

Master's degree

# Tourism and Change



## Duration of study programme



**1.5 years** (full-time)  
or up to 4 years (part-time)

After successfully completing the programme, you will receive the degree of



## Master of Science FHGR in Business Administration with Specialisation in Tourism and Change



## Tuition fees

Domestic students: CHF 960 per semester  
International students: CHF 1,550 per semester



## Small class sizes

Approximately 20 students per class allow you to become an active participant in your learning such as in case studies, discussions, learning-by-doing and in workshops.



## 600 km

of ski slopes are located within 30 km of Chur. Benefit also from 17,000 km of hiking and biking trails in the canton of Grisons.



The Master Tourism and Change is certified by the World Tourism Organisation (UNWTO). The UNWTO is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.



## International

International students, international lecturers, international field trip and international cases



## More than lectures

Study trips, consultancy projects, mentoring programme, work placements, speakers series, languages, online management game, case studies, etc.

## Place of study



## Employability

Personality and potential analysis, coaching, mentoring programme and work experience

# The study programme at a glance

What does a master's degree in tourism and change involve?

The first master's in tourism worldwide to specifically focus on change combines business administration with a specialisation in tourism: you will analyse the different drivers of change in tourism, evaluate the consequences of change and determine how to manage and design change in tourism.

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What are the admission requirements for the programme?

The admission requirements are a bachelor's degree, a good knowledge of English and basic knowledge of business administration. You will be able to make up for missing knowledge in business administration prior to the start of the programme.

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What will I learn in this programme?

In addition to the knowledge in tourism and business administration, you will be able to improve your change management and personal skills and apply them through practical experience. You will receive ample opportunities to develop skills critical to the tourism labour market.

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What is the process from the programme start through to graduation?

The master's degree programme begins each September and takes three semesters to complete full-time. It is also possible to complete the programme part-time, enabling you to work alongside your studies. You also have the opportunity to go on an international exchange semester.

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Why study at the University of Applied Sciences of the Grisons?

The University of Applied Sciences of the Grisons (UAS Grisons) offers you an in-depth view of tourism with an innovative focus on change. An informal atmosphere provides you with more than lectures and offers a supportive learning environment.

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What happens after I finish my studies?

The interdisciplinary approach of the master's degree in tourism and change opens up a broad range of employment opportunities for graduates in airline management, destination management, tour operation, hotel management, tourism marketing, public relations and consultancy.

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How can I apply?

Complete the application form online and send it to the UAS Grisons together with all required documents.

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# What does a master's degree in tourism and change involve?

Tourism is changing. In the Master Tourism and Change, you will analyse the different drivers of change, evaluate the consequences of change and determine how to manage and design change in tourism. Combine this with a foundation in business administration, hone your personal skills and apply them in practice to become a change-maker in the tourism sector.

# Programme concept

Tourism is vulnerable to change (e.g. climate change, political decisions, recessions, new technologies disrupting conventional ways of doing business) but also contributes to it (e.g. overtourism, propoor tourism). Socio-cultural, environmental, technological and political-economic changes require a strategic approach to the future development of tourism. In the Master Tourism and Change you will learn to identify, interpret and provide solutions for strategic challenges faced by tourism businesses as well as destinations and to make strategic judgements under uncertainty by relying on an in-depth understanding of change processes.

It is our mission to contribute to a forward-looking and sustainable tourism sector through developing reflective practitioners, who are able to anticipate and manage long-term changes and who are adept at applying multidisciplinary knowledge and skills in order to become change-makers in their organisations.

Understanding the changes in society and in the business environment is a basic prerequisite for thinking about future strategies and actions. Building on a foundation of business administration, the programme concept is set around a change framework consisting of

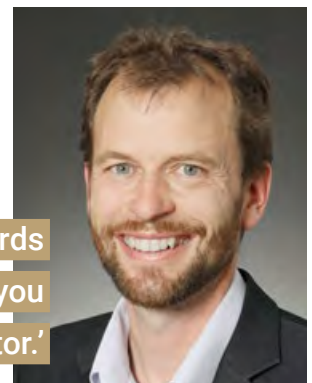
an iterative process of analysing, managing and designing change in tourism. Analysing the different drivers of change and evaluating their consequences for the tourism sector will allow you to devise a plan for managing change in your organisation and will allow you to design progressive solutions to social, natural or political-economic challenges at an early stage. As society, the environment and the economy constantly changes, managers need to continuously consider and adapt to the changing circumstances. Tourism, as an inherently social and globally connected phenomenon, is probably most in need of such a forward-looking and recurrent process.

As a future change-maker, you will need interdisciplinary knowledge, but you will also need the skills to put the change framework into practice. During the programme, you will develop and improve key skills and apply these skills in practical experiences so that you may excel in a competitive, fast-moving tourism sector.

We strive to provide you with an exceptional education, a strong foundation for your career via activities in teaching and learning and our openness to change and continuous innovation.



