

MASTER OF SCIENCE

Postgraduate 1st Level IN TOURISM MANAGEMENT (MTM)

5th edition 2008/2009

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The **Master in Tourism Management (MTM)** trains new professionals for major tourism companies and institutes both in Italy and abroad.

MTM stands apart from the wide offer of university-level tourism programmes currently available in Italy, by virtue of its **multidisciplinary approach** – it builds on sound management, financial and organizational competencies, combining these with communications and marketing which are IULM University's recognized points of excellence.

MTM is characterised by the **active participation of entrepreneurs and managers**, from more than fifty of the major tourism companies, as testimonials, lecturers, project partners and sponsors.

MTM, with **lecturers from the most prestigious Italian and foreign universities and research centres** which specialise in tourism management, offers a highly innovative teaching programme, updated in its contents and focused on the latest management topics and tools.

MTM enables participants to build job skills in an international multicultural context by sharing an exacting workload with **students of different nationalities and cultures**, in itself an enriching experience.

MTM, **conducted in English** and with **limited enrolment numbers**, is targeted to those students who, after graduation, wish to grow professionally in a fast-developing sector where the increasing need for professionals with managerial skills and specialised qualifications is urgently felt.

Career prospects of Master graduates include the hospitality industry, cruise companies, air companies, trade fair agencies, congress and events organisations, tour operators, travel agency networks, public and private organisations for the promotion and development of territorial tourism products, specialised tourism project consultants.

MTM FACTS & FIGURES.

- 35 students
- Placement: 97% in tourism-sector companies and institutions
- 2/3 of graduates hired by the company which hosted their internship
- Over 60 companies actively involved in the programme
- 15 sponsors
- 14 projects in partnership with tourism companies and associations
- 15 student-developed business plans, 12 of which enacted or in progress
- 1 published series "Focus on..." regarding the contents of Tourism Professionals Module
- 1,200 classroom hours, compulsory attendance
- 3- to 6-month internship as an integral part of the programme
- 1/3 international internships

OBJECTIVES.

The fifth edition of the Master in Tourism Management (MTM) aims at:

- grooming professionals who will actively contribute to **company** success by leveraging their in-depth knowledge of the tourism business and cutting-edge management tools;
- creating experts in projecting, organising and communicating the tourist offer for **public institutions and organisations** thus enhancing the efficient and sustainable development of natural and cultural territorial resources.
- offering **participants** of the master immediate job opportunities, thanks to the conspicuous and active involvement of companies and tourism organizations.

PROGRAMME.

The MTM programme covers **one year of** full-time, compulsory attendance; it is organised into **6 modules for a total of 1,200 class-room hours** and offers **60 university credits** (CFU). Courses are scheduled daily, Monday to Friday, from 9am to 5.45pm.

All classes are held **in English**.

MODULE I: BASIC COMPETENCE BUILDING (7.5 CFU) November - December 2008

Acquire the necessary basic tenets and analytical tools to deal with the specialist contents of the following modules

- Players and Roles in the Tourism System
- Sustainable Tourism Guidelines and Management Practices
- Accounting Management
- Vocational Guidance

MODULE II: GENERAL MANAGEMENT (17.5 CFU) January - February - March 2009

Learn the specifics of the economic context and tourism business to understand the underlying logics, decisional factors and strategic tools in the various divisions of tourism company management. In the initial simulation students are required to run a tourism company and, in doing so, to highlight arising managerial problems and implications which will be addressed and resolved in the following courses

- CHESS Real Time Simulation Game
- Information Technology for Tourism Managers
- Marketing Management
- Organizational Behavior and Human Resources
- Business Profitability Analysis
- Revenue Management
- Advanced Accounting and Management Control
- Corporate Finance and Real Estate Investments
- Business Strategy

MODULE III: TOURISM PROFESSIONALS (10 CFU) March - April 2009

Spend one month face-to-face in the classroom with tourism managers and professionals. The MTM is the only Master which offers a long and well-structured professional experience aimed at developing a critical analysis of managerial issues and the know-how to face them. Topics in this module are:

- Hospitality Management
- Retail Management (tour operators and travel agencies)
- Transport Companies Management
- Exhibition, Meeting and Convention Company Management
- Meeting Industry management

MODULE IV: DESTINATION MANAGEMENT (7.5 CFU) April - May 2009

Learn how to manage a destination at governance level and to develop new, competitive tourism products.

