UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management - 2

2627-2-E1807M010-T2

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

The firm in the business environment:

- From the fordist firm to the digital firm
- Models of capitalism, industries, and the role of firms
- Governance, resources, and firm diversity

Firm development and strategic analysis:

- Firm development and the variety of size models
- Strategic analysis

Business strategies:

- Corporate strategies
- Business strategies
- Business models
- Crisis management and corporate turnaround
- Corporate social responsibility strategies

Strategy implementation:

- Modes and processes for implementing strategies
- Organizational design
- Growth financing

Value creation processes:

- Marketing
- R&D and innovation
- Production
- Logistics and supply chain management

Performance measurement

Prerequisites

Economia Aziendale

Teaching methods

In-class lectures (including case studies with guest lecturers)
Up to 20%: online lectures

Assessment methods

Written final exam on the whole program (with optional oral examination on the same program 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”, terza edizione, Hoepli, 2026

Semester

I semester

Teaching language

Italian

Sustainable Development Goals

RESPONSIBLE CONSUMPTION AND PRODUCTION