**'Analysing change processes is the first step towards managing change. But why stop there? Be the change you want and create positive change in the tourism sector.'**



Prof. Dr Jan Mosedale, Director of Studies

# What are the admission requirements for the programme?

The UAS Grisons offers you an in-depth view of the attractive tourism and leisure industry with an internationally oriented degree programme that opens up all kinds of opportunities and an informal atmosphere that will provide you with a supportive environment throughout your studies. To undertake the Master Tourism and Change, the following admission requirements apply:

# Admission requirements

You must meet the following requirements for admission to the Master of Science in Business Administration with Specialisation in Tourism and Change at the UAS Grisons. Please contact us if you have any questions about the admission requirements. We will be happy to help you.

## Checklist

### You have one of the following certificates:

- A bachelor's degree or equivalent diploma in tourism or other related subject from a university or university of applied sciences

### You have a good knowledge of English and fulfil one of the following conditions:

- Certificate that proves you have a good knowledge of the English language
- Previous studies undertaken in English
- English is your mother tongue

## Knowledge of business administration

Basic knowledge of business administration is required. Should you not have prior knowledge of business administration at bachelor level, you will be able to make up for this prior to the start of the programme. We will provide all the literature you will need for your preparation.

## Exceptions

In exceptional cases, you may be admitted to the programme without fulfilling the requirements mentioned above (admission based on your academic record and application). The Prorector and the Director of Studies decide on admissions on a case-by-case basis.

## Transfers from other universities

To arrange a transfer from another university, university of applied sciences or PET college, you must contact the Director of Studies. Credits for modules at master's level previously completed at another university may be awarded in consultation with the Director of Studies prior to the start of the programme.

## Visa and residence permit issues

Conditions for EU/EFTA nationals:

- Students require a residence permit for Switzerland.
- Students are currently permitted to work up to 15 hours per week during the semester.

Conditions for non-EU/EFTA nationals:

- Students require an entry visa as well as a residence permit for Switzerland.
- After a period of 6 months living in Switzerland, students may work up to 15 hours per week during the semester and up to 100% during the semester holidays.

The International Office supports students with the visa and permit process. For more information:

[fhgr.ch/exchange-students](https://fhgr.ch/exchange-students)

A woman in a business suit is talking on a mobile phone. The background is a blue-tinted collage of business-related graphics, including a world map, various charts, and handwritten notes. The notes include 'PROFIT', 'NEW SEGMENT', 'SELL!', 'FEB', 'JAN', 'IMPORT', '71%', '13%', '136%', '23%', '12%', '0.252', '0.342', and '0.4'.

# What will I learn in this programme?

During the master's degree programme in tourism and change you will gain a sound basis of business administration with a specialisation in tourism. Learn how to analyse changes affecting the tourism sector, how to manage these and how to proactively design change. The research methods module will provide you with knowledge on gathering and analysing data, skills you will apply in the consultancy project for a real client.



# Programme content

The Master of Science in Business Administration with Specialisation in Tourism and Change comprises four main module categories: modules in business administration, in the Major Tourism and Change, in research methods, as well as research projects.

## Business Administration

The business administration modules focus on three key topics of change: sustainability, digital transformation, organisational development and leadership.

You will:

- critically examine the role of businesses in society, the expectations of different stakeholders and the aspiration to deliver economically, socially and ecologically sustainable services.
- explore the impact of digital transformation on products, services and processes, become acquainted with digital business models and analyse tools to facilitate and control business development.
- acquire skills in leading change and in organisational development. The complexity of leading change varies from introducing core leadership competencies, methods and processes for implementing these in the context of personal transformation to leading groups with the aim of transforming strategies and design features of the organisation as a whole.
- learn how to manage your employees, discover the prerequisites for successful managers, obtain the skill to set and achieve common goals with your employees and how to adjust your management style to different situations. You will be able to choose five modules from a list of ten modules.

## Major Tourism and Change

### Analysing Change

This set of modules combines change theory and diagnostic tools with an analysis of the main drivers of change in tourism. You will learn how to monitor and analyse the internal and external environments of tourism organisations, skills that are crucial for detecting early signs of change, identifying opportunities and threats and planning different scenarios. Practical examples from tourism will focus on actions and outcomes.

### Managing Change

Tourism is experiencing a period of considerable change. The ability to successfully manage the changes affecting tourism is therefore crucial and a much valued skill. Both practical and action-oriented, the modules will provide you with the tools to deal with the reality of change in tourism.

### Designing Change

Change emerges from complex, dynamic, iterative processes. But how can you create positive change? How are ideas developed into successful projects, products, services or new ways of doing things? How can you influence behaviours so that they benefit individuals and communities for the greater social good? We know that just providing information to the public does not really lead to systematic changes in behaviour. Otherwise no one would visit destinations suffering from overtourism, take a cruise or fly short-haul. Learn about innovation and social marketing in tourism and acquire the ability to create positive change.

## Research Methods

The modules in the research methods category will help you understand how practical challenges can be explained and resolved following good academic practice.

## Research Projects

The interaction between academic studies, research and industry is an important element of the master's programme. Apply the knowledge acquired in your studies to real-life situations in the consultancy project: you will work in small groups on a project for a real client, who will expect you to develop solutions for their particular challenge.