- Destination Strategy and Planning
- Destination Branding
- Destination Performance Measurement
- Tourism Event Planning and Development

MODULE V: BUSINESS PLAN (5 CFU) May - June 2009

Draw up a team entrepreneurial project based on a strategic and economical analysis, applying tools and methodologies learnt during the Master. The business plan is closely supervised by a tutor from the date of its assignment to the final presentation.

MODULE VI: INTERNSHIP (10 CFU) 3 months from July or September 2009 - in Italy or abroad

Develop an individual project in a tourism company or institution under the joint-supervision of a company and an academic tutor who co-monitor and co-evaluate the project.

FINAL EXAM (2,5 CFU) June 2009

Discussion of an individual paper on the learning experience acquired.

TEACHING METHODS AND EVALUATION.

The learning process is based on a mixed model which hones and combines – both inside and outside the classroom – active dynamics amongst participants, lecturers and professionals. Traditional classroom lessons take place alongside debates on international case studies, teamwork, the personal accounts of Italian and international entrepreneurs and managers, visits to companies, presentations of project results from forums held during the Master at tourism fairs or during seminars and meetings.

■ Traditional lessons	15%
■ Case studies and simulations	20%
■ Projects and business plan	28%
■ Professionals in the classroom	16%
■ Internship	21%

To complete the Master by earning the total 60 credits, students must pass set **tests at the end of each course**. Students will also be evaluated for the **group work** which is a part of several courses and for their **active participation** in lessons and activities organized by the programme (forums, projects with companies and associations, business plan, internship).

FACULTY.

Faculty members include **teaching staff from Italian and international universities** who have lectured and conducted research in the field of tourism and **managers, professionals, businessmen/women, from the tourism industry** who will hold classes in the “Tourism Professionals” Module and who have a tutorship role in the “Business Plan” Module.

The following are the Faculty members of the fourth course:

Roy Alvarez – Cornell University, NY (USA)
Donald Anderson – Purdue University, Indiana (USA)
Antonella Audisio – Makò
Gabriella Bagnato – Bocconi University
Giovanni Bastianelli – Confturismo
Massimo Buongiorno – Bocconi University
Raffaella Caso – Green Step Consulting and IULM University
Giorgio Castoldi – IULM University
Barbara Demichelis – Bocconi University
Francesca d’Angella – IULM University
Manuela De Carlo – IULM University
Luigi Ferrari – People, the Research Partner and IULM University
Janice Giffin – IULM University
Robert Govers – Leuven University, Leuven (Belgium)

Giorgio Invernizzi – Bocconi University
Daniela Isari – Cattolica University
Tracie Mackenzie – IULM University
Gianna Moscardo – James Cook University (Australia)
Alastair Morrison – Purdue University, Indiana (USA)
Philip Pearce – James Cook University (Australia)
Armando Peres – IULM University
Gabriele Piccoli – Cornell University, NY (USA)
Annette Pritchard – University of Wales (UK)
Ernesto Rigoni – IULM University
Ruggero Sainaghi – IULM University
Emilio Valdameri – Progetto Turismo
Loraine Willis – IULM University

PROFESSIONALS IN THE CLASSROOM.

More than 50 company testimonials, several of whom actively engaged in the **Tourism Professionals** module since its very first year, offer students the benefit of their managerial experience in the tourism industry’s **most interesting companies**.

