: 20 February 2023
- 2nd session: 5 April 2023
- 3rd session: 5 June 2023 (only if places still available or only for non-EU students)
- 4th session: dates to be defined only if admissions test is to be held

Students who fail to pass the test in one session may apply for a subsequent session using the [online procedure](#), without having to pay a further test enrolment fee, subject to verification of the availability of places.

The dates of the tests already scheduled are subject to changes, which will be communicated to the candidates in advance.

The tests will be carried out online.

Matriculation will be confirmed upon payment of the first instalment.

Students admitted in the first session must complete matriculation by **31 March 2023**.

Students admitted in the second session must complete matriculation by **16 May 2023**.

Students admitted in the third session must complete matriculation by **6 July 2023**.

Students admitted to the fourth session must complete matriculation by the date set only if the admission test takes place.

Depending on the number of admissions and the number of remaining places, the deadline for registration may be shortened to allow the scrolling of the ranking list.

For internal students enrolled in the third year of their degree course in the academic year 2022/23, applicants for the first session for matriculation in the Master's Degree Courses for the academic year 2023/24, the deadline for payment of the third instalment for the academic year 2022/23 is deferred to 20 April 2023 (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, through the [online services](#), the date and grade of the degree obtained as soon as they are announced, and to attach a copy of the degree certificate (or self-certification) as soon as it is available, and in any case no later than 31 December 2023.

Students unable to complete enrolment owing to failure to obtain a degree qualification before 31 December 2023 will have their enrolment officially annulled. **Under no circumstances will the first instalment or the enrolment fee for the admissions test be refunded.**

Test procedures

All **Italian candidates** must demonstrate knowledge of the English language to at least level B2 (see previous point “**Language requirement: knowledge of the English language to at least level B2**”)



Only candidates, both internal and external, who have demonstrated knowledge of the English language to a level of not less than B2 will be admitted to the following tests:

- written test in English comprising 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 aimed at assessing knowledge and skills.

Foreign candidates must demonstrate knowledge of the English language to at least level B2 (see previous point “**Language requirement: knowledge of the English language to at least level B2**”).

Foreign candidates who have demonstrated knowledge of the English language to a level of not less than B2 will be admitted to the following tests:

- written test in English comprising 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;
- assessment of skills and knowledge by uploading onto the platform provided by the University texts and videos related to the set questions.

At the time of enrolment, texts or online courses may be recommended for all categories of candidates to follow before the start of the courses.

Recommended bibliography for test preparation

The following bibliography is for guidance only and is suitable for all applicants:

Accounting:

Introduction to Accounting and Financial Analysis, Ruggero Sainaghi, Librerie Universitarie Milanesi, 2021 (Chapters 1,2,3,4,5,6,7)

Tourism:

Tourism. Principles and Practice, 6th Edition, John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill, Pearson, 2017; (Chapters 1-3; 6-10; 13-14; 16-18)

Territory:

Stephen Williams, Alan N. Lew, *Tourism geography. Critical understandings of place, space and experience*, Routledge, 2015 (Chapters 1,2,3,4,5,6)

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/or compensatory measures for the admissions test must be submitted at least 7 days in advance by sending an e-mail to the diversAMENTE service.

For any further clarifications or needs, please contact the diversAMENTE office at: diversamente@iulm.it tel. 02.891412200.



Link to publication of Regulations for Admission:

https://www.iulm.it/wps/wcm/connect/iulm/8af4d798-e2c5-4a0c-bb01-236164dcc132/Regolamento+Ammissioni+LM+HTM+2023_2024_rev_aprile_2023.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 - 2023/2024

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



2nd YEAR - 2024/2025

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



2nd YEAR - 2023/2024

GENERAL COURSES

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

COURSE: SUSTAINABLE DESTINATIONS MANAGEMENT AND COMMUNICATION (IULM)

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

OPTIONAL COURSES	<i>Other training activities</i>	Student options	9
-------------------------	----------------------------------	-----------------	----------



Field Project / Internship	<i>Other training activities</i>	Other knowledge useful for entering the world of work	3
-----------------------------------	----------------------------------	---	----------

FINAL EXAM <i>Thesis</i>	<i>Final exam</i>	Final exam	12
------------------------------------	-------------------	------------	-----------