Finally, the master's thesis provides you with the opportunity to create a distinctive profile and allows you to strategically position yourself for management level positions.

# Curriculum

Fundamental knowledge in business administration and research methods form the basis of the interdisciplinary programme. It is complemented by specialised modules dealing with various aspects of business administration as they relate to tourism.

The modules of the Major Tourism and Change take place across all three semesters, creating the necessary professional identification at an early stage.

The master-level research methods modules take place during the first semester so that you are prepared for the practical projects in the second semester. The master thesis is the capstone of the programme.

The entire Master Tourism and Change can be studied in English. While some elective modules are taught in German, the assessments can be undertaken in English.

## Full-time study programme (3 semesters / 1.5 years)\*

- Business Administration
- Major Tourism and Change
- Master's Thesis
- Free elective module
- Research Methods
- Projects

3rd semester	Mandatory elective module (4 ECTS)	Free elective module (4 ECTS)	<b>Designing Change</b>			Master's Thesis				
			Innovation and Social Marketing (6 ECTS)							
2nd semester	Mandatory elective module (4 ECTS)	Mandatory elective module (4 ECTS)	<b>Managing Change</b>			<b>Consultancy Project (9 ECTS)</b>		Project Management		Master's Thesis Proposal
			Sustainable Tourism Management (4 ECTS)	Change, Culture and Strategy (4 ECTS)	Risk, Vulnerability and Resilience (4 ECTS)	Consultancy Project				
1st semester	Mandatory elective module (4 ECTS)	Mandatory elective module (4 ECTS)	<b>Analysing Change</b>			<b>Research Methods (9 ECTS)</b>				
			Political Economic and Technological Change in Tourism (4 ECTS)	Societal and Environmental Change in Tourism (4 ECTS)	Tourism Futures (4 ECTS)	Research Design	Qualitative Research Methods	Quantitative Research Methods		

## Mandatory elective modules

Within the mandatory elective modules you choose five of the following modules:

- Adaptive Leadership\*\*
- Corporate Communication
- Corporate Responsibility
- Data Management\*\*
- Digital Business
- Digital Marketing
- Leading Change
- Organisational Development\*\*
- Sustainability Management\*\*
- Talent Management\*\*

## Free elective module

The free elective module is offered in the spring and autumn semester. You can choose to attend an international fieldtrip, to undertake a period of work experience (this depends on your visa situation), to take part in an online management game, to develop your own learning programme, to attend a summer school at another university or to take an additional mandatory elective module.

## Part-time studies

Many of our students work in the tourism industry while studying for the master's degree at the same time. You may be enrolled in the programme for three to eight semesters; but most part-time students finish their studies within four or five semesters. This does not apply to non-EU/EFTA students on a student visa.

\* May be subject to change

\*\* Taught in German, but assignments can be undertaken in English

# Skills and competences

Knowledge alone is not sufficient to make a difference in the tourism sector; employers are also looking for specific skills and competences. We therefore extend your learning beyond the mere transfer of knowledge.

As a student in the Master Tourism and Change you will receive ample opportunities to develop skills critical to the tourism labour market. Competences in business administration and tourism coupled with the development of key skills and the opportunity to gain practical experiences (see page Page 14) enhance your employability so that you may excel in a competitive, fast-moving tourism sector.

We take a holistic approach to skills development. This means that we focus on a combination of different skills that will help you to lead change projects: imagine a destination that has experienced a sudden fall in tourist numbers. **Critical thinking and research skills** will allow you to determine the reason for the decreasing numbers of tourists. **Data analysis** may show that climate change mitigation measures in one of the main source markets led to increasing travel costs to the destination. **Problem-solving** and **creativity skills** will help you to come up with different solutions such as changing the marketing focus to the regional domestic market (no need to fly), to the luxury market (price does not matter), to budget tourists (price of airline ticket is relative to longer length of stay). **Innovation techniques** will allow you to encourage **teamwork** and creativity in your team.

Weighing different alternatives and examining the effects of possible solutions is key in **decision-making** and **strategy development**. You will then need to **communicate** (verbally and in writing) the decision to employees, managers and customers. You will need strong **leadership skills** to negotiate with and convince key stakeholders in the destination to back your strategy. **Project management skills** will allow you to implement the chosen strategy and to determine whether the actions are leading to the desired result: an increase in tourist numbers. Should the actions not be the required solution, you will need to be **adaptable** enough to change strategy as soon as it becomes apparent. Being **resilient** will allow you to bounce back in the event of adversity and see challenges as part of life-long learning.

As a graduate of the Master's degree programme Tourism and Change you will:

- have knowledge in business administration and tourism;
- be able to plan, lead, carry out and evaluate change projects;
- possess skills in analysing, managing and designing change processes;
- have combined the knowledge and skills to gain competences in entrepreneurship, innovation management and sustainability.

'While I benefit from the knowledge gained in the master's in my current position, being a manager in a future-oriented alpine region also requires skills such as interdisciplinary and critical thinking as well as change management. This programme was key for practicing the necessary skills.'