Hospitality Industry and Catering

Renzo Iorio – Accor
Verushka Maggi – Alliance Alberghi
Remo Eder – Antares Hotels
Dennis Zambon – Atahotels
Giovanna Manzi – Best Western
Davide Oldani – D’O
Paola lemmallo – Hilton Milan
Damiano Zennaro – Intercontinental
Pippo Russotti – Marriott Milan
Santo Alba – Marriott Milan
Massimiliano Lombardi – NH Hoteles
Palmiro Noschese – Melià Hotel & Resorts
Sebastiano Catinello – Melià Hotel & Resorts
Elena David – UNA Hotels & Resorts
Leonardo Serranti – UNA Hotels & Resorts
Jean Marc Droulers – Villa D’Este

Institution and Association

Eugenio Magnani – Agenzia Nazionale per il Turismo
Michel de Blust – Ectaa
Josep Ejarque – Turismo Friuli Venezia Giulia

Retail Industry

Daniel John Wintheler – Alpitour World
Enrico Bertoldo – Amadeus Marketing Italia
Silvia Stevaraglia – Amadeus Marketing Italia
Luca Adami – Aviomar
Davide Rosi – BCD Travel
Luca Caraffini – Bravo Net
Maurizio Boiocchi – Brevivet
Gianluca Romano – Cartorange
Pasquale Chianello – Cisalpina Tours
Fabrizio Chianello – Cisalpina Tours
Giorgio Palmucci – Club Med
Enrico Fiore – Departures
Paola Marino – Etrusca Viaggi
Luca Baldisserotto – Evolution Travel
Luca Colombo – Fintravel Membership Services
Roberto Gentile – Frigerio Viaggi
Anna Schuepbach – Hotelplan
Gianluca Resmini – I Grandi Viaggi
Bruno Colombo – I Viaggi del Ventaglio
Frederic Naar – Naar Worldwide Tours
Michele Serra – Quality Group
Luca Patané – Uvet American Express
Mario Mazzei – Uvet American Express

Consultants

Sebastiano De Faveri – De Faveri & Associati
Luisa Adani – Giara consulting Group
Roberto Mollica – KPMG Advisory
Piero Almiento – Progetto Turismo
Giorgio Bianchi – R&D Hospitality
Sergio Mancuso – Studio Ambrosetti
Giovanni Zavagli – Top Consulting

MICE Industry

Patrizia Buongiorno – AIM Group AIM Congress
Rosangela Quieti – AIM Group AIM Congress
Flaminia Roberti – AIM Group AIM Congress
Gianfranco Maiorana – CREO
Marco Sogaro – Fiera di Roma
Achille Lanzarini – Fiera Milano Congressi
Corrado Peraboni – Fondazione Fiera Milano
Enrica Baccini – Fondazione Fiera Milano
Roberta Asciolla – Gruppo Triumph
Oscar Cerezales – MCI
Luca Favetta – SAP AG Global Marketing Services
Alan Pini – Tekncongress
Marcella Gaspardone – Torino Convention Bureau
Ulrike von Arnold – Vienna Convention Bureau

Transport Industry

Cristina Silvestri – Air Dolomiti
Jan Pianca – Austrian Airlines
Massimiliano Giobergia – Costa Crociere
Daniele Mancini – Costa Crociere
Renata Rizzo – Costa Crociere
Luciano Di Fazio – Livingston
Flavio Ghiringhelli – Meridiana
Daniela Picco – MSC Crociere
Roberto Pirrera – RCCL
Alessandro La Rocca – Trenitalia
Letizia Orsini – TUI Fly

TARGET AUDIENCE.

The MTM is open to **top university graduates** with **some work experience** and an **excellent command of English**, who want to speed up their career prospects with an eye to international travel companies.

The MTM student is a highly motivated individual, willing to invest in his/her growth and with a strong inclination towards entrepreneurship and teamwork. He/she is keen to meet the challenge of competitive international realities and would enjoy working for an important Italian or international company to develop his/her own entrepreneurial projects.

The following is a profile of MTM students of the 4th edition:

- Average age of participants: 26
- 65% Italian students and 35% foreign students
- Home countries Austria, Belize, Brazil, Caribbean Islands, India, Italy, Romania, Scotland, Yemen
- Mother tongue: Arabic, English, English Creole, Italian, Portuguese, Romanian, German
- Spoken languages: Arabic, Catalan, Czech, Chinese, Creole French, English (compulsory), French, German, Italian, Portuguese, Romanian and Spanish
- Degree areas: Tourism, Tourism Management, Languages, Business Administration, Communication PR, Information Technology and Management, Psychology, Political Science, General studies, Interpreting and Communication
- Job experience or internship: 15% had worked at a managerial in the tourism field; 60% had some brief work experience related to tourism; 25% had little working experience, mostly unrelated to tourism

APPLICATIONS AND SELECTION PROCEDURES.