COURSE: DIGITAL TECHNOLOGIES AND DATA FOR TOURISM AND CREATIVE INDUSTRIES (IULM)

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

OPTIONAL COURSES	<i>Other training activities</i>	Student options	9
-------------------------	----------------------------------	-----------------	----------

Field Project / Internship	<i>Other training activities</i>	Other knowledge useful for entering the world of work	3
-----------------------------------	----------------------------------	---	----------

FINAL EXAM <i>Thesis</i>	<i>Final exam</i>	Final exam	12
------------------------------------	-------------------	------------	-----------

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, the procedures for ascertaining any prior knowledge of a second foreign language or, alternatively, for obtaining certification following attendance on a course (French or Spanish) and passing the related examination are set out below.

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 2020:

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 2020) 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 LM-49 Class of Master's degrees 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 will be asked to declare, when registering for the admission test, for which language they intend to acquire eligibility and their level of knowledge of the aforementioned language, if any.

Those who declare a level higher than "beginner" will have to take a language proficiency test in **September 2023** (before the start of the courses):

- if the level is at least B1, students will automatically be granted the required eligibility;
- if the level is lower than B1 but not absolute beginner (approximately level A2), students may attend the extracurricular **Advanced French/Spanish language** course from the first year, at the end of which they will take the corresponding proficiency examination. This examination may also be taken by those not attending the course who have decided to prepare for it independently. **The final examination for the Advanced French/Spanish language course can only result in a pass mark (without a grade or the acquisition of CFUs);**
- if students are found to be absolute beginners, they may attend the extracurricular **French language and culture/Spanish language and culture** course in the first year and take the extracurricular **Advanced French/Spanish language** course in the second year

Upon obtaining eligibility, students who wish to do so may be granted 6 CFUs in lieu of a optional course; for the others, this will be considered an extra-curricular activity without CFUs.

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

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, the procedures for ascertaining any prior knowledge of the Italian language or, alternatively, for obtaining certification following attendance on an Italian language course and passing the related examination are set out below.

The following options are possible for the granting of eligibility:

3. possession of **language certification of at least B1 level (CEFR standard)** provided it was obtained after 1st January 2020;
4. 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 LM-49 Class of Master's degrees 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 (core or elective) 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 2023** (before the start of courses):

- if the level is at least B1, students will automatically be granted the required eligibility;
- if the level is lower than B1 but not absolute beginner (approximately level A2), students may attend the extracurricular **Italian Language and Culture** course organized by the Faculty of Communication from the first year, at the end of which they will take the corresponding proficiency examination. This examination may also be taken by those not attending the course who have decided to prepare for it independently. **The final examination for the Italian Language and Culture course can only result in a pass mark (without a grade or the acquisition of CFUs).**
- if students are found to be absolute beginners, they may attend the extracurricular **Italian language for beginners** course in the first year and take the extracurricular **Italian Language and Culture** course in the second year.

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.

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.

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 2023/2024 are as follows:

TERM DATES

FIRST SEMESTER

1st cycle

2nd cycle

25 September to 22 December 2023

25 September to 4 November 2023

13 November to 22 December 2023

SECOND SEMESTER

1st cycle

2nd cycle

19 February to 25 May 2024

19 February to 28 March 2024

15 April to 25 May 2024

Course organisation

24-hour courses (3 CFUs)	2/3 lessons per week of 2 academic hours, held on 2/3 days within one teaching cycle.
48-hour courses (6 CFUs)	2/3 lessons per week of 2 academic hours, held on 2/3 days within two teaching cycles in the same semester.
72-hour courses (9 CFUs)	3/4 lessons per week of 2 academic hours, held on 3/4 days within two teaching cycles in the same semester.
96-hour courses (12 CFUs)	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 18 to 22 December 2023

There are **3 exam sessions**, for a total of 8 exam dates for each course:

1st session

(4th session academic year 2022/2023

for students needing to sit exams from previous years)

9 January to 17 February 2024 (3 exam dates)

2nd session

27 May to 4 July 2024 (3 exam dates)

3rd session

27 August to 21 September 2024 (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=ROOTWORKSPACE.Z18_N19GHC41005PD0QACD0HKQ38C6-84aec413-97b1-4598-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 **Organisation and evaluation procedures for the Final Examination, defined by the Faculty Board for each academic year, published at:**

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

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 16 May 2023.