This document is a courtesy summary of information on the organization of the program. Legally binding, more detailed and updated information is available on the website www.uniud.it.

Please be aware that this document presents the content and lecturers of the courses in the academic year 2021/22. Changes will be communicated before each semester starts. Last modified on 13.05.2022.

www.uniud.it
Udine is a town in the region Friuli Venezia Giulia, North-Eastern Italy, at the very heart of Europe. The university of Udine was founded in 1978. It is a young and dynamic university that still maintains the enthusiasm of its early days. The town and the university have a relaxed student-friendly atmosphere and are within easy reach of many places of interest in Italy and Europe. The MSc in International Marketing, Management & Organization - IMMO is one of the programs offered by the Department of Economics and Statistics. With an academic staff of more than 60 scholars, the Department is active in the fields of Economics, Business Administration, Finance, and Statistics.

The Department offers:

- 3 BSc programs (taught in Italian): Banking & Finance (in the neighboring town of Pordenone); Business Administration; Economics.

- 4 MSc programs: Banking & Finance (in the neighboring town of Pordenone) and Business Administration, both taught in Italian; Economics and IMMO, taught in English.

- 1 PhD program, in cooperation with the University of Verona, in Accounting and Management.
MSC IN INTERNATIONAL MARKETING
MANAGEMENT & ORGANIZATION

IMMO is a two-year, 120 ECTS, English-taught Master of Science (Laurea Magistrale) that is designed to advance students' business education and provide a solid foundation for their career progression. The program combines academic rigor with exposure to business life. Internationalization, innovation and sustainability are at the core of the program – both in terms of approach and study subjects. Students will develop the skills to hold middle- and top-management positions in international, innovative and sustainable companies. IMMO prepares students to work in functions such as Marketing, HRM, R&D, Quality, as a business consultant, or to become an entrepreneur.

The curriculum allows students to deep dive into the most compelling issues for today's internationalized firms: from cross-cultural negotiation to international marketing; from quality management to BPR; from innovation management to international logistics. Thanks to a small class-size, IMMO adopts a participatory learning approach: team-based simulations, discussion of case studies, talks with managers, project works on issues of partner companies, company visits, and internships. Through teamwork, students acquire the ability to work on projects, to manage complex tasks independently, to manage conflicts, and to manage their working time. Furthermore, they develop the ability to present oral and written analyses of management issues.

Many managers and professionals participate in the courses as guest lecturers, sharing with students their work experience and challenging them with real business problems. In addition, IMMO cooperates with world-class companies located in the Region – including Electrolux Professional, the Venice Digital Capability Center of McKinsey&Company, and Illy Caffè – and many "hidden champions" that are a distinctive feature of the industrial system of Northern Italy. Mobility experiences – both in Europe and in the rest of the World – are highly encouraged. IMMO features a double-degree agreement with Carinthia University of Applied Sciences (Austria).

By the end of the Master program, students will be highly competitive in the contemporary job market because of their cutting-edge knowledge of specialized management topics and their skills developed on the field – from studying in a multi-cultural class to working on company projects.

Program coordinator:
Prof. Maria Chiarvesio
maria.chiarvesio@uniud.it
Delegate for international mobility:
Prof. Giancarlo Lauto
giancarlo.lauto@uniud.it
Head of Department student service unit: Ms. Nunzia Rizzitano
nunzia.rizzitano@uniud.it
### Elective Courses

Students must get 12 ECTS from elective courses. IMMO electives are offered during the second year and are organized into three paths. Students may combine courses of different paths or take their electives during international mobility.

#### Winter Semester

<table>
<thead>
<tr>
<th>Subject</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Economics</td>
<td>6</td>
</tr>
<tr>
<td>Laboratory of Statistics and Mathematics</td>
<td>9</td>
</tr>
<tr>
<td>Leading Change for Organizational Renewal</td>
<td>6</td>
</tr>
<tr>
<td>Strategy &amp; Business Models</td>
<td>9</td>
</tr>
</tbody>
</table>

#### Spring Semester

<table>
<thead>
<tr>
<th>Subject</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Management Control</td>
<td>9</td>
</tr>
<tr>
<td>International Commercial, Brand &amp; Patent Law</td>
<td>9</td>
</tr>
<tr>
<td>International Management</td>
<td>6</td>
</tr>
<tr>
<td>Managing Teams for Innovation</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Winter Semester

<table>
<thead>
<tr>
<th>Subject</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory of Business Strategies and Policies</td>
<td>6</td>
</tr>
<tr>
<td>Relationship Marketing and Social Media</td>
<td>6</td>
</tr>
<tr>
<td>One course between:</td>
<td>6</td>
</tr>
<tr>
<td>Laboratory of Business Process Reengineering and Project Management</td>
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<tr>
<td>Quality Management</td>
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</tbody>
</table>

#### Spring Semester

<table>
<thead>
<tr>
<th>Subject</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation Management</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Digital Business Electives

<table>
<thead>
<tr>
<th>Subject</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory of Business Analytics &amp; Big Data (Spring)</td>
<td>6</td>
</tr>
<tr>
<td>Laboratory of New Digital Technology and Coding for Business (Winter)</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Sustainability Management Electives

<table>
<thead>
<tr>
<th>Subject</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental &amp; Resource Economics (Spring)</td>
<td>6</td>
</tr>
<tr>
<td>Integrated Reports &amp; Environmental Accounting (Spring)</td>
<td>6</td>
</tr>
<tr>
<td>Management for sustainable business (Spring)</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Internship

Students must do an internship, typically in the second semester of the second year (6 ECTS).

