

# GROWING TOGETHER

The strategic P.L.A.N.

2020  
2022



**POLITECNICO**  
MILANO 1863  
SCHOOL OF MANAGEMENT

# GROWING TOGETHER

The strategic P.L.A.N.  
2020 | 2022

## INDEX

FOREWORD	5
<b>PART 1 - THE SCHOOL OF MANAGEMENT APPROACH</b>	<b>6</b>
MISSION AND RESPONSIBILITY	6
RESEARCH AND EDUCATION	7
RESEARCH ORGANIZATION	8
OUR JOURNEY SO FAR	10
Rankings	10
Accreditations	11
Assets	12
Our Commitment	13
GROWING TOGETHER: A STRATEGIC GOAL	14
<b>PART 2 - STRATEGIC PLAN</b>	<b>16</b>
THE P.L.A.N: PARTNERING, LEADING, ACTING, NURTURING	16
FLAGSHIP PROJECTS	22
Joint Research Centres	22
FLEXA platform for lifelong learning	22
Program “Teaching for SDGs”	22



## FOREWORD

*A University is not an isolated structure inside its own bubble and cannot just be identified with Academia. It looks at the outside world, relates with its players and strives to serve the community.*

*Focusing on business management through an engineering approach, the Politecnico di Milano School of Management therefore has an active role in economy and industry, as well as in innovation and ecological transition.*

*It deals with the outside world to measure the effectiveness of its educational mission and of its research projects, ensuring that they are aligned to the needs and expectations of the community.*

*These instances are contained in our Departmental Scientific Project, which defines who we are and the scope of our teaching and research activities. To offer an idea of the way we intend to develop this project, we have complemented it with our 2020/22 strategic plan, which defines the department's goals, priorities and actions, consistently with our identity and vision.*

**The key driver of the plan is Growing Together:** *our strategy is deployed in the context of society and calls for constant dialogue with all of our stakeholders, inside and outside the academic world, fully subscribing to the key values of the Politecnico di Milano.*

*We want to help businesses develop innovative technologies, and our students acquire the skills to do this, in a virtuous circle that ultimately leads to designing a better future for everyone.*

### **Alessandro Perego**

Director of the Department of Management,  
Economics and Industrial Engineering of Politecnico di Milano

## PART 1 THE SCHOOL OF MANAGEMENT APPROACH

### MISSION AND RESPONSIBILITY

“We envision a world where leaders drive and manage innovation and technology to pursue general wellbeing”

*Making innovation a common good* is the mission of the Politecnico di Milano School of Management, developed within the field of knowledge that comes from the mix of industrial engineering, economics and management.

The Department of Management Engineering pursues this mission with a scientific and didactic approach and its projects, activities and initiatives are informed by **cross-discipline knowledge, innovation** and **responsibility**.

On a strategic level, the idea is to pursue and share knowledge through high-level training, the quest for excellence and active participation of the scientific and academic community, as well as institutions and the whole of society by:

- **Promoting** original rigorous, and relevant research
- **Pursuing** critical knowledge of the opportunities afforded by technology
- **Educating** responsible leaders
- **Fostering** sustainable business practices and virtuous policy recommendations



## RESEARCH AND EDUCATION

### Scientific approach

Addressing the complex management, technological and social challenges of the world requires creative and innovative approaches, as well as rigorous methodology, passion for numbers and quantitative approaches.

Thanks to the multiple expertise domains of our University, we foster inter and multidisciplinary approaches both in education and in research: energy, transport, planning, design, mathematics and natural and applied sciences, ICT, built environment, cultural heritage are just a few of the domains we constantly collaborate with, working side by side with our colleagues from other Departments and labs.

### Teaching Portfolio

#### **Bachelor of Science In Management Engineering**

A scientific and engineering background integrated with a wide knowledge of economics and management.

#### **Master of Science in Management Engineering**

High-level management skills integrated with technical competences to deal with complex and innovative systems.

#### **PhD in Management Engineering**

An advanced education together with the opportunity of carrying out research work in the fields of management, economics and industrial engineering.

#### **Post-Graduate Education**

MBA and Executive MBAs, Masters, Open Programmes and customised training courses for businesses on general management, entrepreneurship, innovation, sustainability, marketing and new media, ICT and digital transformation, project management and Industry 4.0.