Applications for the screening and pre-enrolment of the MTM fifth edition may be made by visiting the www.mtm.iulm.it website from **February 20th to October 15th 2008 for Italian students, and from February 15th to June 6th 2008 for foreign students.**

Applications from students who intend to take their first level degree by the end of December 2008 will be conditionally accepted.

Selection procedure takes into account:

- motivation
- qualifications
- command of English
- work experience
- personal disposition

For detailed information on pre-enrolment and selection procedures please visit our website: www.mtm.iulm.it.

FEES.

Tuition fees are **10,500 euros** and include:

- teaching materials
- use of the IULM's classrooms and facilities
- organised trips to tourism companies
- entry tickets to trade fairs included in the syllabus
- forums and meetings organized by MTM
- Career Book dispatch to 300 companies

Fees are paid in 4 instalments:

admission procedure fee: € 100.00

1st instalment: € 5,000.00 on admission to the programme

2nd instalment: € 2,750.00 by January 31st 2009

3rd instalment: € 2,750.00 by March 31st 2009

For Italian candidates, or international candidates who work and pay taxes in Italy, please note that participation in the program is **tax-deductible**.

SCHOLARSHIPS AND GRANTS.

There are a number of **scholarships** offered by sponsor companies and other organizations. These study grants are awarded by merit and other criteria as specified each year by the MTM or by the individual grant sponsor. They are conferred during the **graduation ceremony** at which students, their families, the companies involved in the Master and the Faculty are present. The scholarships cover **50% of enrolment fees**.

For information about the possibility of applying for **National or Regional scholarships**, or about the procedure to be followed for obtaining a **bank loan** please visit our website: www.mtm.iulm.it.

SOME PROJECTS OF THE PAST YEARS.

Focus on...

The close contact with major companies of the sector that has characterized the MTM since its beginnings has grown over time. During its third year of activity the Master decided to share this acquired professional experience on important topics of current interest with a wider public of operators. This was accomplished through the creation of **workshops** and **forums** where it was possible to compare experiences and opinions on critical issues in the field.

The following are some events of the 4th edition:

- "Tourism and Sustainability: an International Scorecard" (BIT 2008 - Milan)
- "Tour Operating in Europe"
- "New technologies in the Changing Landscape of Tourism Distribution"
- "Growth strategies in the Italian hospitality industry: the role of finance, real estate, share properties"

The contents of several "Focus on..." have been **published in a series** by the Master and the FrancoAngeli publishing house. The 2007 volumes are:

- "Tourism and Sustainability. Principles, Tools, Cases" edited by M. De Carlo and R. Caso
- "The Congress System. Players, Strategy, Findings" Edited by R. Caso, F. d'Angella and E. Quintè

The perception of Milan as a Tourist Destination.

Within the Destination Management module, **a research project was carried out on the image of Milan** as perceived by 1,300 tourists then present and hundreds of potential tourists in order to draw up **guidelines for tourism growth strategy in the city**, under the guidance of destination management academics and experts. The findings of the project, sponsored by the Milan Town Council, were discussed with the local institutions and a number of large tourism firms working in the city

Experience on the job.

Training days, organised and **run by companies**, to give students access to internal management tools. Some past training days:

- **Amadeus Italia – Milan:** half a day dedicated to Amadeus software
- **ATA Hotels Executive - Milan:** half a day to grasp the logics of congress management in an important Italian hotel chain
- **Cisalпина Tours:** a day in the company of the Group's managing director to fully understand the strategic and financial implications of growth
- **Melià Aurelia Antica – Rome:** two days in the company of Sol Melià managers to experience the decisions and experiment the tools of the different departments.

SPONSORS.

The sponsor companies are involved in both the planning stage and realization of **workshops** and in **educational activities**; they host Master students for their internships and project development and they further their **placement**.

Being a sponsor confers:

- **high visibility** in MTM **communication**
- **focused attention** in classroom **case studies and simulations**
- participation in **seminars and didactic forums**
- **the opportunity to organize forums** at IULM University on important current issues
- **the privilege of being the first to receive the most brilliant students' profiles**

Fourth edition **MTM scholarships** were financed by:



Fourth edition **International Internships** were financed by:



INTERSHIPS.

MTM students undertake a compulsory internship in Italy or abroad, for a minimum of 3 to a maximum of 6 months, in companies and organisations of the different tourism sectors. The internship is a formative part of the course and is organised by the MTM co-ordinator together with participating companies. Great care is taken to match students' personal characteristics with company requirements. 2/3 of MTM graduates are hired by the companies which hosted their internship.

The following are a sample of internship experiences from MTM 3rd edition:

- **Quarum Travel – Buenos Aires:** six months in Argentina with a tour operator that specialises in incentive and business travel to learn the ropes and develop customised projects for large companies
- **Belle Tourism International Shanghai - Shanghai:** three months as junior consultant in a Chinese-American consultancy involved in two projects to boost growth in Chinese tourist destinations
- **Italian Journeys - London:** three months with a British tour operator that specialises in Italy as a destination to project and promote tailor-made packets and to remake the company's website
- **Intercontinental Hotels – Madrid:** assistant to the hotel's Revenue Manager to master managerial tools and the logic behind the job
- **Uvet American Express Corporate Travel - Milan:** six months in the company leader of the business travel sector to learn the rules and procedures for incentive, business and congress organization
- **Bulgari Hotels – Milan:** six months in the purchasing and accounting departments to put into practice important accounting and revenue management tools learnt during the Master and to understand how a large international hotel chain functions at the operational level
- **Confurismo – Rome:** six months focused on projects connected with both Italian and international tourism to gain a hands-on overview of the sector from the associational point of view.

PLACEMENT.

97% of MTM postgraduates currently work in the tourism sector, 60% of these were employed by the companies which hosted their internship. The following are sample experiences:

“the Master in Tourism Management gave me the chance to put into practice several of the concepts I had learnt in my previous four years of study; it established my contact with a T.O. like Visit Italy Tours in Los Angeles. This adventure is helping me to hone my knowledge and to strengthen my personal experience; it is proving to be of vital importance for my future career in tourism.”

Valentina De Chellis MTM 3

“Thanks to the Master I have had the opportunity to enter the tourism workplace as a more highly qualified professional: the internship was a continuation of the master programme. I am currently working for the consultancy in which I did my internship, dealing daily with operative and strategic territorial marketing, feasibility analysis and online publishing in the tourism real estate sector.”

Simona Somma MTM 3

“With the Master in Tourism Management I have acquired the necessary skills and competencies to work in tourism. My internship in Kuoni Destination Management has enabled me to hone my knowledge of the sector and, after a 5-month training period, I have now been hired by the company; I am fully satisfied with my new role. My job is to organize in-coming groups from America, Japan, India and the Far East whilst.”

Annalisa Mutti MTM 3

WHAT IS SAID ABOUT US.

“The Master in Tourism Management is very probably, to date, the best way of introducing graduates to the world of tourism. It offers academic training with a strong business orientation and practical experience in the field. In an expanding sector, in sore need of new-generation managerial resources, it is an initiative destined to become a point of reference, that can only meet with success.”

Fabrizio Chianello - General Manager Cisalpina Tours

“The latest technological developments, entrepreneurial skills, the new needs of travellers and service tailoring are just a part of what the tourism manager has to handle. Tourism companies need professional figures who are quick in reacting to cues, in exploiting opportunities and in effecting innovative change. These are the levers that Master students acquire and will put to use as future managers of a sector in continuous evolution.”

Enrico Bertoldo - Marketing Manager Amadeus Marketing Italia

“When deciding future development projects, Sol Melià pays careful attention to the young people who are currently being groomed by the Iulm Master, in the organisation of which we are periodically involved. We are also active partners of the programme, being fully convinced that the training this important University offers perfectly meets the set competency requirements.”

Palmiro Noschese - Area Manager Italy Sol Melià

MASTER IN TOURISM MANAGEMENT.

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