UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management

2526-1-E1805M003-E1805M003-1

Learning objectives

Through the study of practical cases and applied activities, the course aims to:

- Develop critical analysis skills regarding the most significant contributions related to business management, strategic analysis, and the creation of competitive advantage.
- Familiarize students with and help them understand the main processes of management, organization, and business strategy, as well as the critical role of various resources and stakeholders involved in the processes of business development and innovation.

Knowledge and understanding
The student will acquire a solid understanding of key theoretical models and analytical tools related to business management, organizational structures, and competitive strategy.

Applying knowledge and understanding
The student will be able to critically apply acquired knowledge to real cases, simulations, and project work, understanding the operational implications of managerial and strategic decisions.

Making judgements
The student will develop critical thinking and independent judgement in analyzing business phenomena, evaluating alternative strategies, and selecting suitable solutions for different contexts.

Communication skills
The student will be able to clearly and effectively present and argue managerial ideas, analyses, and solutions, both orally and in writing, also through group work and participation in thematic forums.

Learning skills
The student will develop skills for autonomous and continuous learning by using diverse sources (texts, videos, case studies, etc.) and by critically integrating theoretical and practical knowledge.

Contents

During the course, the main topics related to the functioning, management, and performance of businesses will be addressed. In particular, through innovative and interactive teaching methods, issues related to decision-making, organizational, and managerial processes will be explored, focusing on tools for strategic analysis and management, as well as organizational aspects and the main processes that comprise operational management.

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

Curiosity about management topics.

Teaching methods

The course combines in-person and online activities to promote interactive and practical learning. The in-person meetings, each lasting two hours, will take place on Saturday mornings. During the course, students will work on case studies and projects that will develop across various themes.

For each theme, students will participate in the following activities:

- Self-study: Personal research supported by readings and video snippets.
- Individual or group exercises: Practical activities with opportunities for self-assessment.
- Group forum: Tutor-led discussions where students can engage and deepen their understanding of the topics covered.
- Self-assessment quizzes: Questionnaires to evaluate their level of understanding independently.

Assessment methods

Completion of a group project work/business game with a maximum of 4 people and a written exam (5 multiple-choice questions and 2 short-answer questions). The project work and the written exam will be graded out of 30. The project work will account for 60% of the final grade, while the individual written exam will contribute the remaining 40%. The final evaluation will be based on the weighted average of the two assessments.

Textbooks and Reading Materials

- Tunisini A., Ferrucci L., Pencarelli T., “Economia e management delle imprese”, nuova edizione, Hoepli, 2020
- Readings and cases provided by the instructor.

Semester

Second semester

Teaching language

Italian

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH