

POLITECNICO DI MILANO SCHOOL OF MANAGEMENT

MP

POLITECNICO DI MILANO
GRADUATE SCHOOL
OF BUSINESS



**DIGITAL
experience**

LIBRARY CLIP MULTIMEDIALI

ACCOUNTING & PERFORMANCE MANAGEMENT



Unit 1. **Financial Accounting**

- > Input-output logic to measure the results of a company
- > Financial logic and cash flow
- > The economic and financial logic and the profit of the year
- > Profit vs cash flows
- > Income statement: operating section
- > Income statement: operating costs
- > Income statement: financial section
- > Income statement: tax and discontinued / discontinuing operations
- > The Balance Sheet
- > Impacts of operations on the balance sheet
- > Non-current assets of the balance sheet
- > Current assets and discontinued / discontinuing operations of the balance sheet
- > Equity
- > Loan Capital
- > Financial statement: the direct method
- > Financial statement: the indirect method



Unit 2. **Cost Accounting**

- > Cost Accounting: objectives and classification by function
- > Variable vs fixed costs
- > Avoidable vs unavoidable costs
- > Cost configurations by function
- > Variable costing and functional costing
- > Historical cost systems
- > Standard Cost Systems
- > Cost accounting systems
- > Process costing
- > Job order costing e operation costing
- > Bias of traditional product costing
- > