



Course book  
Master of Science in  
**International Marketing, Management & Organization**  
University of Udine, Italy

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](http://www.uniud.it).

Please, be aware that this document presents the content and lecturers of the courses in the academic year 2020/21. They may change in 2021/22. Changes will be communicated before each semester starts.

The image at page 5 is CC BY 2.0 <https://www.flickr.com/photos/spettacolo puro/3196164395>

All the other images and text are copyright of the University of Udine.

Latest update: January 28, 2021.



### The University of Udine

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 Department of Economics and Statistics

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, Human Resource Management, Research & Development, 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.

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 on 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](mailto:maria.chiarvesio@uniud.it)

**Delegate for international mobility:** Dr Giancarlo Lauto

[giancarlo.lauto@uniud.it](mailto:giancarlo.lauto@uniud.it)

**Head of Dep't student service unit:** Ms Nunzia Rizzitano

[nunzia.rizzitano@uniud.it](mailto:nunzia.rizzitano@uniud.it)

## Curriculum overview

### First Year

#### Winter semester

| Subject                                   | ECTS |
|---|------|
| International Economics                   | 6    |
| Laboratory of Statistics and Mathematics  | 9    |
| Leading Change for Organizational Renewal | 6    |
| Strategy & Business Models                | 9    |

#### Spring semester

| Subject                                      | ECTS |
|--|------|
| Advanced Management Control                  | 9    |
| International Commercial, Brand & Patent Law | 9    |
| International Management                     | 6    |
| Managing Teams for Innovation                | 6    |

### Second Year

#### Winter semester

| Subject  | ECTS |
|--|------|
| Laboratory of Business Strategies and Policies | 6    |
| Relationship Marketing and Social Media        | 6    |

#### One course between

| Subject   | ECTS |
|---|------|
| Laboratory of Business Process Reengineering and Project Management | 6    |
| Quality Management  | 6    |

#### Spring semester

| Subject               | ECTS |
|-----------------------|------|
| Innovation Management | 6    |

### 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.

#### International business electives

| Subject  | Semester | ECTS |
|--|----------|------|
| International Sales & Logistics                                  | Winter   | 6    |
| Research Tools for Marketing                                     | Winter   | 6    |
| Laboratory of Negotiation in Cross Cultural Business Environment | Spring   | 6    |

#### Digital business electives

| Subject  | Semester | ECTS |
|--|----------|------|
| Laboratory of Business Analytics & Big Data                  | Spring   | 6    |
| Laboratory of New Digital Technology and Coding for Business | Winter   | 6    |

#### Sustainability management electives

| Subject  | Semester | ECTS |
|--|----------|------|
| Environmental & Resource Economics                   | Spring   | 6    |
| Environmental Protection for Sustainable Development | Winter   | 6    |
| Integrated Reports & Environmental Accounting        | Spring   | 6    |

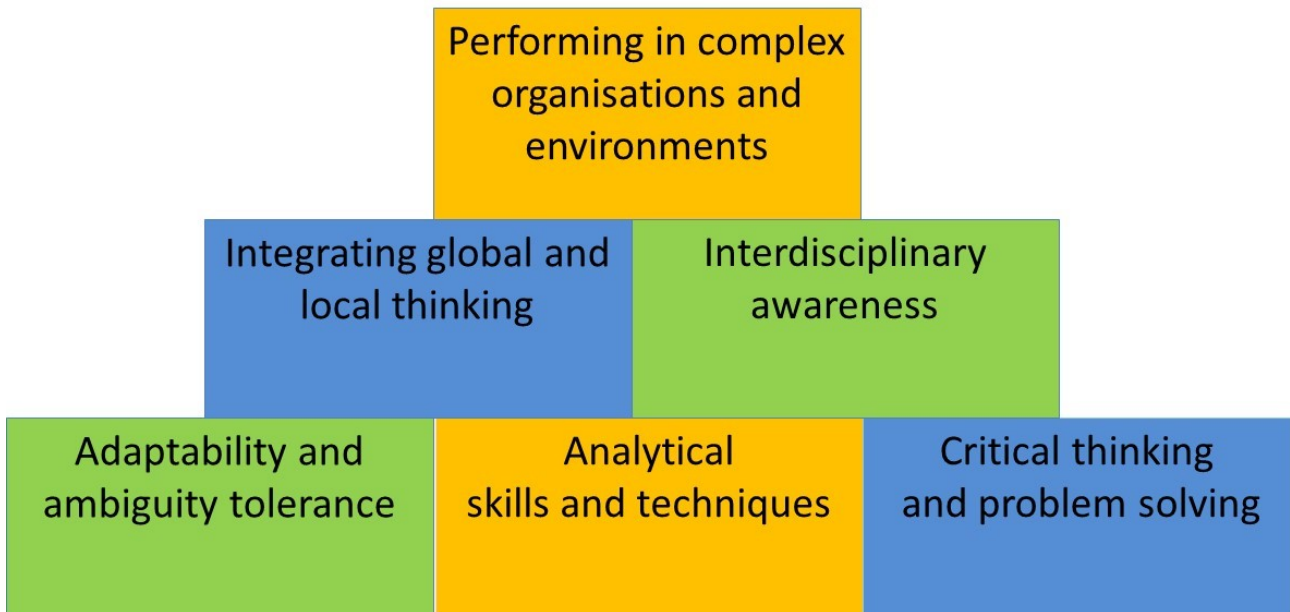
#### Internship

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

#### Master thesis

Students must successfully defend a master thesis (18 ECTS).

## The structure of learning goals



## Enrolment & Incoming Exchange students

### Enrolment

To enroll in IMMO, you need to hold a BSc degree with a major in economics, business, 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:

<https://www.uniud.it/it/didattica/segreteria-studenti/manifesto-degli-studi/economia>

Students should finalize their application by the end of August to regularly attend the classes of the first semester.

