



**UNIVERSITÀ  
DEGLI STUDI  
DI UDINE**  
hic sunt futura

**DIPARTIMENTO  
DI SCIENZE  
ECONOMICHE  
E STATISTICHE**

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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  
2021/22. Changes will be communicated  
before each semester starts.  
Last modified on 10.06.2021

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

# MM

**INTERNATIONAL  
MARKETING, MANAGEMENT  
& ORGANIZATION  
MASTER OF SCIENCE**

**DIPARTIMENTO  
DI SCIENZE  
ECONOMICHE  
E STATISTICHE**



**UNIVERSITY  
OF UDINE**  
hic sunt futura



## **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 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**

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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 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 on specialized management topics and their skills developed on the field – from studying in a multi-cultural class to working on company projects.

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Program coordinator:  
**Prof. Maria Chiarvesio**  
maria.chiarvesio@uniud.it

Delegate for international mobility:  
**Dr. Giancarlo Lauto**  
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**Ms. Nunzia Rizzitano**  
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# CURRICULUM OVERVIEW



## FIRST YEAR

### WINTER SEMESTER

<b>SUBJECT</b>	<b>ECTS</b>
International Economics	6
Laboratory of Statistics and Mathematics	9
Leading Change for Organizational Renewal	6
Strategy & Business Models	9

### SPRING SEMESTER

<b>SUBJECT</b>	<b>ECTS</b>
Advanced Management Control	9
International Commercial, Brand & Patent Law	9
International Management	6
Managing Teams for Innovation	6

## SECOND YEAR

### WINTER SEMESTER

<b>SUBJECT</b>	<b>ECTS</b>
Laboratory of Business Strategies and Policies	6
Relationship Marketing and Social Media	6
One course between: – Laboratory of Business Process Reengineering and Project Management – Quality Management	6

### SPRING SEMESTER

<b>SUBJECT</b>	<b>ECTS</b>
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

<b>SUBJECT</b>	<b>ECTS</b>
International Sales & Logistics (Winter)	6
Research Tools for Marketing (Winter)	6
Laboratory of Negotiation in Cross Cultural Business Environment (Spring)	6

### DIGITAL BUSINESS ELECTIVES

<b>SUBJECT</b>	<b>ECTS</b>
Laboratory of Business Analytics & Big Data (Spring)	6
Laboratory of New Digital Technology and Coding for Business (Winter)	6

### SUSTAINABILITY MANAGEMENT ELECTIVES

<b>SUBJECT</b>	<b>ECTS</b>
Environmental & Resource Economics (Spring)	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 MSc thesis (18 ECTS).





## THE STRUCTURE OF LEARNING GOALS

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Performing in complex organisations and environments

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Integrating global and local tinkering

Interdisciplinary awareness

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Adaptability and ambiguity tolerance

Analytical skills and techniques

Critical thinking and problem solving

## ENROLMENT & INCOMING EXCHANGE STUDENTS

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### 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:

[www.uniud.it/it/didattica/segreteria-studenti/manifesto-degli-studi/economia](http://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 here, and write to [studenti@uniud.it](mailto:studenti@uniud.it).

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

[www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-alleestero-/mobilita-extra-europea/erasmus-studio/accordi-bilaterali-erasmus-mobilita-per-studio-1/economia](http://www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-alleestero-/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).

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](http://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 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 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, a 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](https://planner.uniud.it/PortaleStudenti/index.php?view=easycourse&include=corso&_lang=en)

## Semesters

ACADEMIC CALENDAR

### **Winter semester**

Classes: 20.09.21 – 24.12.21

Exams: 07.01.22 – 11.02.21

### **Spring semester**

Classes: 14.02.22 – 20.05.22

Exams: 30.05.22 – 01.07.22

Exam sessions: 04.07.22 – 22.07.22 / 29.08.22 – 16.09.22

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](http://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.

[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](http://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

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



## **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 are on Strategy and Innovation Management, focusing on corporate foresight, open innovation, business model innovation toward sustainability, digitalisation and servitisation.

### **Ruggero Bellio**

Ruggero Bellio is an Associate 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 industry, business, education and other fields.

### **Maria Chiarvesio**

Maria Chiarvesio is an Associate 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 Assistant 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 has a PhD in Institutional Economics from the University of Turin. His research interests cover local economic development and macro-analysis. He also works as a consultant in both the logistics and the creative industry sectors.

### **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 Assistant 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 2020/21. Some teaching positions will be assigned before the beginning of each semester, and the lecturer may differ.

## **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

systems

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**

Merchant, K.A., & Van der Stede, W.A. (2017). *Management control systems: performance measurement, evaluation, and incentives* (4<sup>th</sup> ed.). Financial Times Press.

## **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). During the class, case studies

concerning environmental resources management will be analyzed

### Main references

Goodstein, E.S., & Polasky, S. (2014). *Economics and the Environment*. Wiley.

## 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

- Critical judgment  
- 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

Tidd, J., & Bessant, J. (2020). *Managing Innovation. Integrating Technological, Market, and Organizational Change*. Wiley.  
Schilling, M. (2019). *Strategic Management of Technological Innovation*. McGraw-Hill Education.