Ilona Klama, Director of Tourist Center & Mountain Lab Adelboden, Alumna 2019

# Active learning

The relationship between studying, research and practice forms an important part of the programme. As a university of applied sciences, we pride ourselves in engaging students in our teaching through active methods such as case-study teaching, experiential teaching and problem-based teaching.



## Consultancy projects

The consultancy project allows you to learn by doing and to understand and experience the connections between theory and practice. You will be part of a small team of consultants working for a real client to develop a solution for their particular challenge. As part of the module you will learn project management skills which you can practise during the project. A recent example is a project mandated by the Swiss State Secretariat for Economic Affairs in the context of the Swiss SDG Tourism Dialogue to identify gaps in the flow of information within the network.

## Master classes

Every module in the Major Tourism and Change includes an input from an experienced industry speaker. Learn from their experiences and gain an understanding of the implications of theory on practice and hear riveting stories about the challenges of implementation. We invite different industry experts every year in order to provide students with current thinking in the tourism industry. Learn from the examples of change leaders and become adept at leading change.



## Field trips

You will have the opportunity to join a field trip in order to combine theory and practice in a particular destination. This could be as an extra-curricular activity or as a free elective module worth 4 ECTS. Gain insights in interviews with local business owners, tourism destination managers and locals and experience the challenges of tourism management. Past destinations have included Athens, Dubai, Dubrovnik, Mallorca, Morocco and Sri Lanka. The pictures shows students during a visit of the AIDAblu cruise ship in the port of Dubrovnik. The next field trip to Cuba is currently in the planning stage.



**'The programme has exceeded my expectations in terms of curriculum that covered the most pertinent topics, lectures with international experts and the variety of extra-curricular activities organised by the programme team.'**

Daniela Talau, Project Manager Marketing, Alumna 2015

# Enhance your employability

The programme offers you a variety of different opportunities to enhance your employability. The relationship between studying, research and practice forms an important part of the programme. You will be able to combine theory and practice in various modules and deal with current challenges experienced by tourism businesses.



## Mentoring programme

Personal contacts, connections and interpersonal relationships are a crucial part of business life. We pair our students with experienced managers from a variety of different tourism sectors. These mentors support the student with career planning, networking and personal development. Benefit from insights into professional life, an expansion of your network and a transfer of know-how. Previous students have had mentors from Singapore Airlines, Zurich Airport, Graubünden Tourism, Intercontinental Davos, TUI Suisse, FIS Marketing (International Ski Federation) among others.

## Symbolon profile and personal development

The Symbolon profile offers you the opportunity to get to know yourself better and to judge your talents, strengths and motivations more accurately. In a follow-up coaching session you will develop the necessary steps for your personal development. Know yourself to work on your weaknesses during your studies but also to highlight your strengths.

## Work placement

Work experience is a key requirement for a career in tourism. Gain experience, apply the knowledge acquired in the programme and further develop professional and social skills during a work placement. 'Trying out' a new career role will give you an insight into the operations of a specific employer and give you new ideas about career options. Act as a reflective practitioner and position yourself in the job market upon graduation. Non-EU/EFTA students on a student visa may not undertake their work placement in Switzerland.



## Exchange semester

If you want to broaden your horizon, come into contact with different cultures, learn a new language and experience tourism in a different international context: go abroad for one semester. An international exchange may prove an asset for your personal development. Prospective employers look favourably upon international experience, language and communication skills. We maintain a network of universities worldwide and can help you organise a semester abroad with our partners.



'The Master programme has been enriching both from a professional and personal perspective. I am sure the friendships I have made during my time at the UAS Grisons will last a lifetime and will prove to be a good initial network for my career. My decision to take the master's degree has already paid dividends as my former employer offered me an interesting position even before I graduated.'

Jörg Hentschel, Communication Manager at Franken Tourismus Marketing, Alumna 2015

A photograph of students in a classroom, overlaid with a blue grid pattern of circles and lines. The students are looking towards the right side of the frame, appearing to be engaged in a lecture or seminar. The text is overlaid on the left side of the image.

# What is the process from the programme start through to graduation?

How much does it cost to undertake a master's programme at the UAS Grisons? Where does the programme take place? How many ECTS credits will I receive? On what days will I have lectures and seminars? What degree will I be awarded after completing the programme?



# Organisational information

## Tuition fees

There is a one-off enrolment fee of CHF 300, which is deducted from the tuition fee for the first semester. If you do not take up the offer of a place on the programme, the enrolment fee will be forfeited.

The tuition fee per semester is CHF 960 for students with Swiss citizenship or the Principality of Liechtenstein citizenship. The tuition fee per semester for all other students is CHF 1,550.

Foreign students who have resided in Switzerland for at least two years before the start of their studies and who are financially independent and not in education may be able to benefit from the reduced tuition fee of CHF 960. The reduced tuition fee has to be reviewed and approved by the UAS Grisons on the basis of documentation provided by the students.

Students not from Switzerland, the Principality of Liechtenstein, the European Union or the European Free Trade Association are charged a deposit of CHF 3,000.

The tuition fees do not include textbooks, travel, food or accommodation in connection with excursions, multi-day seminars and the master thesis.

You will need a suitably powerful laptop (Windows recommended).

## Grants

The universities of applied sciences are recognised by the Swiss Confederation and the cantons, which means students may be entitled to grants. For information on this, please contact the grants department of the Department of Education for the canton in question. Students from outside Switzerland can contact the relevant public funding institutions in their home country.

## Place of study

The modules of the study programme are taught in Chur, Switzerland.

## Duration of study programme

The master's degree programme takes three semesters and can be extended individually up to eight semesters. Non-EU students with a student visa are not eligible for part-time studies. An academic year consists of two semesters lasting 14 weeks each. In addition, examination weeks and single block weeks with no lectures take place which typically last from Monday to Friday.

## ECTS credits

The master's degree programme in tourism and change comprises 90 ECTS credits. One ECTS credit corresponds to an average student workload of 30 hours.

## Days of classes and teaching hours

The programme starts with an introductory, two-day kick-off event. The curriculum is structured into separate modules that may take place as weekly lessons or in a block of lessons, usually only on Thursdays, Fridays and Saturday mornings. Lessons are held between 9.15 a.m. and 4.45 p.m.

## Teaching language

The entire programme is taught in English. Some elective modules are taught in German, but the assessments can be undertaken in English.

## Degree title

Successful graduates of the master's programme are awarded the degree 'Master of Science FHGR in Business Administration with Specialisation in Tourism and Change'.

**'The Master Tourism and Change is much more than just lectures. I learnt from case studies, field trips, industry insights and challenging projects.'**



Anina Havelka, Research associate at UAS Grisons, Alumna 2019



# Why study at the UAS Grisons?

Switzerland is the land of the Alps, Heidi and yodelling, right? If this is your perception, you're in for a big surprise. Sure, St. Moritz might have been one of the world's first destinations to develop tourism. But Switzerland is still playing a leading role in defining global tourism as it is today. The UAS Grisons is an innovative and entrepreneurial higher education institution with around 2,000 students and places great emphasis on individuality.

# A place that was made for learning

Switzerland is part of the European Education System, making your Swiss bachelor's or master's degree internationally recognised. The educational standards in Switzerland are high, and tuition fees are comparatively low. Swiss higher education is divided into doctoral/research universities, universities of applied sciences and arts, and universities of teacher education. In 2006, all Swiss universities adopted the European Credit Transfer System (ECTS), which aims to foster student mobility by ensuring the recognition of credits obtained elsewhere.

The UAS Grisons provides the training you need to become a skilled professional and manager. Its staff are actively involved in applied research and development and provide consultancy and other services.

In 2009, the UAS Grisons became the first public university in Switzerland to sign up to the UN Principles for Responsible Management Education (PRME). The Institute of Tourism and Leisure and the master's degree programme in tourism and change have been awarded the Swiss Tourism Federation's QIII quality label.

Internationalisation is something of a tradition not just at the UAS Grisons, but throughout the canton of Grisons. The multilingual local population (with speakers of German, Italian and Romansh) shares borders with Italy, Austria and the Principality of Liechtenstein and – last but not least – a large number of visitors from abroad have helped to shape the canton's open-minded culture. The UAS Grisons is keen to promote an international approach and considers it its duty to do so.

# We are happy to help you

For many years now, the UAS Grisons has been offering services for students that are designed to help and encourage them in their personal development and support them throughout their studies. The university's counselling service provides internal and external support for personal problems and issues, while the Career Centre offers assistance with regard to professional development. The sports programme features a wide range of courses and sporting activities, and those who are more musically inclined can join the choir. You can also take advantage of the university's jobs and accommodation portal, where you will find new offers almost every day.

Semester abroad	Counselling
Library	Career Centre
Equal opportunities	University sport
International office	Crèche
Mentoring	Jobs portal
Benefits	Accommodation portal