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 at the following page, and write to [studenti@uniud.it](mailto:studenti@uniud.it).

[https://www.uniud.it/en/uniud-international/International\\_Students/enrolment-recognition-of-foreign-titles-and-diplomas?set\\_language=en](https://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 canteen.

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

All the classes of IMMO are held in the campus of Via Tomadini 30, in the center of Udine, at 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: <https://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](mailto:giancarlo.lauto@uniud.it).

Students will be nominated for a place at the University of Udine by their home university. When our International Office receives a nomination, they will send information about application procedures.

More information here:

<https://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 both 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 both at CUAS and in Udine.

### Organization of the program

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

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

There are no specific requirements for any courses. However, a solid preparation on 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

#### Academic calendar

|                        |  |
|------------------------|--|
| <b>Winter semester</b> |  |
| Classes                | 14.09.2020 – 18.12.2020                            |
| Exams                  | 07.01.2021 – 12.02.2021                            |
| <b>Spring semester</b> |  |
| Classes                | 15.02.2021 – 21.05.2021                            |
| Exams                  | 24.05.2021 – 25.06.2021                            |
| <b>Exam sessions</b>   | 28.06.2021 – 16.07.2021<br>30.08.2021 – 10.09.2021 |

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 <https://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.

[https://www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-allestero-/ulteriori-approfondimenti/ects-e-la-distribuzione-statistica-dei-voti/fasce-di-distribuzione-statistica-a-a-2018-2019-e-2019-20/fasce-di-distribuzione-statistica-a-a-2018-2019-e-2019-20-dies/distribuzione-voti\\_dies-18-19-e-19-20.pdf/view](https://www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-allestero-/ulteriori-approfondimenti/ects-e-la-distribuzione-statistica-dei-voti/fasce-di-distribuzione-statistica-a-a-2018-2019-e-2019-20/fasce-di-distribuzione-statistica-a-a-2018-2019-e-2019-20-dies/distribuzione-voti_dies-18-19-e-19-20.pdf/view)

Exchange students receive a Transcript of Records at the end of their mobility period.



## Course catalogue

## List of subjects

| Subject  | Semester | ECTS | Field                  |
|--|----------|------|------------------------|
| [Ec0355] Advanced Management Control   | Spring   | 9    | Accounting             |
| [Ec0363] Environmental & Resource Economics                                  | Spring   | 6    | Agricultural Economics |
| [Ec0346] Environmental Protection for Sustainable Development                | Winter   | 6    | Commodity Science      |
| [Ec0315] Innovation Management   | Spring   | 6    | Management             |
| [Ec0364] Integrated Reports & Environmental Accounting                       | Spring   | 6    | Accounting             |
| [Ec0356] International Commercial, Brand & Patent Law                        | Spring   | 9    | Law                    |
| [Ec0286] International Economics   | Winter   | 6    | Economics              |
| [Ec0288] International Management  | Spring   | 6    | Management             |
| [Ec0358] International Sales & Logistics                                     | Winter   | 6    | Management             |
| [Ec0361] Laboratory of Business Analytics & Big Data                         | Spring   | 6    | Statistics             |
| [Ec0357] Laboratory of Business Process Reengineering and Project Management | Winter   | 6    | Management Engineering |
| [Ec0316] Laboratory of Business Strategies and Policies                      | Winter   | 6    | Economics              |
| [Ec0360] Laboratory of Negotiation in Cross Cultural Business Environment    | Spring   | 6    | Organization           |
| [Ec0362] Laboratory of New Digital Technology and Coding for Business        | Winter   | 6    | Computer Science       |
| [Ec0292] Laboratory of Statistics and Mathematics                            | Winter   | 9    | Statistics             |
| [Ec0353] Leading Change for Organizational Renewal                           | Winter   | 6    | Organization           |
| [Ec0354] Managing Teams for Innovation                                       | Spring   | 6    | Organization           |
| [Ec0314] Quality Management  | Winter   | 6    | Commodity Science      |
| [Ec0330] Relationship Marketing and Social Media                             | Winter   | 6    | Management             |
| [Ec0359] Research Tools for Marketing  | Winter   | 6    | Management             |
| [Ec0352] Strategy & Business Models  | Winter   | 9    | Management             |



|           |  |
|-----------|--|
| Title     | <b>Advanced Management Control</b>   |
| Lecturer  | <b>Paolo Fedele</b> <a href="mailto:paolo.fedele@uniud.it">paolo.fedele@uniud.it</a>   |
| Content   | <p>The course aims at providing students with a thorough understanding of the core concepts of management control as well as of the critical trade-offs in the design and use of management control systems. More specifically, the course will focus on the following key topics:</p> <ul style="list-style-type: none"> <li>• The control function of management</li> <li>• Management control alternatives and their effects</li> <li>• Financial results control systems <ul style="list-style-type: none"> <li>o Financial Responsibility Centers</li> <li>o Transfer pricing</li> <li>o Planning and Budgeting</li> <li>o Target setting</li> <li>o Long-term Incentive systems</li> <li>o Short-term Incentive systems</li> <li>o Market measures of performance</li> <li>o Accounting measures of performance</li> <li>o Return-on-investment measures of performance</li> </ul> </li> <li>• Effects and problems of performance measures <ul style="list-style-type: none"> <li>o Myopia</li> <li>o Gaming</li> <li>o Controllability problems</li> </ul> </li> <li>• Management control systems: corporate governance and ethics</li> <li>• Management control systems: non-market settings</li> </ul>   |
| Objective | <ul style="list-style-type: none"> <li>• To know the methodologies and tools that guide the company management in measuring and controlling the value and performance of the company.</li> <li>• To know the tools for the design and implementation of a multidimensional system of measures for strategic and operational governance.</li> <li>• To understand the processes for the design and implementation of a multidimensional system of measures for strategic and operational key variables at the company, group and part level.</li> <li>• To be able to critically analyze the need for developing a measurement &amp; control value and performance system in organizations of various kind.</li> <li>• To be able to design a plan of developing and implementation of a multidimensional system of measures for strategic and operational governance of the key variables at the company, group and part level.</li> <li>• To be able to devise, by rigorously applying an appropriate methodology, a diagnosis and an intervention about measurement &amp; control.</li> <li>• Being able to communicate the quantitative and qualitative aspects, also with regard to non-expert operators, of measurement &amp; control value and performance systems.</li> <li>• Based on the knowledge acquired in the course, students can undertake continuous learning on further conceptual and operational models of measurement &amp; control value and performance systems.</li> </ul> |