#### Master Thesis

Students must successfully defend a MSc thesis (18 ECTS).
THE STRUCTURE OF LEARNING GOALS

Performing in complex organisations and environments

Integrating global and local thinking
Interdisciplinary awareness

Adaptability and ambiguity tolerance
Analytical skills and techniques
Critical thinking and problem solving

ENROLMENT & INCOMING EXCHANGE STUDENTS

Enrolment
To enroll in IMMO, you need to hold a BSc degree with a major in economics, business, and management from an Italian or a foreign university. You also need to produce proof of English proficiency at level B2 according to the Common European Framework of Reference for Language. A committee assesses enrolment applications.
The maximum tuition fee is about EUR 2000 per year. It may be adjusted every year.
Students are highly recommended to consult the official regulation about the details on enrolment, tuition fees and deadlines, here: www.uniud.it/it/didattica/segreteria-studenti/manifesto-degli-studi/economia

Students are encouraged to finalize their application by the end of August to regularly attend the classes of the first semester. Students are invited to write to studenti@uniud.it for further information about the deadline for enrolment and possible extensions.

Enrolment of students who are not EU-citizens and/or who hold a BSc from a foreign university is subject to specific regulation. Find more information here, and write to studenti@uniud.it. www.uniud.it/en/uniud-international/International_Students/enrolment-recognition-of-foreign-titles-and-diplomas?set_language=en

Students have access to university libraries, IT facilities, language courses, tutoring services, students’ clubs, and the canteen.

Living expenses range between € 400 and € 800 per month, depending on accommodation and lifestyle.

All the classes of IMMO are held on the campus of Via Tomadini 30, in the center of Udine, within walking distance of all the sites of interest in town.

Exchange

We have established a number of cooperation agreements within the Erasmus+ program and with non-EU universities – in Thailand, Malaysia, South Korea and Canada.

To be accepted as an exchange student your home university must have a cooperation agreement with our Department. They are listed here: www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-allestero-/mobilita-extra-europea/erasmus-studio/accordi-bilaterali-erasmus-mobilita-per-studio-1/economia

If you wish to establish a cooperation agreement, please inquire giancarlo.lauto@uniud.it.

You will be nominated for a place at the University of Udine by your home university. When our International Office receives your nomination, you will be sent information about application procedures. Deadlines for application are 15th May (first semester/full academic year) and 30th September (second semester). You can find more information here: www.uniud.it/en/uniud-international/incoming-exchange-students/pre-arrival-information/registrationprocess

Exchange students can choose any courses offered by IMMO, and also by other programs of the Department of Economics and Statistics.

If you are a BSc exchange student, you may attend a course of IMMO provided that you have already taken a significant number of credits in that field.
Double degree with CUAS

Selected IMMO students can spend one semester at Carinthia University of Applied Sciences - Fachhochschule Kärnten in Villach (Austria), and then receive an Austrian Master’s degree from CUAS and an Italian Laurea Magistrale degree from the University of Udine.

Students will attend a predetermined set of courses whose content closely matches the offering of IMMO. To receive a double degree, students must successfully defend a thesis at CUAS and Udine.

Organization of the program

The curriculum includes 9 ECTS and 6 ECTS courses organized, respectively, in 36 classes and 24 classes, whose duration is 90 minutes. Classes are scheduled throughout the whole semester. A given course is taught only in one semester.

For all courses, attendance is not compulsory. However, it is highly recommended. Lecturers may differentiate exam tests based on attendance.

There are no specific requirements for any courses. However, solid preparation in Business Administration is expected.

Here you can find the course timetable

https://planner.uniud.it/PortaleStudenti/index.php?view=easycourse&include=corso&_lang=en

Semesters

Winter semester
Classes: 19.09.22 – 23.12.22
Exams: 09.01.23 – 10.02.23

Spring semester
Classes: 13.02.23 – 19.05.23
Exams: 29.05.23 – 30.06.23
Exam sessions: 03.07.23 – 21.07.23 / 28.08.23 – 15.09.23

There are two opportunities to take an exam in the exam period immediately after the end of the course, and one in the next exam period. One exam session is also offered in July and one in September, for courses of both the Winter and the Spring semester.

Public holidays are listed here:
www.uniud.it/it/servizi/servizi-studiare/calendario-accademico

Examination

You will take a final exam at the end of each course, but lecturers may assess your learning during the classes. The exam may consist of a written, oral, project-based test, or a combination thereof. You may find further information in the syllabus of the course, and the lecturer will outline how your learning will be assessed during the first class of the course.

The Italian grading system adopts a scale from 0 to 30, with 18 as a passing mark.
Here you can find the distribution curve of the grades and their correspondence to ECTS grades.