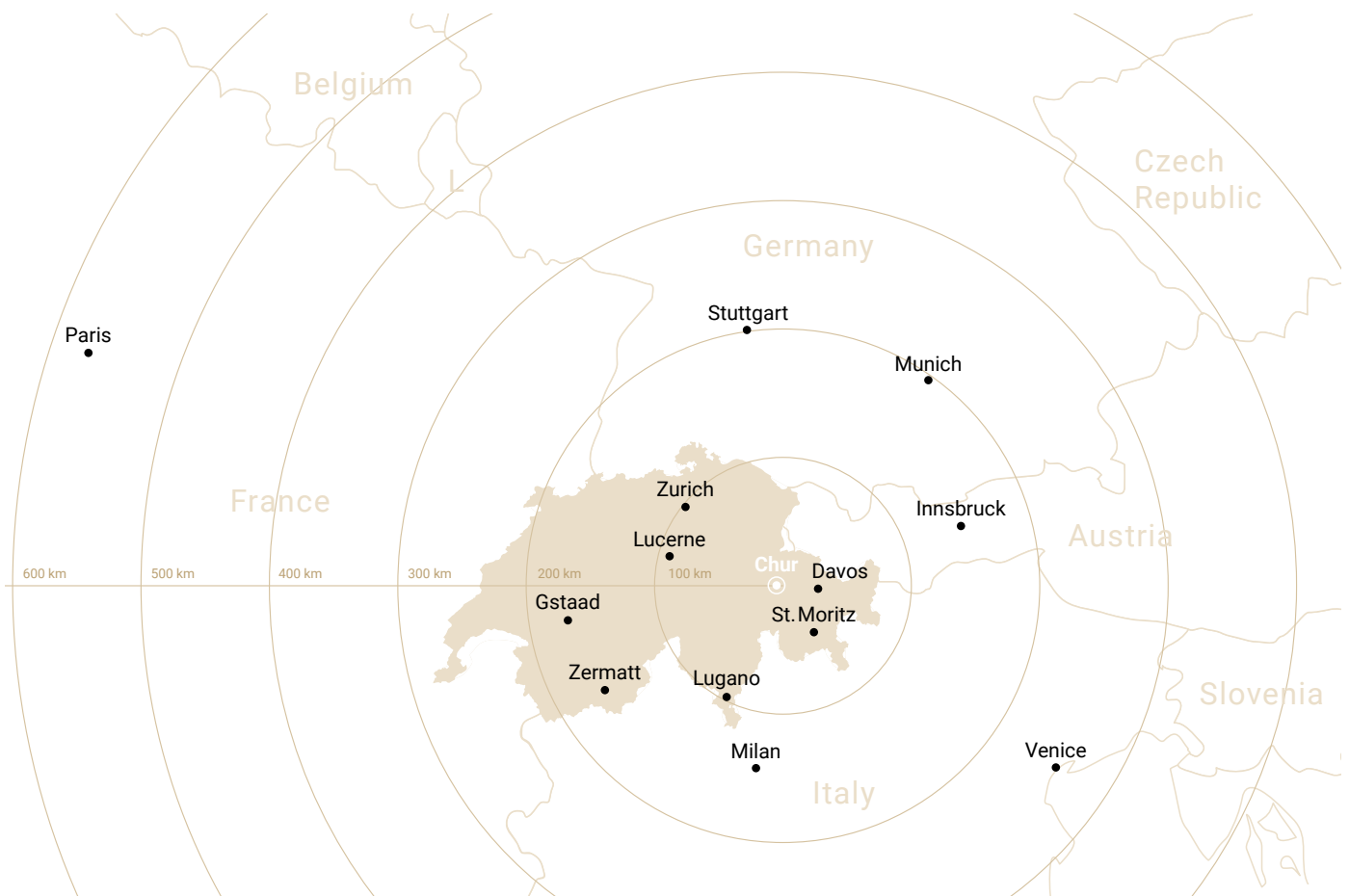
# Studying and living in a Swiss tourism destination

Did you know? Tourism is Switzerland's pride. Destinations like St. Moritz, Zermatt and Gstaad already intrigued international visitors in the 19th century. However, the locals learnt fast that the natural beauty alone would not suffice. Long before the term 'location marketing' was created, they got James Bond to promote skiing in the movies. Later they created events like the Montreux Jazz Festival or the World Economic Forum (WEF) in Davos, which attract visitors, business people and celebrities from all over the world. Today, Switzerland is a dynamic tourism destination that has learnt how to reinvent tourism in its urban centres and alpine playgrounds. Convertible gondolas and wellness youth hostels featuring contemporary architecture are just the cherry on the top. When studying at the UAS Grisons in Chur, you will analyse innovative strategies and get to meet and learn from some of the leading minds behind these developments.

With a population of 38,000, Chur might sound like a small city, but historically the capital of the region has played a major role in linking northern with southern Europe. This has resulted in an open-minded, charming atmosphere in Switzerland's oldest town. Surrounded by the spectacular Swiss Alps, Chur boasts its own ski resort. You can take the gondola directly from the city to the ski slopes of Brambrüesch.

The student unions at the UAS Grisons organise a wide range of social and sporting events. You can enjoy great parties and opportunities to meet new people and share your thoughts and experiences from your studies.

Moving around in Chur and Switzerland is particularly easy as you can rely on the world's leading transportation system. If you want to visit one of Europe's main cities, they are never far away. There are regular train and bus connections to Zurich (1.15 h), Milan (3 h), Munich (4 h) and Paris (5.30 h).





**'Tourism is in a phase of digital transformation and future managers in the tourism industry need to navigate this new world. A strategic and forward-thinking approach is of real importance to shape the future of tourism.'**

Philipp Ries, Google Switzerland, Advisory Board of the Institute for Tourism and Leisure



# What happens after I finish my studies?

The master's degree programme prepares you to take on a position of responsibility at middle management level in large or small tourism businesses. You can work as a consultant in the tourism and leisure industry, or go into destination management or regional development and create and market innovative products. The master's degree in tourism and change will equip you with the strategic knowledge you need to make a successful start to a career as a manager in the tourism industry.

# Future prospects

Tourism is subject to pronounced dynamics of change, which requires strategic thinking and the utmost professionalism at all levels. Required are graduates who not only have profound knowledge in their respective fields, but who understand the changes affecting and created by tourism and are able to devise appropriate strategies for the future.

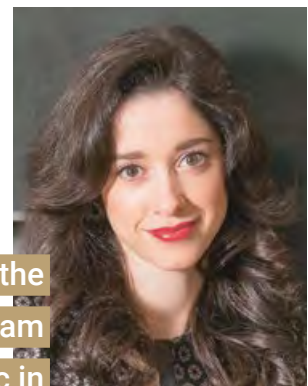
We have designed the Master Tourism and Change to equip you with the necessary skills and knowledge in business administration and tourism. In addition, the UAS Grisons offers various extra-curricular opportunities to strengthen your employability, such as a mentoring programme, and personal development on the basis of a personal profile. This strong foundation consisting of knowledge and skills will prepare you for middle management positions or as consultants.

The flexibility of the programme to integrate a part-time job and the combination of theoretical and practical perspectives enable graduates to assume responsible management functions in tourism during and immediately after graduation.

The practical and social skills acquired, as well as the language skills developed during a semester abroad at one of our partner universities, contribute significantly to increasing your employability.

Upon graduation you will have demonstrated the necessary skills and knowledge to work in the tourism sector but also, more generally, in business administration within other sectors.

Your generalist knowledge and skills set allows you to work in hotel management, tour operating, destination management/marketing or travel agency services in areas such as, but not limited to, change management, customer services, front and back office, product management, marketing, HR / organisational development, business development, sustainability management etc. With the relevant work experience, you will be able to take on leadership roles, e.g. as head of business units, member of the executive board or regional manager.



**'Following the programme in conjunction with my role at the Waldhotel Davos prepared me ideally for my future career. I am very happy that I made the decision to study the MSc in Business Administration at the UAS Grisons as it has enabled me to achieve continued success in the hotel sector.'**

Maria Coli, Director of Sales and Marketing at Arosa Kulm Hotel & Alpin Spa,  
Owner of Kaffee Frech and Gubelhof Suites, Alumna 2015

Our recent graduates are doing the following jobs:

- Event manager, Swiss sports event company (graduated in 2019)
- Head of tourist centre and mountain Lab, Switzerland (graduated in 2019)
- Operations manager groups and events, Swiss inbound tour operator (graduated in 2019)
- Sales and marketing support, working outside tourism (graduated in 2019)
- Marketing and reservations manager, Swiss cable car company (graduated in 2017)
- PR and communications manager, regional tourism organisation, Germany (graduated in 2016)
- Project manager for marketing and student recruitment, Swiss hotel school (graduated in 2016)



## How can I apply?

You have made your decision and would like to start a master's degree programme at the UAS Grisons? That's great! You can complete and submit the online application form on our website. Your application will be checked thoroughly. If there are still places available on the course, you will receive a confirmation or information on what to do next. If you have any questions about the content of the programme or about studies in general, please do not hesitate to contact us. We will be happy to help and advise you.



# Application

## Application documents

If you would like to apply for the study programme, please complete the online application form and upload the required documents.

[fhgr.ch/apply](https://fhgr.ch/apply)

## Application deadline

The deadline for applications is 31 May in the year you intend to start your course of study. Study places will be awarded according to the date on which the application documents are received.

Applications received after the application deadline may also be considered if there are still places available on the programme. Information will be provided by the Administration team.

# Advice

Do you have any questions regarding content or administrative matters? Would you like course guidance? We will be happy to help you.



**Director of Studies**  
Prof. Dr Jan Mosedale

## Fachhochschule Graubünden

Comercialstrasse 22  
7000 Chur  
Switzerland  
T +41 81 286 24 65  
[mastertou@fhgr.ch](mailto:mastertou@fhgr.ch)



**Information and Advice**  
Natalie Riesen-Sanabria

[fhgr.ch/tourismmaster](https://fhgr.ch/tourismmaster)



**Administration**  
Tino Bundi



**'Your mountain is waiting,  
so ... get on your way!'**

Dr Seuss, American children's author (1904–1991)

# Degree and further education programmes

The UAS Grisons offers a range of bachelor's, master's and further education programmes. For more information, please contact us or come along to one of our information events.

## Bachelor's degrees

- Architecture
- Artificial Intelligence in Software Engineering
- Civil Engineering
- Computational and Data Science
- Digital Business Management
- Digital Supply Chain Management
- Information Science
- Management
- Mobile Robotics
- Multimedia Production
- Photonics
- Sport Management
- Tourism

## Master's degrees

- Data Visualization
- Digital Communication and Creative Media Production
- Engineering (MSE)
- New Business
- Sustainable Business Development
- Tourism and Change
- User Experience Design

## Further education

### **Executive MBA (EMBA)**

- Digital Technology and Operations
- Digital Transformation
- Disruptive Business Development
- General Management

### **Master of Advanced Studies (MAS)**

- Business Administration
- Business Intelligence
- eHealth
- Energy Management
- Information Science
- Sustainable Construction

### **Diploma of Advanced Studies (DAS)**

- Business Administration

### **Certificate of Advanced Studies (CAS)**

- Advanced Leadership
- Artificial Intelligence
- Artificial Intelligence in Media Production
- Big Data Analysis
- Business Decision Intelligence
- Continued Construction on Existing Buildings
- Customer and Marketing Intelligence
- Digital Transformation in Administration
- Digital Trends in Information Work
- Event Management
- Library and Archiving Work
- Management of Public Administration and Non-profit Organisations
- Museum Work
- Music Production
- Principles of Information Work
- Project Management
- Strategy with Impact
- Urban Forestry

## Fachhochschule Graubünden

Pulvermühlestrasse 57

7000 Chur

Switzerland

T +41 81 286 24 24

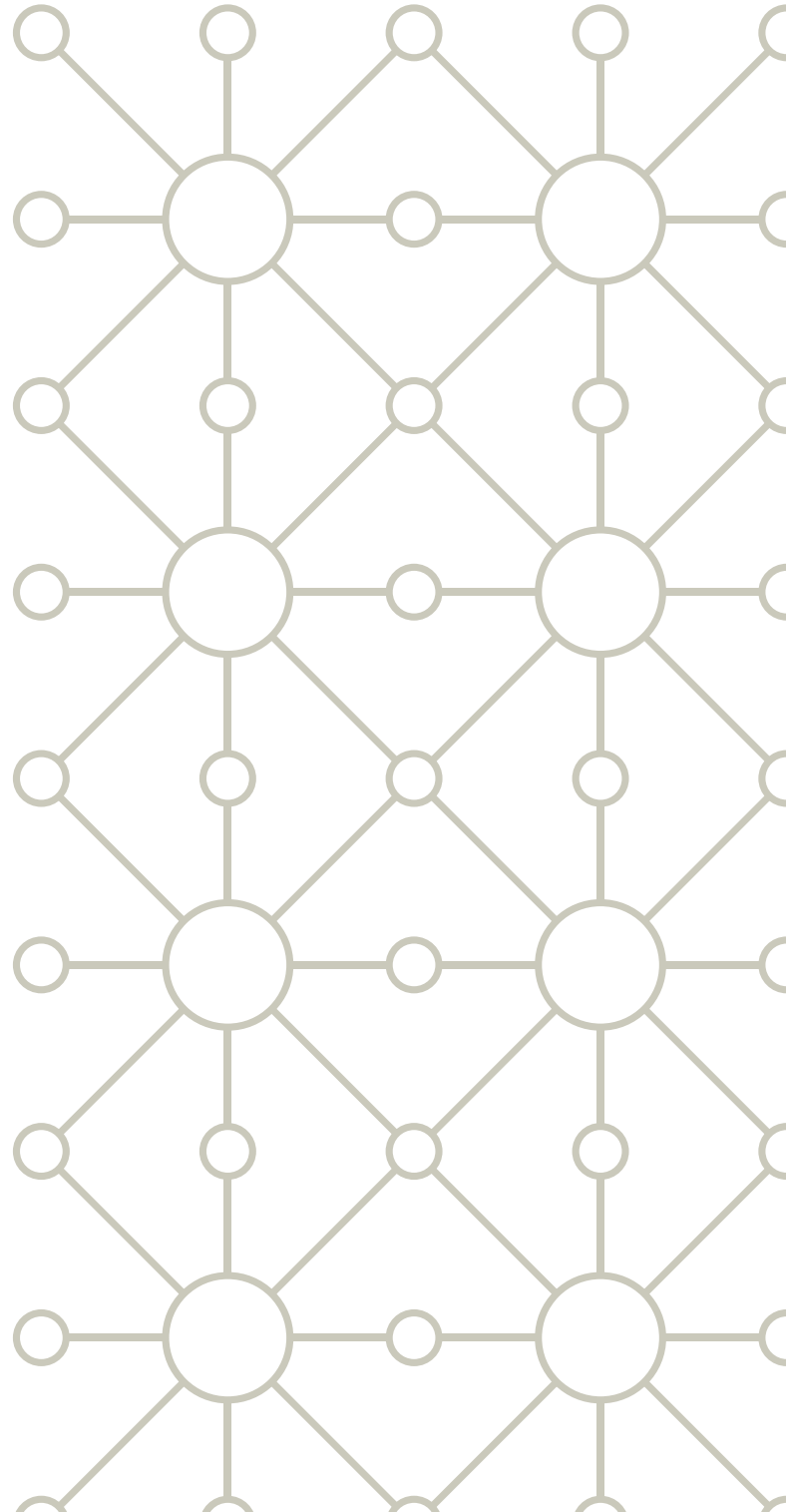
info@fhgr.ch



[fhgr.ch/tourismmaster](https://fhgr.ch/tourismmaster)

Fachhochschule Graubünden  
Scola auta spezialisada dal Grischun  
Scuola universitaria professionale dei Grigioni  
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