|           |   |
|-----------|---|
| Title     | <b>Environmental &amp; Resource Economics</b>   |
| Lecturer  | <b>Stefania Troiano</b> stefania.troiano@uniud.it   |
| Content   | <p>The course provides students with comprehensive knowledge about theoretical approaches and methodological tools from a political economics point of view in a perspective of sustainable development. The course discusses the evolution of environmental and ecological economics with regard to pollution problems, environmental/ecosystem services and natural resources management. Starting from an introduction to the scientific issues surrounding the global warming, the course illustrates the framework that economists use for approaching pollution problems and more in general environmental resources management. For any such concern, four general questions must be answered:</p> <ul style="list-style-type: none"> <li>• How much pollution is too much? <ul style="list-style-type: none"> <li>• ethics and economics;</li> <li>• a number of different standards;</li> <li>• measuring costs and benefits;</li> <li>• consumption and well-being: is more really better?</li> </ul> </li> <li>• Is government up to the job? <ul style="list-style-type: none"> <li>• environmental legislation;</li> <li>• strengths and weaknesses of institutional intervention;</li> </ul> </li> <li>• How can we do better? <ul style="list-style-type: none"> <li>• incentive-based instruments;</li> <li>• clean technology;</li> </ul> </li> <li>• How can we resolve global issues? <ul style="list-style-type: none"> <li>• case studies.</li> </ul> </li> </ul>  |
| Objective | <p>The course provides the students with comprehensive knowledge about theoretical approaches and methodological tools of environmental/ecological economics, from a political-economic point of view. The course aims to provide students with an advanced understanding of the methods and tools of environmental resources management. The course aims to enable students to acquire specialized knowledge and understanding of selected aspects in order to:</p> <ul style="list-style-type: none"> <li>• contextualize the different approaches you can adopt;</li> <li>• identify and distinguish the tools, and point out their potential impacts on the socio-economic and environmental system;</li> <li>• adopt the tools and understand the results derived from their implementation using examples and case studies about environmental resources management;</li> <li>• analyze the relationships among socioeconomic variables and environmental resources interventions;</li> <li>• recognize the strengths and weaknesses of institutional and private interventions in favor of the conservation of environmental resources.</li> </ul> <p>By approaching environmental resources management, students will develop a methodological and cultural preparation that allows them to use skills for a critical approach during communication contexts in various career paths. Students will have acquired the aptitude towards critical thinking, creative thinking, communicating, and collaborating in different socio-economic-environmental contexts to counteract environmental pollution and promote environmental resources.</p> |

|           |   |
|-----------|---|
| Title     | <b>Environmental Protection For Sustainable Development</b>   |
| Lecturer  | <b>Veronica Novelli</b> veronica.novelli@uniud.it   |
| Content   | <p>The subject proposes a general picture on environmental pollution, its dangers, its causes, and the actions that each of us, primarily firms, can put forward to reduce the impact on our Earth, with the purpose of:</p> <ul style="list-style-type: none"> <li>• making the students aware of the environment through the knowledge of a significant number of environmental accidents characterizing the last decades, bringing to the definition of sustainable development and its achievement, with the consciousness that our commitment for the environment is essential in order to live a long time on this planet;</li> <li>• providing the skills to interpret and minimize the human-made environmental damages;</li> <li>• indicating how companies can adopt voluntary actions to protect the environment and human health, in the perspective of sustainable development, in order to get also economic advantages.</li> </ul> |
| Objective | <p>The aims of the subject are:</p> <ul style="list-style-type: none"> <li>• to explain why our “weight” on the planet is unsustainable;</li> <li>• to understand the virtuous actions that each of us can execute for an environmentally respectful coexistence in civil society;</li> <li>• to understand the meaning of the actions that enterprises can voluntarily start and implement for improving their performances and their relationship with other companies.</li> </ul>  |

|           |  |
|-----------|--|
| Title     | <b>Innovation Management</b>   |
| Lecturer  | <b>Raffaella Tabacco</b> raffaella.tabacco@uniud.it  |
| Content   | <p>Innovation has become a major driver of competitiveness, within large manufacturing firms as well as in services, SMEs and other Organizations. Considering a broad definition of innovation, both technological and non-technological, the course aims at analyzing some of the main activities a company should manage in order to face the challenges of innovation.</p> <p>The main topics covered by the course are:</p> <ul style="list-style-type: none"> <li>• innovation: what it is and why it matters;</li> <li>• innovation management: a core business process;</li> <li>• types and patterns of innovation;</li> <li>• organizational antecedents of innovation;</li> <li>• innovation strategies and solutions to get benefits from innovations;</li> <li>• innovation networks.</li> </ul>  |
| Objective | <ul style="list-style-type: none"> <li>• To recognize the importance of innovation and of its management in today's economic and technological scenario;</li> <li>• To know the main constituents of an innovation strategy and to describe what are the main organizational antecedents of innovation;</li> <li>• To be able to manage the main phases of a typical innovation process.</li> <li>• To be able to apply theories for identifying the main organizational and strategical antecedents of innovation;</li> <li>• To be able to manage the innovation process.</li> <li>• To analyze with a critical approach real case histories;</li> <li>• To integrate the knowledge acquired in other courses in order to solve management issues concerning innovation management.</li> </ul> <p>At the end of the course the student will have developed:</p> <ul style="list-style-type: none"> <li>• problem solving abilities, analysis and interpretation skills;</li> <li>• oral and written communication skills;</li> <li>• teamwork and collaboration skills.</li> </ul> <p>Based on the knowledge acquired in the course, the student can undertake continuous learning on further opportunities dealing with innovation and innovation management.</p> |

|           |  |
|-----------|--|
| Title     | <b>Integrated Reports &amp; Environmental Accounting</b>   |
| Lecturer  | <b>TBD</b>   |
| Content   | <p>The course, which is an advanced management study class, will explore the concepts of Knowledge Management, Intellectual Capital and Integrated Reporting in a systemic approach which will include social and environmental issues.</p> <p>Students will be asked to analyze a case study related to a public or private Organization.</p> |
| Objective | <p>The course aims to allow students to:</p> <ol style="list-style-type: none"> <li>a. Understand and appreciate Knowledge Management and Intellectual Capital</li> <li>b. Be able to read and prepare an intellectual capital and/or integrated report.</li> </ol>  |

|           |  |
|-----------|--|
| Title     | <b>International Commercial, Brand &amp; Patent Law</b>  |
| Lecturer  | <b>Paolo Cuomo</b> paolo.cuomo@uniud.it  |
| Content   | <p>The course deals with the fundamental theoretical notions concerning the main legal devices of industrial law. The course will provide students with the critical skills necessary to recognize, set up and solve the related application problems. The course deals with the study of industrial law, with particular reference to the following topics:</p> <ol style="list-style-type: none"> <li>1. Law against unfair competition;</li> <li>2. Trademarks;</li> <li>3. Patents.</li> </ol>   |
| Objective | <p>To develop students' knowledge about the concepts of international commercial, brand and patent law, with particular reference to:</p> <ul style="list-style-type: none"> <li>• structural and operational aspects of international commercial law;</li> <li>• structural and operational aspects of international brand law;</li> <li>• structural and operational aspects of international patent law.</li> </ul> <p>At the end of the course, the student will be able to:</p> <ul style="list-style-type: none"> <li>• understand the context of international commercial, brand e patent law;</li> <li>• apply theories and procedures related to the principal topics of international commercial, brand e patent law;</li> <li>• assess the drivers of the evolution of international commercial, brand e patent laws.</li> </ul> <p>At the end of the course, the student will be able to:</p> <ul style="list-style-type: none"> <li>• discuss with a critical approach to real situations;</li> <li>• integrate the knowledge acquired in other courses in order to solve management issues under the constraint of the international commercial, brand e patent laws.</li> </ul> <p>Students will be able to communicate (with oral and written tools, also with regard to non-expert operators) decisions considering the specific challenges coming from the international commercial, brand e patent laws.</p> <p>Based on the knowledge acquired in the course, students can undertake continuous learning on further conceptual and operational process of international commercial, brand and patent laws.</p> |

|           |  |
|-----------|--|
| Title     | <b>International Economics</b>   |
| Lecturer  | <b>Paolo Ermano</b> paolo.ermano@uniud.it  |
| Content   | <p>The main topics of this course are the analysis of the different theories of international trade; the origin and the consequences of foreign direct investment by multinational corporations.</p> <p>This course will give instruments for a deeper analysis of globalization and of the processes underneath its success (or its failure).</p> <p>Therefore, the course will be organized in the following way:</p> <ul style="list-style-type: none"> <li>• The main theories of international trade from Ricardo to modern achievements</li> <li>• The reasons behind firms' choice of internationalization</li> <li>• The principal policies that sustain or hamper the process of globalization</li> <li>• The role of international institutions</li> </ul> <p>All these elements will be combined to give a comprehensive view of the last 50 years of international trade, trying to figure out what will be the future of globalization.</p>   |
| Objective | <p>To know two important branches of international economics literature: first, the class of models; second, to focus the attention on the economic dynamics at the firm level, in particular by handling the concept of internal and external economies of scale.</p> <p>Along with this framework, several examples taking from international institution reports will be discussed.</p> <p>At the end of the course the students will be able to:</p> <ul style="list-style-type: none"> <li>• Identify the underlying concept of economics learnt in Micro and Macroeconomics classes to International economics issues and models;</li> <li>• use International economics models and tools to analyses complex topics;</li> <li>• understand that Economics has no dogmas or accepted truths, but, as social science, it must be grounded on changing reality.</li> </ul> <p>At the end of the course the students will be able to:</p> <ul style="list-style-type: none"> <li>• analyze from a critical point of view every model, idea, facts presented to see under which conditions a given scientific framework can or cannot be used;</li> <li>• analyze international institution's reports to appreciate if the theory matches the facts;</li> <li>• learns where he/she can find reliable information/data about international economics;</li> <li>• judge a specific economic fact beyond the common point of views.</li> </ul> <p>Being able to communicate (with oral and written tools) the quantitative and qualitative aspects, also with regard to non-expert operators, of international economics models and application, so as to enable the interlocutors to understand in details these aspects.</p> <p>Based on the knowledge and methods acquired in the course, students can undertake continuous learning on further conceptual and operational models of International economics.</p> |