## 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.

Topics such as an ecosystem approach and integrated reporting will also be discussed.

Students will be asked to prepare a case study.

After the completion of the course, students should:

- Knowledge and understanding  
- appreciate the nature of intellectual and natural capital and understand the implications and complexity of an ecosystem perspective  
- know the main theoretical models of integrated reports and environmental accounting

- Competence and skills  
- be able to design a system to assess intellectual and natural capital  
- be able to design a plan for the development of environmental accounting and integrated accounting systems
- Critical judgment  
- be able to analyze the need for the development of an integrated report and environmental accounting system  
- be able to analyze, diagnose and carry out an intervention for the development of an integrated report and environmental accounting system

### 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

Guthrie, J., Dumay, J., Ricceri, F. & Nielsen, C. (2017). *The Routledge Companion of Intellectual Capital*. Taylor & Francis.

Baldarelli, M. G., Del Baldo, M., & Nesheva-Kiosseva, N. (2017). *Environmental accounting and reporting*. Springer.

Matos, F. Vairinhos, V., Selig, P. M., & Edvinsson, L. (2019). *Intellectual capital management as a driver of sustainability: Perspectives for organizations and society*. Springer.

## 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 e 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 e patent law is relevant, with a critical approach
  - be able to assess the drivers of the evolution of international commercial, brand e 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

Kur, A., Dreier, T., & Luginbuehl, S. (2019). *European Intellectual Property Law. Text, Cases, and Materials* (2<sup>nd</sup> ed.). Edward Elgar.

## International Economics

Lecturer  
Paolo Ermano  
paolo.ermano@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
  - be able to judge economic facts beyond common sense
  - 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?

Firms in the global economy: export decisions, outsourcing, and multinational enterprises

Controversies in trade policy  
Analysis and discussion on key trends in international trade

### Teaching methods

- Frontal lecture
- In-depth discussion of topics of interest of the class

### Main reference

Krugman, P.R., Obstfeld, M., & Melitz, M. (2018). *International Economics, Global Edition*. Pearson International.

## International Management

Lecturer  
Maria Chiarvesio  
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### Objective

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 focuses on the fundamental concepts of the international business environment, the role of international forces,

international strategies, and fundamental issues of international marketing.

After the completion of the course, students should:

- Knowledge and understanding
  - know the main theories on strategy and marketing in the international business context
  - the strategic dimension of international business, including the global value chain configuration
- Competence and skills
  - be able to apply theories and practices to concrete business cases
  - be able to assess the drivers of firms' internationalization performance
- Critical judgment
  - be able to discuss real-world business cases of internationalization
  - understand the context of international business as a specific business domain

### Content

Actors of the international business environment

Culture in international business

Strategy and organization in international markets

Evaluation and attractiveness of markets

Entry modes in international markets

Global sourcing and global value chains

Marketing and global business

### 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

Cavusgil, S.T., Knight, G., & Riesenber, J.R. (2020). *International business* (5<sup>th</sup> ed.). Pearson.

## International Sales & Logistics

Lecturer  
Raffaella Tabacco  
raffaella.tabacco@uniud.it

### 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.

After the completion of the course, students should:

- Knowledge and understanding
  - know the frameworks of international sales and distribution formats
  - know the relationship between formats and sales channels and logistical and contractual solutions in international contexts
- Competence and skills
  - be able to define the budget goals, control the costs, and measure the results of the activities of international sales, trade, and logistics
  - be able to manage foreign trade techniques (e.g., legal, tax, and customs issues)
- Critical judgment
  - be able to critically analyze the need for international sales and logistics network development
  - be able to devise, by rigorously applying an appropriate methodology, a diagnosis and an intervention for developing an international sales and logistics network

### Content

International Logistics

Introduction to Logistics

Transportation

Warehousing, Materials Handling, and Packaging

Supply Chain Logistics Design

A Future Challenge of International Logistics:  
Decarbonizing Logistic

International Sales

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.

After the completion of the course, students should:

- Knowledge and understanding
  - know some statistical methods for data analysis, useful for Business Analytics
  - distinguish and evaluate the different structure, processes, and logic of business analytics software
- Competence and skills
  - be able to some statistical techniques for data representation, reporting, and visualization, using the R statistical software
  - be able to discuss issues related to data analysis with professionals from different organizational units and suppliers of business analytics and big data software
- Critical judgment
  - be able to recognize the informative contents of a given big data dataset
  - be able to decide how to treat different kinds of data

### 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

Jank, W. (2011). Business Analytics for Managers. Springer.

## 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 procedures 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



Business Process  
Reengineering tools

Business Process  
Reengineering impact

### 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

Larson, E., & Gray, C. (2018). *Project management – The managerial process* (7<sup>th</sup> ed.). McGraw Hill.

Carr, D., & Johansson, H. (1995). *Best practices in reengineering*. Cooper & Lybrand.

## Laboratory of Business Strategies and Policies

Lecturer  
Paolo Ermano  
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### 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



### Content

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

- Team-based analysis of real business cases.