Exchange students receive a Transcript of Records at the end of their mobility period.
<table>
<thead>
<tr>
<th>Subject</th>
<th>Semester</th>
<th>ECTS</th>
<th>Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Management Control [Ec0355]</td>
<td>Spring</td>
<td>9</td>
<td>Accounting</td>
</tr>
<tr>
<td>Environmental &amp; Resource Economics [Ec0363]</td>
<td>Spring</td>
<td>6</td>
<td>Agricultural Economics</td>
</tr>
<tr>
<td>Innovation Management [Ec0315]</td>
<td>Spring</td>
<td>6</td>
<td>Management</td>
</tr>
<tr>
<td>Integrated Reports &amp; Environmental Accounting [Ec0364]</td>
<td>Spring</td>
<td>6</td>
<td>Accounting</td>
</tr>
<tr>
<td>International Economics [Ec0286]</td>
<td>Winter</td>
<td>6</td>
<td>Economics</td>
</tr>
<tr>
<td>International Management [Ec0288]</td>
<td>Spring</td>
<td>6</td>
<td>Management</td>
</tr>
<tr>
<td>Laboratory of Business Analytics &amp; Big Data [Ec0361]</td>
<td>Spring</td>
<td>6</td>
<td>Statistics</td>
</tr>
<tr>
<td>Laboratory of Business Process Reengineering and Project Management [Ec0357]</td>
<td>Winter</td>
<td>6</td>
<td>Management Engineering</td>
</tr>
<tr>
<td>Laboratory of Business Strategies and Policies [Ec0316]</td>
<td>Winter</td>
<td>6</td>
<td>Economics</td>
</tr>
<tr>
<td>Laboratory of Negotiation in Cross Cultural Business Environment [Ec0360]</td>
<td>Spring</td>
<td>6</td>
<td>Organization</td>
</tr>
<tr>
<td>Laboratory of New Digital Technology and Coding for Business [Ec0362]</td>
<td>Winter</td>
<td>6</td>
<td>Computer Science</td>
</tr>
<tr>
<td>Laboratory of Statistics and Mathematics [Ec0292]</td>
<td>Winter</td>
<td>9</td>
<td>Statistics</td>
</tr>
<tr>
<td>Leading Change for Organizational Renewal [Ec0353]</td>
<td>Winter</td>
<td>6</td>
<td>Organization</td>
</tr>
<tr>
<td>Management for Sustainable Businesses [Ec0000]</td>
<td>Spring</td>
<td>6</td>
<td>Management</td>
</tr>
<tr>
<td>Managing Teams for Innovation [Ec0354]</td>
<td>Spring</td>
<td>6</td>
<td>Organization</td>
</tr>
<tr>
<td>Quality Management [Ec0314]</td>
<td>Winter</td>
<td>6</td>
<td>Commodity Science</td>
</tr>
<tr>
<td>Relationship Marketing and Social Media [Ec0330]</td>
<td>Winter</td>
<td>6</td>
<td>Management</td>
</tr>
</tbody>
</table>
THE IMMO TEACHING TEAM

Cinzia Battistella
Cinzia Battistella is an Associate professor of Management Engineering. She received her PhD from the University of Padua, and she was an assistant professor at the Free University of Bozen/Bolzano and associate professor at the University of Siena. Her research interests deal with Strategy and Innovation Management, focusing on corporate foresight, open innovation, business model innovation toward sustainability, digitalisation and servitisation.

Ruggero Bellio
Ruggero Bellio is a Full professor of Statistics. He received a PhD in Statistics from the University of Padua. His research interests include statistical methodologies and applications of statistics in the industry, business, education and other fields.

Maria Chiarvesio
Maria Chiarvesio is a Full professor of Management and Marketing. She has a PhD in Business Management from the Ca’ Foscari University of Venice. Her research interests are focused on innovation and internationalisation strategies of SMEs and local production systems.

Paolo Cuomo
Paolo Cuomo is an Associate professor of Business Law, qualified as a Full Professor in the same area. He has a PhD in Domestic and International Business Law at the Catholic University in Milan. He has been a visiting scholar at the MPI for Comparative and International Private Law in Hamburg and at the MPI for Innovation and Competition in Munich. His main research interests regard Company Law and Patent Law.

Luca Di Gaspero
Luca Di Gaspero is an Associate professor of Information Technology. He holds a PhD in Computer Science (University of Udine) and a Habilitation in Applied Informatics (Vienna University of Technology). He is an affiliated member of the Institute of Logic and Computation at the Vienna University of Technology (Austria). His main research interests are on Operations Research and Management Sciences, with a focus on Data Analytics and Decision Support Systems in the fields of Production Management, Logistics, Healthcare.

Paolo Ermano
Paolo Ermano is an Adjunct professor at the Department of Economics and Statistics. He holds a PhD in Institutional Economics from the University of Turin. His research interests cover local economic development and macro-analysis. He is also a consultant in the logistics and the creative industries.

Paolo Fedele
Paolo Fedele is an Associate professor of Management and Accounting. He holds a Master in Public Management from SDA Bocconi and a PhD from the University of Parma. His research interests are performance management and stakeholder management in private and public sector organisations.

Paola Geatti
Paola Geatti is an Assistant professor of Commodity Science and a lecturer of Quality Management. Her research interests include sustainable production and consumption, environmental and quality certifications. Her scientific background in food science and chemistry constitutes a strategic element for sustainability studies.
**Silvia Iacuzzi**
Silvia Iacuzzi is an Assistant professor of Management and Accounting. After completing an honours degree at the University of Oxford, she obtained her PhD at the University of Tübingen (Germany). She worked for 20 years as a researcher, strategy and policy consultant in Italy, Europe, Middle East, Asia, and Africa, before joining the University of Udine.

**Giancarlo Lauto**
Giancarlo Lauto is an Associate professor of Organization Studies. Before joining the University of Udine, he was a post-doc at Copenhagen Business School. He has been a visiting scholar at the Tokyo Institute of Technology (Japan) and ESSCA School of Management (France). His research interests include lean management as organisational change.