|           |   |
|-----------|---|
| Title     | <b>International Management</b>   |
| Lecturer  | <b>Maria Chiarvesio</b> maria.chiarvesio@uniud.it   |
| Content   | <p>Globalization opens many opportunities and threats which, to be managed, ask managers and entrepreneurs to deal with a growing number of decisions about strategies across national boundaries. This course aims at providing a conceptual framework to get oriented and work in the international business context. The course will focus on the fundamental concepts of the international business environment, on the role of international forces, on international strategies and on basic issues of international marketing.</p> <p>Main topics of the course will be:</p> <ul style="list-style-type: none"> <li>- Actors of the international business environment</li> <li>- Culture in international business</li> <li>- Strategy and organization in international markets</li> <li>- Evaluation and attractiveness of markets</li> <li>- Entry modes in international markets</li> <li>- Global sourcing and global value chains</li> <li>- Marketing and global business</li> </ul>   |
| Objective | <p>The course objective is to develop students' knowledge about the fundamental concepts of doing business in an international environment, where the specific context poses numerous challenges to a firm's strategies.</p> <p>At the end of the course the student should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the strategic dimension of international business including the global value chain configuration</li> <li>• Incorporate skills and knowledge about strategy and marketing in the international business context</li> <li>• Understand the role of emerging markets for business strategies</li> <li>• Appreciate differences within entry modes in international markets</li> <li>• Apply theories and practices to concrete business cases</li> <li>• Assess the drivers of firms' international performances</li> </ul> <p>In terms of soft skills, at the end of the course, the student should be able to:</p> <ul style="list-style-type: none"> <li>• Discuss with a critical approach real situations</li> <li>• Integrate the knowledge acquired in other courses in order to solve management issues within an international context.</li> </ul> |



|           |   |
|-----------|---|
| Title     | <b>International Sales &amp; Logistics</b>  |
| Lecturers | <b>Andrea Moretti</b> <a href="mailto:andrea.moretti@uniud.it">andrea.moretti@uniud.it</a><br><b>Raffaella Tabacco</b> <a href="mailto:raffaella.tabacco@uniud.it">raffaella.tabacco@uniud.it</a>   |
| Content   | <p>This course will deal with the following themes:</p> <p>International Logistics<br/>Decisions related to Logistics</p> <ul style="list-style-type: none"> <li>• Transportation Modes</li> <li>• Warehouse Design</li> </ul> <p>Locating Logistics Facilities</p> <ul style="list-style-type: none"> <li>• Plant location methods</li> <li>• Centroid Method</li> <li>• Locating Service Facilities</li> <li>• The problem of transport</li> <li>• Backpack problem</li> </ul> <p>International Sales</p> <ul style="list-style-type: none"> <li>• International sale: roles, rule, variables, contracts</li> <li>• International trade risks and risk assessment</li> <li>• Incoterms</li> <li>• Payment methods</li> <li>• Countertrade</li> <li>• Free zone</li> </ul>   |
| Objective | <p>Skills related to the discipline</p> <p>At the end of the course, students will:</p> <ul style="list-style-type: none"> <li>• know the main models related to international sale and logistics;</li> <li>• know the main methodologies for the implementation of sales and logistics in international contexts;</li> <li>• know the main techniques of international sales and some specific topic of international logistics;</li> <li>• be able to apply such knowledge to the diagnosis of business cases and problems of organizations of different size, sector, complexity;</li> <li>• be able to apply such knowledge to formulate guidelines for the problem solving of international sale and logistics issues, with reference to case studies related to organizations of different size, sector, complexity;</li> </ul> <p>Soft skills</p> <p>Students should be able to independently and critically formulate a diagnosis of international sales and logistics problems, and evaluate an intervention. Students should be able to choose independently which tools to adopt in the development of a solution, given environmental and organizational conditions. Through teamwork, students should acquire the ability to work on projects, to manage independently a complex task, to manage conflicts, to manage independently their working time. Furthermore, they should acquire the ability to present oral and written analysis of a projects.</p> |

|           |   |
|-----------|---|
| Title     | <b>Laboratory of Business Analytics &amp; Big Data</b>  |
| Lecturer  | <b>Ruggero Bellio</b> ruggero.bellio@uniud.it   |
| Content   | <p>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.</p> <p>Contents<br/>Basic concepts<br/>Introduction; Data Analysis and Business Analytics.</p> <p>The R software<br/>Basics; Programming in R; Usage for simple data analyses.</p> <p>Regression models<br/>Simple linear regression; Multiple linear regression; Applications with R.</p> <p>Nonlinear models<br/>Logistic regression; Nonparametric regression; Regression trees; Applications with R.</p> <p>Multivariate analysis (hints)<br/>Classification methods; Dimension reduction techniques; Clustering.</p> <p>Extensions to large datasets (hints)<br/>Regularization methods; analysis of unstructured data; social networks, text mining.</p>  |
| Objective | <p>The course offers students tools for the quantitative analysis of univariate and the multivariate phenomena with a focus on marketing research methods. At the end of the course unit the students will be able to:</p> <ul style="list-style-type: none"> <li>• distinguish and evaluate the different structure, processes and logic of business analytics software;</li> <li>• collect data by different business analytics software and big data datasets;</li> <li>• recognize the informative contents of a given big data dataset;</li> <li>• decide how to treat the specific kinds of data;</li> <li>• apply the main integrated software tools to realize an analytical report;</li> <li>• apply the main inferential tools;</li> <li>• apply the data reduction methods;</li> <li>• use different software for multivariate data analysis and business analytics.</li> </ul> <p>Students will be able to identify, classify, elaborate and understand the main data-set connected with business analytics processes and big data. Students will enrich their language with technical terms and will develop the ability to work and discuss with referents from different firm's functions and suppliers of business analytics tools/software and big data systems. Students will have the basis to further develop his/her knowledge and understanding of business analytics processes and big data dataset.</p> |