- 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 feedback on their negotiation skills

### Main references

Fells, R., & Sheer, N. (2020). *Effective Negotiation*. Cambridge University Press.  
Hames, D. (2011). *Negotiation*. Sage.

## Laboratory of New Digital Technology and Coding for Business

Lecturer  
Luca Di Gaspero  
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### 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

evidence and optimization models

Methodologies: introduction of the Python programming language; introduction of data analysis libraries

### 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

Kelleher, J.D., Mac Namee, B., & D'Arcy, A. (2015). *Fundamentals of Machine Learning for Predictive Data Analytics*. MIT Press.

Leskovec, J., Rajaraman, A., & Ullman, J. (2020). *Mining of Massive Datasets*. Cambridge University Press.

### Laboratory of Statistics and Mathematics

Lecturer  
Laura Pagani  
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### 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 methods for statistical analysis
  - know how to design a questionnaire to collect primary data
- Competence and skills
  - be able to apply the main inferential tools
  - be able to apply the data reduction methods
- 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

- 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

Mazzocchi, M. (2008). *Statistics for Marketing and Consumer Research*. Sage.

### Leading Change for Organizational Renewal

Lecturer  
Daniel Pittino  
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### 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.

After the completion of the course, students should:

- Knowledge and understanding
  - know the theories of organizational change management
  - know the role of leaders in the process of organizational change
- Competence and skills
  - be able to identify the need for change and design a plan for organizational change
  - be able to design training activities for change leaders
- Critical judgment
  - be able aware of the relationship between environmental and organizational factors in the process of organizational change
  - be able to devise a diagnosis and an intervention of organizational change

### 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.

### Main reference

Cawsey, T.P., Deszca, G., & Ingols, C. (2019). *Organizational Change*. Sage.

## 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

Componential model of creativity and innovation

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

Kreitner, R., & Kinicki, A. (2018). *Organizational Behaviour*. McGraw Hill.

## 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

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

Health and safety in the working environments. The ISO 45001 Standard. Social Accountability. The BH OHSAS Standard, The SA8000 Standard, The ISO 26000 Standard

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

### Teaching methods

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

### Main references

Sartor, M., & Orzes G. (2019). *Quality Management: Tools, Methods and Standards*. Emerald Publishing.

Kiran, D.R. (2016). *Total Quality Management, Key Concepts, and Case Studies*. Butterworth-Heinemann.

## Relationship Marketing and Social Media

Lecturer  
Andrea Moretti  
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### 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

### Content

Relationship Marketing: the reference theoretical contributions, evolution and prospects

ICT, Internet and business strategy: the web in a strategic, cognitive, and relational perspective

Marketing strategy online and the Internet Marketing Plan

Marketing online: WOM

Communities and Community management

The brand management portfolio and online branding

Social Media Marketing and Management

Advertising strategy development in an integrated on-off line world

### Teaching methods

- Frontal lecture
- Analysis and discussion of case studies by teams of students
- Guest lectures by professionals working in organizations dealing with social media management.

Their talks focus on how they have managed challenging marketing problems

### Main references

Chaffey, D. (2019). *Internet Marketing*. Prentice-Hall.

Sheth, J.N., & Parvatiyar, A. (2000). *Handbook of Relationship Marketing*. Sage.

## Research Tools for Marketing

Lecturer  
Andrea Moretti  
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### 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

sources of marketing research data

- be able to analyze research data and present research outcomes effectively

- Critical judgment
- be able to frame a marketing research analysis
- be able to apply the appropriate tools given a specific marketing research context

### Content

Marketing research methods and types of marketing problems.

Qualitative and quantitative research methods: an overview

Finding relevant information: developing a literature review

Designing the proper data collection. Basic concepts and questionnaire development

Data analysis with SPSS: Introducing SPSS; Basic operations; Organising data: preliminary analyzes; Analysis of Variance; Factor Analysis; Regression models; Applied statistical models

### Teaching methods

- Frontal lecture
- Assignments concerning the execution of a literature review on marketing topics
- Practical demonstration of the usage of the SPSS software

### Main references

Field, A. (2013). *Discovering Statistics using SPSS*. Sage.

Malhotra, N. K., Birks, D. F., & Wills, P. (2013). *Essentials of marketing research*. Pearson.

## **Strategy and Business Models**

Lecturer  
Andrea Moretti  
andrea.moretti@uniud.it

### Objective

The 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.

After the completion of the course, students should:

- Knowledge and understanding
  - know the theories and models related to corporate and business strategy and business modeling
  - know the methodologies for the implementation of a business strategy
- Competence and skills
  - be able to deploy a business model canvas
  - be able to outline a strategy for different kinds of organizations
- Critical judgment
  - be able to formulate guidelines for the definition of corporate and business strategy
  - be able to independently and critically formulate a diagnosis

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

• Guest lectures by entrepreneurs and managers who are responsible for strategy definition and implementation. Their talks focus on how they have managed the definition and execution of the business strategy of their firm

### Main references

Grant, R.M. (2013). *Contemporary Strategy Analysis*. Wiley.

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. Wiley.