UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management - 1

2526-2-E1802M116-T1

Learning objectives

The course aims to develop students' critical analysis skills with regard to the most relevant contributions in the fields of business management, strategic analysis, and the creation of competitive advantage. By the end of the course, students will be able to understand the main processes of corporate governance, organization, and strategy, as well as the critical role of resources and actors involved in business development and innovation.

Knowledge and understanding
Students will acquire in-depth knowledge of business management, strategy, organization, and competitive advantage creation.
The course will address major theoretical approaches and the dynamics arising from the diversity of sectoral, institutional, and organizational contexts.

Applying knowledge and understanding
The knowledge acquired will enable students to critically interpret entrepreneurial choices using models and tools for strategic analysis and implementation.

Making judgements
Students will develop critical thinking skills in evaluating decision-making processes and organizational models, assessing the impact of alternative strategies on business performance. They will also be able to reflect independently on the role of firms in the socio-economic environment.

Communication skills
Students will be able to clearly, effectively, and coherently communicate complex arguments and the results of strategic analyses.

Learning skills
Students will develop the ability to independently broaden their knowledge, critically interpreting the evolution of managerial, strategic, and organizational practices in dynamic business contexts.

Contents

The course aims at deepening the main issues related to firms' management and performances. It covers topics regarding managerial decisions, focusing on the main tools for strategic analysis and management, as well as on the key aspects concerning business processes and organizational aspects.

Detailed program

1. Firms and their environment
   The firm and its competitive environment
   The national and industry context
   Ownership structure and corporate governance
   Firm size
   The resource-based theory

2. Firm development and strategic analysis
   Growth strategies, models and tools
   Strategic analysis

3. Firm strategies
   Corporate strategy
   Business strategies
   Crisis management and corporate turnaround
   Innovation management
   Corporate social responsibility and sustainability

4. Strategy implementation
   Organizational design
   Growth financing

5. Value creation processes
   Marketing management
   Operations
   Logistics and supply chain management

6. Performance measurement

Prerequisites

Economia Aziendale

Teaching methods

70% Live Lectures
30% online lectures

Assessment methods

Written final exam on the whole program (with optional oral examination at the request of the teacher or student)

The written test consists of:

- multiple-choice questions, aimed to verify in an extensive way the student’s knowledge about the whole course program,
- open questions, aimed to assess more in-depth the student's knowledge and understanding of specific topics of the course and their discipline-specific communication skills; open questions include both quite specific questions (which require a short answer) and questions on wider issues (which require a longer answer).

The final grade is calculated as a sum of the scores obtained in the single questions.

Textbooks and Reading Materials

Tunisini A., Ferrucci L., Pencarelli T.,
“Economia e management delle imprese”,
nuova edizione, Hoepli, 2020

Semester

I semester

Teaching language

Italian

Sustainable Development Goals

RESPONSIBLE CONSUMPTION AND PRODUCTION