## RESEARCH ORGANIZATION

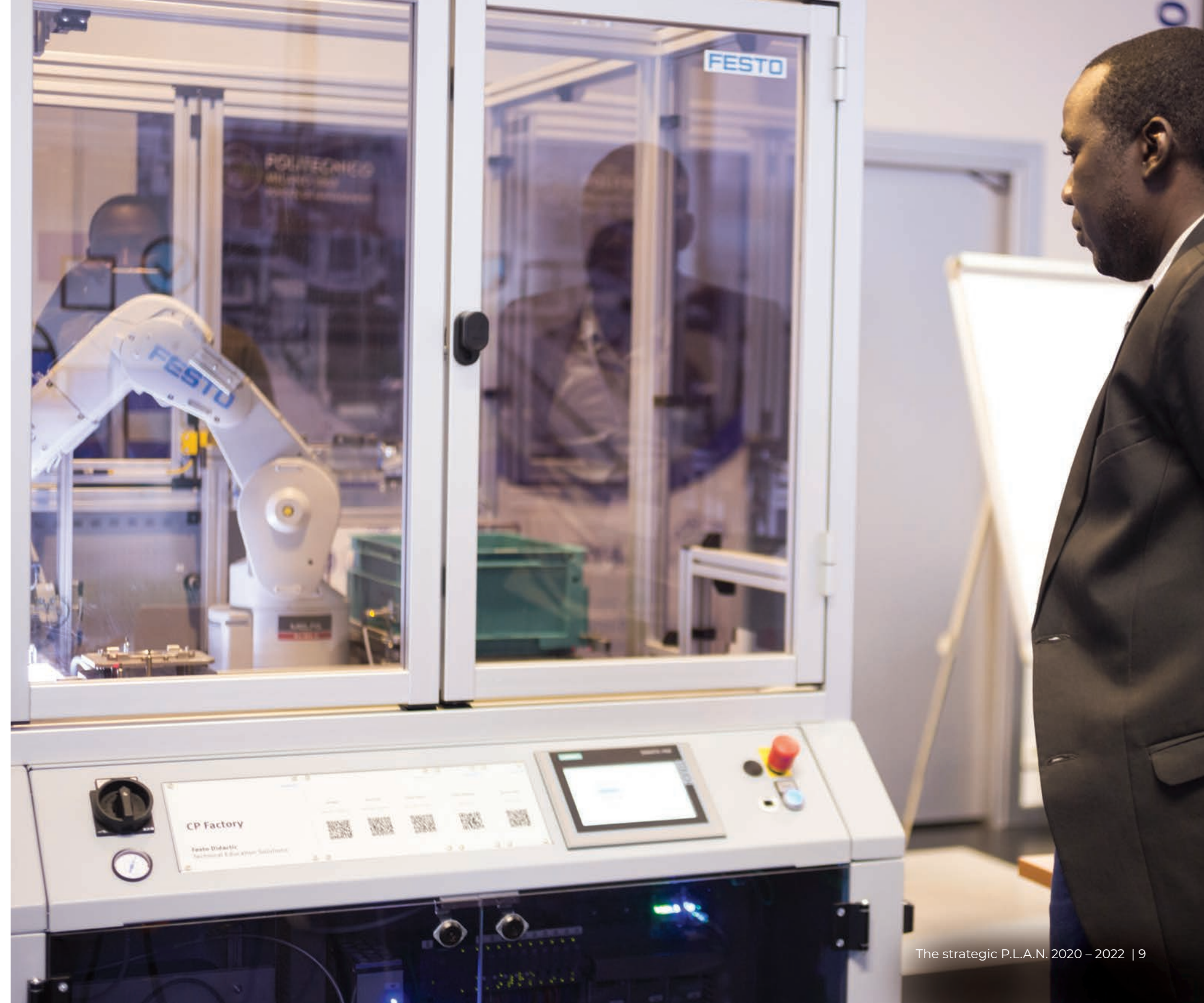
The Department of Management Engineering organizes its research into Areas and Lines.

### RESEARCH AREAS

- 1. Management** – studies management and innovation strategy and implementation in businesses, financial institutions, public administrations, and not-for-profit organizations; researchers in this area focus on the way strategy, management and technology relate.
- 2. Applied Economics** – applies economic theories and models to entrepreneurship, finance, innovation, industrial economics, international business and economics. It analyses individuals, firms, not-for-profit organizations, public administration, industries, and countries.
- 3. Industrial Engineering** – studies the strategies, methodologies, and techniques applied to planning, designing, modelling, building and operating industrial plants, infrastructures, and production systems, as well as to the maintenance, processing, and disposal of these systems.

### RESEARCH LINES

1. Challenges in Supply Chain Management
2. Digital Innovation and Transformation
3. Energy Management, Policy and Economics
4. Entrepreneurship, Finance & Venture Growth
5. Health and Social Care Management
6. Innovation and Design Leadership in the Age of Distributed Knowledge
7. Innovating Public Services and Cultural Institutions
8. Manufacturing of the Future: Industry 4.0
9. Market Driven Business Model Design & Innovation
10. New Dynamics and Impact of Globalization
11. Sustainability and Social Challenges



## OUR JOURNEY SO FAR

### Rankings

Over the years, our school has been increasingly recognized for the excellence of its programmes and today they feature in all the main world rankings.



For more information: [www.som.polimi.it/en/the-school/ranking/](http://www.som.polimi.it/en/the-school/ranking/)

### Accreditations

The School of Management of Politecnico di Milano holds the “Triple Crown” of the top three most prestigious awards for Business Schools worldwide.

#### AACSB

AACSB (Association to Advance Collegiate Schools of Business) is the world’s longest-running accreditation body for business schools. Globally, less than 6% of schools with undergraduate and postgraduate business administration courses hold this certification.



#### EQUIS

EQUIS – EFMD Quality Improvement System is the leading international system of quality assessment, improvement and accreditation of higher education institutions in management and business administration.



#### AMBA

AMBA defines the highest standard in Postgraduate Business Education for EMBA and MBA programmes. Indeed, AMBA accredits less than 5% of the world entire portfolio of business schools.



## Assets\*

### HIGH QUALITY OF RESEARCH

**122** publications on top-ranked journals (109 members of the Academic staff)

**47** publications on journals in the top 5% of their discipline

### STRONG CORPORATE RELATIONS AND LEADERSHIP IN THE BUSINESS COMMUNITY

**50+** Multiclient Research Centres in the form of business observatories, involving

**500+** companies as sponsors and more than

**20,000** practitioners as participants

**1000+** research and training contracts with businesses every year

### ADVANCED DIGITAL LEARNING PLATFORMS

Fully blended Bsc, Msc, PhD Programs

Online MBA and Online Distance MBA ranked among the world's top 10

### OUTSTANDING ABILITY TO ATTRACT PRIVATE FUNDING

**20 million** EURO in corporate funding (2020)

### LEADERSHIP IN FLAGSHIP PROGRAMMES (BSC AND MSC IN MANAGEMENT ENGINEERING)

**780** new enrollments per year at the Bsc and 850 at the Msc level

**97%** of graduates employed within 1 year from graduation

### STRONG INTERNATIONAL REPUTATION OF POLITECNICO DI MILANO

**#9** in Europe and **#41** worldwide in terms of Employability and reputation among employers (QS Graduate Employability Rankings 2020)

*\* Data refers to the year 2020*

## Our commitment

1

To increase the number of junior faculty and international faculty members

2

To accomplish full synergies with the other areas of Politecnico di Milano

3

To work on interdisciplinary projects to develop ground-breaking research

## GROWING TOGETHER: A STRATEGIC GOAL

The strategy of the Department of Management Engineering calls for a common effort, where all stakeholders collaborate in creating an opportunity. The School can only grow together with its stakeholders, taking on a key role in society and offering its specialised contribution to the creation of a sustainable, inclusive world.

### We grow together:

**with students and researchers:** we strive for their personal and professional growth, supporting them in the achievement of great goals and providing the world with responsible future leaders;

**with the University:** we place our skills at the service of the Politecnico di Milano, integrating different fields of research in order to broaden the impact of our shared results;

**with the business environment:** we maintain a constant dialogue in order for our applied research to have significant impact on business innovation; we motivate majors and researchers to set up new entrepreneurial initiatives;

with Institutions: we have an ongoing collaboration to create a “culturally open”, creative, innovation-oriented and responsible environment;

**with society:** we seek the active involvement of the community and work to serve it more effectively, promoting innovation that contributes to its wellbeing;

**with science and academia:** we are institutionally part of the national and international scientific and University system and move forward with it.

Goals are mere intents without accountability. This is why, moving from the aim of fostering our impact on society, we have introduced a thorough **Research Impact Assessment model** to assess the ability of our research to benefit our main stakeholders: Institutions, Enterprises, Students & Faculty, Citizens and the Academic Community. Our research is classified according to the level of impact it has reached: dissemination by researchers, adoption by practitioners, benefits for the community. This tool represents our compass and our scale, as it inspires our research efforts and it verifies the extent to which their objectives are accomplished.





## PART 2 STRATEGIC PLAN

### THE P.L.A.N: PARTNERING, LEADING, ACTING, NURTURING

We have identified four guidelines for our actions, consistently with the plan's goals:

**Partnering** → because the future is complex and requires shared directions and alliances

**Leading** → because it's our duty to drive change

**Acting** → to impact society

**Nurturing** → because we are as strong as our people are

### Partnering

*Having a key role in interdisciplinary projects*

Politecnico di Milano's vision of technology, interacting with social sciences and humanities to drive responsible development, compels us to **integrate** our research with the diverse expertise domains of our University.

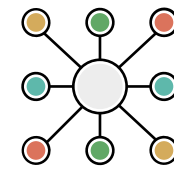
We intend to leverage our strengths, such as strong corporate relations and the ability to attract private funds, to improve the quality of interdisciplinary research and thus **enhance the impact of our collective results.**

"In line with the latest global trends, and strengthened by established relations, Politecnico di Milano plans on enhancing its impact on society by fostering sustainable and responsible scientific and technological innovation capable of contributing to post-Covid-19 progress. This impact will increasingly be generated by accessing European funds for research, by interacting and exchanging resources with other international Universities, and by promoting technological transfer on a global scale."

(Strategic Plan 2020-2022, Politecnico di Milano)



### Actions



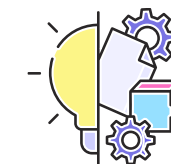
#### INTERDISCIPLINARITY IN OUR TEACHING PORTFOLIO:

to include more contents/courses offered by other POLIMI Departments and offer more of our courses in the Study Programs managed by other Departments



#### INTERDISCIPLINARITY IN RESEARCH:

to pursue projects involving other Departments (competitive grants, corporate projects, laboratories, etc.)



#### INTERDEPARTMENTAL PRACTICE-ORIENTED RESEARCH PROJECTS:

to increase the value of funding – competitive and from private contractors – on interdepartmental projects, via active and deliberate project design



#### COMPETITIVE GRANTS:

to increase the number and monetary value of competitive-funded projects, through supporting actions delivered by the Research Units of Politecnico di Milano and of the Department of Management Engineering.

## Leading

### Being champions of teaching innovation

Effectiveness in teaching has always been at the centre of our mission: we feel the responsibility to support talents in the accomplishment of outstanding objectives.

To Improve the quality of the learning process we must exploit the opportunities offered by **digitalization**, foster **interdisciplinarity** and increase the **customisation** of training programmes.

Our knowledge of advanced digital learning platforms enables us to give a fundamental contribution also to the current COVID-19 emergency.

“We shall enhance the customisation of growth paths, encouraging passion and individual inclinations, also considering lifelong education, ensuring greater cross-contamination between educational sessions and work experience”

(Strategic Plan 2020-2022, Politecnico di Milano)

## Acting

### Working interdisciplinary to make world class research

Current world challenges require a holistic approach, and new visions are possible only through **interactions and collective action**.

At the leading-edge of scientific and public debate, our challenge is to identify and develop interdisciplinary research themes involving a sizable share of our Faculty to direct a collective action to great societal and research challenges, including those related to sustainability, social impact and the current COVID-19 emergency.

“...our University considers public commitment a core element, an essential value. It is the expression of a sense of belonging and of social usefulness that establishes a bond between us and the needs of territories and communities. We are a place of culture, project planning and responsible research to create interventions capable of producing a positive impact on the community”

(Strategic Plan 2020-2022, Politecnico di Milano)

## Actions



### ASSURANCE OF LEARNING PROCESS:

to increase effectiveness through the extensive use of data analytics and close the loop between assessments and Learning Goals.



### INTERNATIONAL STUDENT EXPERIENCE:

to improve the exposure of our students in Management Engineering study programs to an International environment, through a qualified presence of non-Italian students and an increased number of international exchanges.



### INNOVATIVE AND EXPERIENTIAL LEARNING:

to increase the rate of courses applying innovative and experiential learning, via monitoring and providing methodological and technical support.

## Actions



### INCENTIVIZE HIGH-QUALITY RESEARCH:

to increase high-quality publications involving most of the Faculty through incentives (weight of high-quality publications in resource distribution) – and monitoring.



### PRIVATE FUNDING FOR LARGE RESEARCH PROJECTS:

to increase the funding of large research projects from private contractors, working on corporate relations and focusing on grand research topics.



### INTERNATIONAL CONFERENCES:

to sustain and incentivize the organization of large international conferences on new challenging research topics.



### INTERDISCIPLINARY LABORATORIES:

to increase the number and quality of interdisciplinary research laboratories, especially further endowing existing laboratories and adding new laboratories with other POLIMI departments.

## Nurturing

*Offering our people the experiences they need to grow*

No change is possible without focusing on the individual first.

Students, Faculty, Researchers and Staff: to reach our goals we rely on the commitment of our community at large, for whom we wish to create the opportunities and the environment suitable to develop their full potential. We focus on supporting young researchers in their professional growth and on fostering exchanges with international academics.

“...we shall start from the individual by doing our outmost to favour policies that improve enrolment and recruitment standards for students and professors, by increasing growth opportunities within the University. Specific attention will be given to the development of new research Ph.D. programmes and to the promotion of new opportunities for young talents. We shall respond to the crisis by starting from knowledge and competence.”

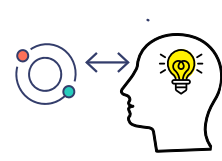
(Strategic Plan 2020-2022, Politecnico di Milano)

## Actions



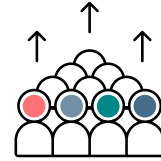
### TEACHING DEVELOPMENT PROGRAM:

to increase Faculty Teaching Skills through seminars with pedagogical and technical experts, action learning, peer-to-peer discussions, friendly observations



### JUNIOR FACULTY RESEARCH DEVELOPMENT PROGRAM:

to increase Junior Faculty Research Capabilities through action learning with Senior Faculty and other prominent International Faculty/Editors



### RESOURCES FOR YOUNG RESEARCHERS:

a program to increase the number of Junior Faculty and PhD students in absolute terms and relative to the overall Faculty



### FACULTY INTERNATIONALIZATION:

a program to increase the rate of non-Italian Faculty and the number of non-Italian long-term visiting Faculty



## FLAGSHIP PROJECTS

As well as the activities identified for each line of action, the School of Management is implementing its strategic plan through three key projects acting as the main drivers to achieve all the set goals.

### Joint Research Centres

Joint Research Centres, multi-year research framework agreements, are key cooperation plans that strengthen our partnerships **with private enterprises**, allowing technological foresight and research in key areas at the service of the country and businesses.

JRCs covering several of our strategic and distinctive topics will boost our role in POLIMI interdisciplinary research projects, as well as creating opportunities for collective action and professional growth of our researchers.

### FLEXA platform for lifelong learning

FLEXA is MIP Politecnico di Milano's innovative, customised, **continuous learning platform**, featuring the latest Microsoft artificial intelligence (AI) tools. This new digital mentor allows individuals to bridge skills gaps by expanding their expertise so as to keep moving closer to their professional aspirations. The platform has the potential to boost the Alumni network, to increase revenues for hiring and career progressions, to support the POLIMI strategic goal of increasing training program customisation.

### Program “Teaching for SDGs”

As sustainability becomes more and more cross-disciplinary, in 2020 the School has started a project for measuring sustainability contents in its programs, starting from an SDG based analysis. The project aims at improving internal communication and awareness regarding how active the School is on the education for sustainable development and identifies the actions to strengthen sustainability topics in courses and programs. The program intends to innovate our teaching in a sound and measurable way and affects research activities involving multiple POLIMI competences.

**POLITECNICO DI MILANO  
SCHOOL OF MANAGEMENT**

Via Lambruschini 4 - 20156 Milano - Italy

[www.som.polimi.it](http://www.som.polimi.it)



**DEPARTMENT OF MANAGEMENT, ECONOMICS  
AND INDUSTRIAL ENGINEERING**

Via R. Lambruschini 4/b - Building BL26/b

email: [segreteria.dig@polimi.it](mailto:segreteria.dig@polimi.it)

Tel. +39 02 2399 4000



**MIP GRADUATE SCHOOL OF BUSINESS**

Via R. Lambruschini 4/c - Building 26/a

email: [info@mip.polimi.it](mailto:info@mip.polimi.it)

Tel: +39 02 2399 2820