**Andrea Moretti**
Andrea Moretti is a Full professor of Management & Marketing. Before joining the University of Udine, he was a post-doc at the Third University of Rome and at City University in London. His research interests include consumer behaviour and marketing in international contexts and strategy and business models.

**Laura Pagani**
Laura Pagani is an Associate professor of Statistics. She got her doctorate from the University of Trento and, before joining the University of Udine, she taught at the University of Milan. Her research interests deal with statistical models for evaluating public projects and healthcare systems and with the development of composite indicators to measure latent concepts in socio-economic fields like well-being, solidarity, and vulnerability.

**Daniel Pittino**
Daniel Pittino is an Associate professor of Organization Design and Human Resource Management at the University of Udine and an Associate Professor in Strategy and Entrepreneurship at the Jönköping International Business School. His main research interests are organisational and governance issues in family firms and innovation and entrepreneurial activities in small and new firms.

**Raffaella Tabacco**
Raffaella Tabacco is an Assistant professor of Management. She has taught Marketing and Innovation Management courses, while her research interest includes International and Innovation strategies in SME. Her recent studies deal with the analysis of the relation between servitisation strategy and the adoption of Industry 4.0 technologies.

**Stefania Troiano**
Stefania Troiano is an Associate professor of Agricultural Economics and Appraisal. She holds a PhD in Rural Economy in Central Eastern Europe Countries from the Ca’ Foscari University of Venice. Her main research areas are environmental and resource economics, non-market valuation, agricultural and food economics, rural economics.

**Francesca Visintin**
Francesca Visintin is a Full professor of Organisation studies. She has a master and a PhD in Management, Economics and Politics from the University of St. Andrews (Scotland). Her research interests include corporate governance, management of family business and high-tech start-ups, and entrepreneurship.

This is the teaching team of 2021/22. Some teaching positions will be assigned before the beginning of each semester, and the lecturer may differ.
Environmental & Resource Economics

Lecturer
Stefania Troiano
stefania.troiano@uniud.it

Objective
The course aims to provide students with an advanced understanding of the theoretical approaches and methodological tools on sustainable development from a political economics perspective. Specifically, it discusses the evolution of environmental and ecological economics with regard to pollution problems, environmental/ecosystem services, and natural resources management.

After the completion of the course, students should:
- Knowledge and understanding
  - be familiar with the theoretical approaches and methodological tools on the economics of sustainable development
  - understand the relationships among socioeconomic variables and environmental resources interventions
- Competence and skills
  - be able to identify and distinguish the tools for environmental resource management (e.g., command & control approach, incentive-based instruments), and point out their potential impacts on the socioeconomic and environmental system
  - be able to analyze the relationships among socioeconomic variables and environmental resources interventions
- Critical judgment
  - be able to recognize strengths and weaknesses of institutional and private interventions in favor of the conservation and/or promotion of environmental resources
  - be capable of contextualizing the possible approaches to environmental resource management

Content
How much pollution is too much?
Ethics and economics
A number of different standards
Measuring costs and benefits
Consumption and well-being: is more really better?
Is the government up to the job?
Environmental legislation
Strengths and weaknesses of institutional intervention
How can we do better?
Incentive-based instruments
Clean technology
How can we resolve global issues?
Case studies

Teaching methods
- Frontal lecture
- Presentation of case studies by the lecturer
- Analysis and discussion of case studies by students (individual and teamwork).

Main references

Advanced Management & Control

Lecturer
Paolo Fedele
paolo.fedele@uniud.it

Objective
The course aims to provide students with a thorough understanding of the core concepts of management control and the critical trade-offs in the design and use of management control systems.

After the completion of the course, students should:
- Knowledge and understanding
  - be familiar with the components of management control systems
  - understand the role management control plays in organizations
- Competence and skills
  - be capable to critically analyze and assess the features of a management control system
  - be capable of designing the overall architecture of a management control system
- Critical judgment
  - be capable of analyzing the consequences of different control decisions critically
  - be capable of reflecting on control issues from different perspectives, including an ethical perspective

Content
The control function of management
Management control alternatives and their effects
Financial results control
Financial responsibility centers
Transfer pricing
Planning and budgeting
Target setting
Long-term incentive systems
Short-term incentive systems
Market measures of performance
Accounting measures of performance
Return-on-investment measures of performance
Effects and problems of performance measures
Myopia
Gaming
Controllability problems
Management control systems: corporate governance and ethics
Management control systems: non-market settings

Teaching methods
- Frontal lecture
- Analysis and discussion of case studies by small teams of students.

Main references

Main references
concerning environmental resources management will be analyzed

Main references

Innovation Management
Lecturer
Raffaella Tabacco
raffaella.tabacco@uniud.it

Objective
Innovation is a major driver of competitiveness within manufacturing firms as well as in the service sector. The course aims to analyze some of the main activities a company should manage to face the challenges of innovation. After the completion of the course, students should:

• Knowledge and understanding
  - be aware of the importance of innovation in the current technological and competitive scenario
  - know the main constituents of an innovation strategy, the main organizational antecedents of innovation, and the approaches to the management of the innovation process
• Competence and skills
  - be able to identify the most appropriate features of an innovation strategy, given the technological, competitive, and organizational conditions
  - be able to identify the tools to be used to manage different stages of the process of innovation
  - be able to appreciate the soundness of an innovation strategy and project
  - be able to analyze with a critical approach real case histories of innovation projects

Content
Innovation: what it is and why it matters
Patterns of innovation
Innovation management: a core business process
Innovation strategies and solutions to get benefits from innovation
Organizational antecedents of innovation
Open innovation
Disruptive innovation

Teaching methods
• Frontal lecture
• Presentation of case studies by the lecturer
• Analysis and discussion of case studies by teams of students. During the class, the students are required to critically analyze case studies concerning crucial management challenges of Innovation Management
• Individual (written and oral) assignments concerning key topics of Innovation Management
• Guest lectures by experts and managers of Innovation management

Main references

Integrated Reports & Environmental Accounting
Lecturer
Silvia Iacuzzi
silvia.iacuzzi@uniud.it

The course, which is part of the study of advanced management economics, will carry out an in-depth assessment of the nature of intellectual and natural capital, its evaluation and measurement, its «disclosure,» and its liabilities.

Content
The nature of intellectual capital
Intellectual capital reports for public entities

Teaching methods
• Frontal lecture
• Presentation of case studies by the lecturer
• Analysis and discussion of case studies by teams of students. During the class, the students are required to critically analyze case studies concerning the assessment of intellectual and natural capital and non-financial reports
• Team assignments concerning the report of intellectual and natural capital and/or the assessment of environmental and integrated reports
Main references


International Commercial, Brand & Patent Law

Lecturer
Paolo Cuomo
paolo.cuomo@uniud.it

The course deals with the fundamental theoretical notions concerning the main legal devices of competition and intellectual property law. In addition, the course will provide students with the critical skills necessary to recognize, set up, and solve the related application problems.

After the completion of the course, students should:
- Knowledge and understanding - know the structural and operational aspects of international commercial, brand, and patent law - master basic theoretical notions of the main legal devices of competition and intellectual property law, with particular reference to the discipline of unfair competition, registered trademarks, and patents
- Competence and skills - be able to apply theories and principles related to the main topics of international commercial, brand and patent law to specific cases - be able to use the technical-legal language relevant to the area of competition and intellectual property law, and express effectively and clearly legal concepts
- Critical judgment - be able to discuss real situations in which international commercial, brand and patent law is relevant, with a critical approach - be able to assess the drivers of the evolution of international commercial, brand and patent law

Content

Law against unfair competition, unfair commercial practices, and advertising legislation
Registered trademarks
Patents
Trade secrets (hints)
Antitrust (hints)
Copyright and neighboring rights (hints)

Teaching methods
- Frontal lecture
- Analysis and discussion of case studies by students. During the class, the students are required to critically analyze case studies concerning each of the main areas of the course (unfair competition law; registered trademarks; patent law)
- Guest lectures of professionals working in law firms dealing with Competition and IP law. Their talks focus on how they have managed legal problems regarding different areas of Competition and IP law

Main references


International Economics

Lecturer
Paolo Ermano
paolo.ermann@uniud.it

Objective

The course aims to provide students with instruments for a deep analysis of globalization and the processes underneath its success (or its failure). The course deals with the theories of international trade, the origin and the consequences of foreign direct investment by multinational corporations, and the main policies that sustain or hamper the process of globalization, including the role of international institutions. These elements will be combined to give a comprehensive view of the last 50 years of international trade, trying to figure out the future of globalization.

After the completion of the course, students should:
- Knowledge and understanding - know the main theories on international trade - establish connections between the topics of introductory Microeconomics and Macroeconomics and International Economics
- Competence and skills - be able to choose an appropriate theoretical framework for the analysis of different kinds of economic phenomena - be able to analyze reports of international institutions to appreciate if the theory matches the facts
- Critical judgment - understand that Economics has no dogmas or accepted truths, but, as social science, it must be grounded on a changing reality

Content

World trade: an overview
Labour productivity and comparative advantage: the Ricardian model
Specific factors and income distribution
Resources and trade: the Heckscher-Ohlin model
The standard trade model
External economics of scale and the international location of production?
Teaching methods

- Analysis and discussion of case studies by teams of students. During the class, the students are required to critically analyze case studies concerning entry strategies in international markets.
- Team assignments concerning relevant and/or up-to-date topics of international management.
- Guest lectures by professionals working in organizations dealing with internationalization processes.
- Visits to companies that adopt interesting internationalization strategies.

Main reference


Objective

The course aims to provide a comprehensive introduction to the subject of sales and logistics in international contexts. It offers an overview of the methods and techniques of both topics and their relations from an operational perspective.

Content

- International Logistics
  - Introduction to Logistics
  - Transportation
  - Warehousing, Materials Handling, and Packaging
  - Supply Chain Logistics Design
  - A Future Challenge of International Logistics: Decarbonizing Logistics
- International Sales

Main reference

International sale: roles, rule, variables, contracts
International trade risks and risk assessment
Incoterms
Payment methods
Countertrade
Free zones

Teaching methods
• Frontal lecture
• Analysis and discussion of case studies by teams of students. During the class, the students are required to critically analyze case studies concerning key challenges of International Sales and Logistics
• Individual (written and oral) assignments concerning key topics of the course
• Guest lectures by professionals working in organizations dealing with the management of international supply chains

Main references
Reference books will be communicated at the beginning of the course.

Laboratory of Business Analytics & Big Data
Lecturer
Ruggero Bellio
ruggero.bellio@uniud.it

Objective
The course covers some statistical methods for data analysis, with application to Business Analytics. The course focus is on practical aspects, with the usage of software tools, in particular of the statistical programming language R.

Content
Basic concepts: Introduction; Data Analysis and Business Analytics
The R software: Basics; Programming in R; Usage for simple data analyzes
Regression models: Simple linear regression; Multiple linear regression; Applications with R
Nonlinear models: Logistic regression; Nonparametric regression; Regression trees; Applications with R
Multivariate analysis (hints): Classification methods; Dimension reduction techniques; Clustering
Extensions to large datasets (hints): Regularisation methods; Analysis of unstructured data; Social networks; Text mining

Teaching methods
• Frontal lecture
• Practical demonstration of the usage of software for business analytics
• Assignments concerning practical data analysis problems that can be addressed by using a software tool for business analytics
• Guest lectures by professionals working in firms in the business analytics industry

Main reference

Laboratory of Business Process Reengineering and Project Management
Lecturer
Cinzia Battistella
cinzia.battistella@uniud.it

Objective
The course aims to develop students' knowledge about main theories, frameworks, models, tools, and processes of business process reengineering and project management. After the completion of the course, students should:
• Knowledge and understanding
  - know the main theories, frameworks, models, tools, and processes of business process reengineering and project management
  - know the methodologies to diagnose and outline an intervention for developing business process reengineering and project management solutions
• Competence and skills
  - be able to design a plan to develop a project and a process analysis procedure
  - be able to use IT support for project management
• Critical judgment
  - be able to analyze the needs related to projects
  - be able to develop an analysis of the gap between budget times and parameters and actual processes

Content
Project Management principles and variables and applications
Project Management performance (quality, time, and cost)
Project Management organization
Business Process Reengineering process
The course is based on projects to solve practical problems proposed by companies based in Region Friuli Venezia Giulia. The projects require students to deepen the knowledge acquired in previous courses and to apply it to real case studies in an original and critical way. The specific content of projects demands the employment of competencies encompassing different subjects, such as economics, management, organization, management control, law, and statistics.

**Teaching methods**
- Frontal lecture
- Practical demonstration of the usage of software for project management: teams of students simulate the planning of a real project case
- Analysis and discussion of case studies of PM by teams of students. During the class, the students are required to critically analyze case studies concerning project management performance (time, quality, and costs) that can be solved with project management principles
- Analysis and discussion of case studies of BPR by teams of students. During the class, students are required to critically analyze case studies that highlight specific features of the process of business process reengineering
- Business game: team-based simulations of the planning and execution of a real industrial project

**Main references**

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**Laboratory of Business Strategies and Policies**

**Lecturer**
Paolo Ermano
paolo.ermano@uniud.it

**Objective**
This course offers students the opportunity to engage in research and study activities in an experimental, self-governed, and highly interactive context. The course has two main aims: to consolidate and strengthen specific competencies acquired in the MSc; to develop meta-competencies and cross-field abilities, such as the capacity to work in a group, work under pressure, respect strict and short deadlines, organize and manage time and workloads, take leadership positions, present a report to a board of directors or technical committee.

After the completion of the course, students should:
- Knowledge and understanding
  - know the methodologies and approaches to carry out a consultancy project
  - know the theoretical framework and methodologies to address a variety of business issues
- Competence and skills
  - be able to carry out a consultancy project
  - be able to create a fruitful relationship with managers and professionals
- Critical judgment
  - be able to formulate a diagnosis and propose a solution to a business problem
  - be able to make a collective decision in an ambiguous situation
- Partner companies present their business needs at the beginning of the course. Then, students, organized in teams, address the problems under the guidance of a company supervisor who helps the teams through revision sessions.
- At the end of the course, the teams produce a written report and give an oral presentation of their final reports to a committee composed of lecturers and representatives from the partner companies.

**Main reference**
None, since this course aims at systematizing knowledge acquired in other courses.
Laboratory of Negotiation in Cross Cultural Business Environment

Lecturer
Giancarlo Lauto
giancarlo.lauto@uniud.it

Objective
This course aims at developing students’ negotiation skills by illustrating strategies and techniques of negotiation, with specific regard to international business deals; enhancing students’ awareness of their negotiation skills; enabling students to master negotiation techniques.

After the completion of the course, students should:
- Knowledge and understanding
  - know the main strategies and approaches to negotiation in the business setting
  - know the factors affecting cross-cultural business negotiations
- Competence and skills
  - be able to identify the interests and positions of the parties in a negotiation
  - be able to recognize the stages and the turning points of a negotiation
- Critical judgment
  - be able to identify and adopt a negotiation strategy, given the features of the issue and the counterpart
  - be able to analyze the process and outcome of negotiations

Content
The structure of negotiations: issues; parties; number of interactions; authority levels; relationship to other negotiations
The parties and their relationship: trust; reciprocity; power; information; ethics; cognitive biases and emotions
The basic strategies: the «dual concern model» and its developments; distributive negotiations and integration potential; positional and interest-based negotiation; managing time
The process: differentiation, integration, solution; negotiations in presence, online, and via email

Negotiating in multicultural contexts

Teaching methods
- Frontal lectures, aimed at presenting the core topics
- Simulations of negotiations performed by students. Students are assigned a script that outlines the goals and behaviors of each role; during the class, students perform a negotiation in front of the class
- Reflection on the outcome and process of negotiations. After the class, students – individually and in teams – are required to write an appreciation of the simulations, identifying the features of the strategy and the process that have determined the outcomes
- Analysis of case studies. During the class, students are required to critically analyze case studies that highlight specific features of the strategy and the process of negotiation