|           |   |
|-----------|---|
| Title     | <b>Laboratory of Business Process Reengineering and Project Management</b>  |
| Lecturer  | <b>TBD</b>  |
| Content   | <p>PM principles and variables and applications</p> <p>PM performance (quality, time and cost)</p> <p>PM organization</p> <p>BPR process</p> <p>BPR tools</p> <p>BPR impact</p>   |
| Objective | <p>To develop students' knowledge about main theories, frameworks, models, tools and processes of business process reengineering and project management with particular reference to: analysis of the business processes and business process reengineering; analysis of needs related to projects; preparation of projects that are compatible with established objectives and constraints; management of project planning and progress analysis for business intelligence and for measurement &amp; control value systems; development of the gap analysis between budget times and parameters and real processes.</p> <p>To be able to critically analyse process pattern and measurement processes in real contexts. To be able to design a plan to develop a project and a process analysis procedure in different firms for size, industry and contexts. To be able to use IT support for project management.</p> <p>To be able to devise, by rigorously applying an appropriate methodology, a diagnosis and an intervention of developing: business process reengineering procedures and project management solutions.</p> <p>To be able to communicate (with oral and written tools) the quantitative and qualitative aspects, also with regard to non-expert operators, of activities characterising business process reengineering and project management, so as to enable the interlocutors to understand in details these aspects.</p> <p>To build on the knowledge acquired in the course to undertake continuous learning on further conceptual and operational models of business process reengineering and project management.</p> |

|           |  |
|-----------|--|
| Title     | <b>Laboratory of Business Strategies and Policies</b>  |
| Lecturer  | <b>Paolo Ermano</b> paolo.ermano@uniud.it  |
| Content   | <p>The course is structured along project activities developed in cooperation with local firms.</p> <p>These project activities 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 that encompass different subjects, ranging from Economics to Management, Organization, Accountancy, Control, Law and Statistics.</p>   |
| Objective | <p>This course offers the opportunity for students 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.</p> |

|           |  |
|-----------|--|
| Title     | <b>Laboratory of Negotiation in Cross Cultural Business Environment</b>  |
| Lecturer  | <b>Giancarlo Lauto</b> giancarlo.lauto@uniud.it  |
| Content   | <ul style="list-style-type: none"> <li>• The actors of negotiations</li> <li>• The process of negotiation</li> <li>• The strategies and tactics of negotiation</li> <li>• The specific features of negotiations in a cross-cultural setting</li> </ul>   |
| Objective | <ul style="list-style-type: none"> <li>• To be familiar with the basic concepts, theories and practices of negotiation and conflict resolution in the business setting</li> <li>• To understand the mechanisms of value creation and achievement of integrative negotiation outcomes in a cross cultural business setting</li> <li>• To develop skills in negotiation management in cross cultural settings</li> <li>• To develop the ability to critically assess the interests involved in the negotiation and formulate judgements about possible solutions in terms of relative optimization, costs and benefits.</li> </ul> |

|           |   |
|-----------|---|
| Title     | <b>Laboratory of New Digital Technology and Coding for Business</b>   |
| Lecturer  | <b>Luca Di Gaspero</b> luca.digaspero@uniud.it  |
| Content   | <p>This course will provide students with the tools for the exploitation of data to support decision making for a range of domains and problems. Students will be able to autonomously investigate datasets, to formulate and validate their own working hypothesis.</p> <p>The module will cover the techniques and methodologies for supporting data-driven decision making.</p> <p>The topic will be covered from the following three perspectives:</p> <ol style="list-style-type: none"> <li>1) Descriptive Analytics, i.e., extracting insight information out of raw data by aggregation and visualization tools;</li> <li>2) Predictive Analytics, i.e., forecasting what will happen in future based on recent and historical data;</li> <li>3) Prescriptive Analytics, i.e., suggesting actions to decision-makers based on the data evidence and optimization models.</li> </ol> <p>The methodological part will be accompanied by the introduction of the Python programming language and a number of practical data analysis libraries.</p>  |
| Objective | <ul style="list-style-type: none"> <li>• To explore how current technology changes are modifying products and processes.</li> <li>• To identify how new technologies can be used in a company to modify the product offer, processes and strategies.</li> <li>• To understand the basics of coding and the uses of libraries for business needs.</li> <li>• To be able to discuss technology needs with the technical personnel in a firm.</li> <li>• To assess opportunities for application of new technologies in the company products, processes and strategies.</li> <li>• To be able to talk to suppliers of new technologies.</li> </ul> <p>After the course, the student will be able to read and understand the main technological trends and their impact on business.</p> <p>Students will enrich their language with technical terms and will develop the ability to work and discuss with personnel of technical functions and suppliers of technology.</p> <p>After the course, students will have the basis to further develop their knowledge and understanding of coding techniques to be employed in applications for business.</p> |

|           |  |
|-----------|--|
| Title     | <b>Laboratory of Statistics and Mathematics</b>  |
| Lecturer  | <b>Laura Pagani</b> <a href="mailto:laura.pagani@uniud.it">laura.pagani@uniud.it</a>   |
| Content   | <p>The course aims at introducing students to the development of market surveys, including the collection and study of data supporting decision-makers.</p> <p>The course will cover four main topics:</p> <ul style="list-style-type: none"> <li>• Collecting, preparing and checking the data: 1. Measurement, errors and data for consumer research 2. Secondary consumer data 3. Primary consumer data 4. Data preparation and descriptive statistics</li> <li>• Sampling, probability and inference: 1. Sampling 2. Hypothesis testing 3. Analysis of variance (ANOVA)</li> <li>• Relationships among variables: 1. Correlation and regression 2. Association and logistic analysis 3. Factor analysis and principal component analysis</li> </ul>  |
| Objective | <p>The course unit aims to raise awareness of the basic statistical knowledge applied to business problems. In particular, students will be able to face the measurement issue in the economic framework as a tool for consumer behavior analysis and the evidence-based decision-making process.</p> <p>The course provides the students with basic tools for quantitative analysis in the development of evidence-based policies. At the end of the course unit the students will be able to:</p> <ul style="list-style-type: none"> <li>• recognize the classical measurement and data collection issues;</li> <li>• distinguish between primary and secondary consumer data;</li> <li>• organize a (market) survey adopting the optimal solutions at each step of the research development: the selection of sampling method, the construction of the measurement tool, the data collection and preliminary data analysis;</li> <li>• develop a descriptive preliminary analysis in order to discover the potentials and issues of data (as, for instance, the presence of missing data or outliers);</li> <li>• apply the main tools of statistical inference and explain their results (e.g. hypothesis testing);</li> <li>• study the relationship between variables (both qualitative and quantitative ones) also considering the regression approach;</li> <li>• apply the main tools of multivariate statistical analysis (factor analysis, principal components analysis and cluster analysis);</li> <li>• appreciate the potentials of R statistical software.</li> </ul> <p>Soft skills</p> <ul style="list-style-type: none"> <li>• topics faced during the semester introduce the statistical tools that students can use during the degree courses. In order to use the concepts that are theoretically introduced during this course, the students will develop an empirical activity.</li> <li>• the students will be able to apply the optimal statistical tool given the empirical framework (from the measurement issue to the analysis of collected data)</li> <li>• the group works aim at developing the communication skills of students using the ability to synthesize based on statistical summary statistics and graphical tools</li> <li>• the skills developed during the teaching can be easily applied in other contexts in order to understand the results of the quantitative analysis</li> </ul> |

|           |  |
|-----------|--|
| Title     | <b>Leading Change for Organizational Renewal</b>   |
| Lecturer  | <b>Daniel Pittino</b> daniel.pittino@uniud.it  |
| Content   | <p>The course will deal with the following themes:</p> <ul style="list-style-type: none"> <li>• Theoretical foundations of change management</li> <li>• The nature and the level of Organizational change</li> <li>• The stages of Organizational change</li> <li>• Organizational diagnosis: steps and tools</li> <li>• Designing an intervention strategy</li> <li>• Implementing Organizational change at the structure, process, and identity level</li> <li>• Leading change</li> <li>• Resistance to change</li> <li>• Organizational culture and change</li> <li>• Technology and change</li> <li>• Lean management: concepts and techniques</li> </ul>   |
| Objective | <p>Skills related to the discipline</p> <p>The general goals of the course are to provide students with: fundamental knowledge about the characteristics of the organizational change, which is understood as a strategic response to the evolution of the external environment; the ability to analyze a process of organizational change, through the application of appropriate theoretical models; basic knowledge on Lean Management, which is conceived as a management approach aimed at Organizational change; the ability to design a lean management intervention.</p> <p>In particular, at the end of the course, students will:</p> <ul style="list-style-type: none"> <li>• know the main theoretical models related to organizational change;</li> <li>• know the methodologies for the implementation of a change project;</li> <li>• be aware of the relationship between environmental and Organizational factors in the process of organizational change;</li> <li>• know the main theories, methodologies, techniques of Lean Management;</li> <li>• be able to apply such theoretical knowledge to the diagnosis of business cases and problems of organizations of different size, sector, complexity;</li> <li>• be able to apply such theoretical knowledge to formulate guidelines for the strategic and organizational redesign;</li> <li>• be able to design an intervention of lean management.</li> </ul> <p>Soft skills</p> <p>Students should be able to independently and critically formulate a diagnosis of organizational problems, and evaluate an intervention of Organizational change. Students should be able to choose independently which tools to adopt in an Organizational change intervention, given the environmental and Organizational conditions.</p> <p>Through teamwork, students should acquire the ability to work on projects, to manage independently a complex task, to manage conflicts, to manage independently their working time. Furthermore, they should acquire the ability to present oral and written analysis of a change project.</p> |

|           |   |
|-----------|---|
| Title     | <b>Managing Teams for Innovation</b>  |
| Lecturer  | <b>Francesca Visintin</b> francesca.visintin@uniud.it   |
| Content   | The course allows building the competences to manage a team, including the choice of the members, decision management and conflict management.  |
| Objective | The course will provide students with the theoretical knowledge and the know-how to effectively manage a team working on innovation activities. |

|           |   |
|-----------|---|
| Title     | <b>Quality Management</b>   |
| Lecturer  | <b>Paola Geatti</b> paola.geatti@uniud.it   |
| Content   | <p>The subject provides students with knowledge on principles for the design of a company quality system and the advantages that may derive for firms.</p> <p>Students will:</p> <ul style="list-style-type: none"> <li>- know the evolution over time of the concept of “quality”;</li> <li>- know the procedure that firms deal with to certify their quality systems;</li> <li>- identify the advantages for firms deriving from working with quality criteria;</li> <li>- be able to apply the general principles of quality systems to different production fields (e.g. engineering, agriculture-food industry, building industry).</li> </ul>  |
| Objective | <p>The subject aims at offering the knowledge relative to the criteria to be taken into account in order to implement a quality system and highlighting the benefits for a company deriving from the adoption of this approach. This knowledge and methods can be applied in various firms operating in different production fields.</p> <p>Students will develop autonomous thinking about the opportunity of adopting a quality system in different production settings.</p> <p>Students will acquire the ability of relating/showing the results obtained by firms adopting a quality system.</p> <p>Students will be able to understand the principles on which a quality system is based and the parameters that have to be monitored.</p> |



|           |  |
|-----------|--|
| Title     | <b>Relationship Marketing and Social Media</b>   |
| Lecturer  | <b>Andrea Moretti</b> andrea.moretti@uniud.it  |
| Content   | The course aims to provide a comprehensive introduction to the subject of relationship marketing of firms and organizations. Furthermore, it offers an overview of the theories, methods and techniques for developing an Internet marketing plan, brand management and advertising strategy. The course also deals with social media management.  |
| Objective | <p>Skills related to the discipline</p> <p>The course aims to provide the fundamental concepts and knowledge on the topic of relationship marketing as an integrative component of a marketing strategy.</p> <p>In particular, students will:</p> <ul style="list-style-type: none"> <li>• know the main theoretical theories and models related to relationship marketing;</li> <li>• know the main methodologies for the implementation of relationship marketing through Internet marketing plan definition and implementation;</li> <li>• know the main theories, methodologies, techniques of: social media marketing and management, brand portfolio, advertising strategy in a relationship perspective;</li> <li>• be able to apply such theoretical knowledge to the diagnosis of business cases and problems of Organizations of different size, sector, complexity;</li> <li>• be able to apply such theoretical knowledge to formulate guidelines for the definition of relationship marketing solutions, with reference to case studies related to organizations of different size, sector, complexity.</li> </ul> <p>Soft skills</p> <p>Students will be able to independently and critically formulate a diagnosis of relationship marketing problems, and evaluate an intervention. Students will be able to choose independently which tools to adopt in the development of relationship marketing process (also in a social media perspective), given the environmental and Organizational conditions.</p> <p>Through teamwork, students will acquire the ability to work on projects, to manage independently a complex task, to manage conflicts, to manage independently their working time. Furthermore, they will acquire the ability to present oral and written analysis of a marketing strategy project.</p> |

|           |   |
|-----------|---|
| Title     | <b>Research Tools for Marketing</b>   |
| Lecturer  | <b>Michela Cesarina Mason</b> michela.mason@uniud.it  |
| Content   | <p>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.</p> <ul style="list-style-type: none"> <li>• Marketing research methods and types of marketing problems.</li> <li>• Qualitative and quantitative research methods: an overview.</li> <li>• Finding relevant information: developing a literature review</li> <li>• Designing the proper data collection. Basic concepts and questionnaire development.</li> <li>• Data analysis with SPSS: <ul style="list-style-type: none"> <li>o Introducing SPSS;</li> <li>o Basic operations;</li> <li>o Organizing data: preliminary analyses</li> <li>o Analysis of Variance</li> <li>o Factor Analysis</li> <li>o Regression models</li> <li>o Applied statistical models</li> </ul> </li> </ul> |
| Objective | <p>To know quantitative methods of marketing research and the techniques currently used in modern marketing practice.</p> <p>To be able to identify different sources of marketing research data, to examine processes for collecting and analyzing research data, and to demonstrate methods for preparing and presenting marketing research reports.</p> <p>To be able to apply the appropriate tools given a specific marketing research context (diagnostic and analytic abilities).</p> <p>To be able to communicate (with oral and written tools) the quantitative and qualitative aspects, also with regard to non-expert operators, of marketing research activities and tools and techniques used in marketing practice, so as to enable the interlocutors to understand in details these aspects.</p> <p>After the course, students will have the basis to further develop their abilities to master the tools to perform marketing research.</p>   |

|           |   |
|-----------|---|
| Title     | <b>Strategy &amp; Business Models</b>   |
| Lecturer  | <b>Andrea Moretti</b> andrea.moretti@uniud.it   |
| Content   | <p>This course aims to provide a comprehensive introduction to the subject of corporate / business strategy and business models. It offers an overview of the theories, methods and techniques of both topics and their relations from an operational perspective.</p> <p>The Concept of Strategy<br/>Goals, Values, and Performance<br/>Industry Analysis: The Fundamentals<br/>Analyzing Resources and Capabilities<br/>The Fundamentals of Strategy Implementation<br/>The analysis of competitive advantage<br/>Business Strategy in different industry contexts<br/>The classification of strategic options: a proposal<br/>Corporate Strategy<br/>The tool of "Business Model Canvas"</p>   |
| Objective | <p>Skills related to the discipline</p> <p>The course aims to provide the fundamental concepts and knowledge on the topic of corporate &amp; business strategy and business models.</p> <p>In particular students will:</p> <ul style="list-style-type: none"> <li>• know the main theoretical theories and models related to corporate and business strategy and business models;</li> <li>• know the main methodologies for the implementation of business strategy and business model canvas;</li> <li>• know the main theories, methodologies, techniques of business model, conceived as a tool for the analysis of a firm business strategy;</li> <li>• be able to apply such theoretical knowledge to the diagnosis of business cases and problems of organizations of different size, sector, complexity;</li> <li>• be able to apply such theoretical knowledge to formulate guidelines for the definition of corporate and business strategy solution, with reference to case studies related to Organizations of different size, sector, complexity and to develop a business model canvas in real contexts.</li> </ul> <p>Soft skills</p> <p>Students should be able to independently and critically formulate a diagnosis of strategic problems, and evaluate an intervention. Students should be able to choose independently which tools to adopt in the development of a strategic management process, given the environmental and Organizational conditions. Through teamwork, students should acquire the ability to work on projects, to manage independently a complex task, to manage conflicts, to manage independently their working time. Furthermore, they should acquire the ability to present oral and written analysis of a business strategy project.</p> |

**For further information**, please, feel free to get in touch with Giancarlo Lauto, delegate for international mobility of IMMO, at the address: [giancarlo.lauto@uniud.it](mailto:giancarlo.lauto@uniud.it)