- Discussion with managers and professional negotiators. At least one manager with experience in international negotiations gives a talk about his/her professional knowledge and provides students with feedback on their negotiation skills

Main references

Laboratory of New Digital Technology and Coding for Business

Lecturer
Luca Di Gaspero
luca.digaspero@uniud.it

Objective
This course presents a panoply of digital technologies that can be used for data-based or data-informed decision-making in a range of business domains. In particular, the course provides students with the basics of coding and the use of libraries for business needs, including edge technologies such as basic Machine Learning. In the course, heterogeneous data types and sources (including textual data and images) will be investigated.

After the completion of the course, students should:
- Knowledge and understanding
  - know the main models of analysis of heterogeneous data, including basic Machine Learning techniques
  - know the basics of the Python programming language
  - know the methodology for evaluating and choosing the most adequate model under different circumstances
- Competence and skills
  - be able to obtain, clean, process, and transform heterogeneous data
  - be able to use programming languages for applying algorithms, as well as mathematical and statistical models for data analyzes
  - be able to deploy models
- Critical judgment
  - be able to choose appropriate models of analysis, assess the quality of input, derive insight from results, and investigate potential issues
  - be able to assess opportunities for the application of new technologies in the company’s products, processes, and strategies.

Content
Descriptive Analytics: extracting insight information out of raw data by aggregation and visualization tools
Predictive Analytics: forecasting what will happen in the future based on recent and historical data
Prescriptive Analytics: suggesting actions to decision-makers based on the data
Teaching methods
• Frontal lecture
• Exercise session in which the lecturer illustrates how problems can be solved
• Practical demonstration of the usage of software for analysis related to the topics introduced during the class
• Assignments concerning practical data analysis problems that can be addressed by using the software R
• Team assignments concerning a project that aims to build a marketing analysis with the development of a questionnaire

Main reference

Laboratory of Statistics and Mathematics

Lecturer
Laura Pagani
laura.pagani@uniud.it

Objective
The course aims at introducing students to the development of market surveys, including the collection and study of data supporting decision-makers. After the completion of the course, students should:
• Knowledge and understanding
- know the theories of organizational change
- know how to design a questionnaire to collect primary data
- be able to apply the main inferential tools
- be able to apply the data reduction methods
- be able to appreciate the informative contents of a given dataset
• Competence and skills
- be able to apply the main inferential tools
- be able to apply the data reduction methods
- be able to appreciate the informative contents of a given dataset
• Critical judgment
- be able to treat different kinds of data
- be able to appreciate the informative contents of a given dataset

Content
Collecting, preparing, and checking the data:
- Measurement, errors, and data for consumer research;
- Secondary consumer data;
- Primary consumer data;
- Data preparation and descriptive statistics
- Sampling, probability, and Inference: Sampling; Hypothesis testing; Analysis of variance (ANOVA)
- Relationships among variables: Correlation and regression; Association and logistic analysis; Factor analysis and principal component analysis
- R Laboratory: Welcome to R! R for beginners; Exploratory Data Analysis; Inference; ANOVA; Linear and logistic regression

Teaching methods
• Flipped classroom, consisting of video lectures with informal self-assessment to be viewed before the actual class and in-depth guided laboratory group-work on specific case studies during the class time
• Team assignments on specific data analysis tasks
• Guest lectures by professionals working in organizations dealing with data analytics

Main references

Leading Change for Organizational Renewal

Lecturer
Daniel Pittino
daniel.pittino@uniud.it

Objective
The course aims to provide a comprehensive introduction to the subject of organizational change management, which is intended as the structural change of organizational structure, systems, culture, and behavior. Furthermore, it offers an overview of the theories, methods, and techniques of Lean Management as a practical example of organizational change issues.

Content
Theoretical foundations of change management
The nature and the level of organizational change
The stages of organizational change
Organizational diagnosis: steps and tools
Designing an intervention strategy
Implementing organizational change at structure, process, and identity level
Leading change
Resistance to change
Organizational culture and change
Technology and change
Lean management: concepts and techniques

Teaching methods
- Frontal lecture
- Analysis and discussion of case studies by teams of students. During the class, the students are required to critically analyze case studies concerning business issues that can be solved by adopting an organizational change. The case studies also allow students to define the process for implementing an organizational change.
- Guest lectures by several managers, entrepreneurs, and consultants on topics such as the need for organizational change brought by the adoption of Industry 4.0 technologies, organizational change and growth strategy in knowledge-based industries, the relationship between organizational consultants and their clients.
- Field trip at the Venice Digital Capability Center of McKinsey&Company. The center features a production line of compressors with actors roleplaying managers and operators. Students can analyze the production process organized according to an «informal» approach, identify improvement solutions, and observe a new process that leverages digital technologies and lean management principles.

Managing Teams for Innovation

Lecturer
Francesca Visintin
francesca.visintin@uniud.it

Objective
The course aims to enable students with the abilities of managing effectively work teams, understand individual's differences, make strategic decisions, managing conflicts and business issues. After the completion of the course, students should:
- Knowledge and understanding
  - Understand instruments and techniques to manage creativity
  - Understand and manage different types of personalities and intelligence
  - Competence and skills
    - Be able to build and manage a creative team
    - Employ the Design thinking methodology
- Critical judgment
  - Understand and manage cultural differences
  - Be able to understand individual inclinations and the extent of emotional intelligence

Content
Componental model of creativity and innovation

Main reference

Personality differences and tests
Intelligences, attitudes, motivations
Culture and cultural differences
Managing a team and individual roles
Choosing team members
Managing team decisions
Managing conflict
Teams’ pathologies

Teaching methods
- Frontal lecture
- Group-work in the classroom
- Analysis and discussion of case studies by teams of students. During the class, the students are required to critically analyze case studies concerning various aspects of teamwork, creativity, and organizational behavior.
- Team assignments with the use of the Design thinking approach

Main reference

Management for sustainable businesses

Lecturer
Maria Chiarivesio
maria.chiarivesio@uniud.it

Objective
The course aims to provide students with the knowledge necessary to manage businesses according to a sustainability perspective. After the completion of the course, students should:
- Knowledge and understanding
  - know the principles of sustainable management
  - know the features of a sustainable business
- Competence and skills
  - be able to apply the general principles of sustainability in various businesses
  - be able to communicate the benefits deriving from a sustainability strategy
- Critical judgment
  - be able to assess the opportunity of adopting a sustainability strategy
  - be able to evaluate the advantages brought by a sustainability strategy

Content
The course discusses the theme of sustainability from a managerial perspective.

Teaching methods
- Frontal lecture
- Analysis and discussion of case studies

Main references
It will be communicated at the beginning of the course
**Quality management**

**Lecturer**  
Paola Geatti  
paola.geatti@uniud.it

**Objective**  
The course aims to enable students with the abilities of managing effectively work teams, understand individual's differences, make strategic decisions, managing conflicts and business issues. After the completion of the course, students should:

- Knowledge and understanding  
  - know the evolution of the quality concept over time  
  - know the parameters to be taken into account to implement a quality system
- Competence and skills  
  - be able to apply the general principles of quality systems in various businesses  
  - be able to communicate the benefits deriving from the adoption of a quality system in a firm
- Critical judgment  
  - be able to assess the opportunity of adopting a quality system by kinds of different firms  
  - be able to evaluate the advantages brought by the adoption of a quality system

**Content**  
Definitions of quality and historical evolution of the Quality movement

Quality themes: Quality Tools and Methodologies (SQC, QFD, PDCA)  
The Costs of Quality  
Standards: definition, types, role

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**The concept of Quality Management System. ISO 9000 series of Standards**

**Service Quality**

Environmental consequences of productive processes. The concept of Environmental Management System. ISO 14000 series of Standards. EMAS (Eco-Management and Audit Scheme). Environmental Life Cycle Assessment


Quality in the Agri-food sector. The HACCP methodology. Voluntary standards in the Agri-food Sector (the ISO 22000 family: FSCC 22000; GlobalGAP; BRC; IFS Food). Voluntary Product Marks in the agri-food sector

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**Teaching methods**
- Frontal lecture  
- Presentation of case studies by the lecturer and/or analysis and discussion of case studies by students

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**Main references**


Relationship Marketing and Social Media

Lecturer
Andrea Moretti
andrea.moretti@uniud.it

Objective
The course aims to provide a comprehensive introduction to the subject of relationship marketing of firms and organizations. It offers an overview of the theories, methods, and techniques of Internet marketing planning, brand management, and advertising strategy. The social media management perspective is an integrative part of the overall course.

After the completion of the course, students should:
- Knowledge and understanding
  - know the main theoretical theories and models on relationship marketing
  - know the main theories, methodologies, techniques on social media marketing and management, brand portfolio, advertising strategy from a relational perspective
- Competence and skills
  - be able to diagnose issues concerning relationship marketing expressed by firms of different size, sector, complexity
  - be able to formulate guidelines for the definition of relationship marketing solution, with reference to case studies related to various kinds of organizations

Critical judgment
- be able to diagnose issues concerning relationship marketing expressed by various kinds of organizations
- be able to independently identify which tools to adopt in the development of a relationship marketing strategy, given the environmental and organizational conditions

Main references

Research Tools for Marketing

Lecturer
Andrea Moretti
andrea.moretti@uniud.it

Objective
This course is focused on marketing research, with respect to generating research questions through a systematic literature review on specific topics, planning quantitative and qualitative studies following correct methods to reach relevant results, developing questionnaires, coding data, and analyzing the data with the SPSS program, as well as reporting the findings.

After the completion of the course, students should:
- Knowledge and understanding
  - know the quantitative methods of marketing research
  - know the techniques currently used in modern marketing practice
- Competence and skills
  - be able to identify different
of strategic problems, and evaluate an intervention, given the environmental and organizational conditions.

Content

The concept of strategy
Goals, values, and performance
Industry analysis
Analyzing resources and capabilities
The analysis of competitive advantage
Business strategy in different industry contexts
Industry evolution and strategic change
Technology-based industries and the management of innovation
Competitive advantage in mature industries
The classification of strategic options: a proposal
Corporate strategy: vertical integration, diversification, global strategies, the multibusiness firm
Current trends in strategic management
Business modeling: canvas, design, process.

Teaching methods
• Frontal lecture
• Analysis and discussion of case studies by teams of students.
• Debate. In front of the class, small groups of students argue opposing positions about topics of interest for the definition of a business strategy.

Main references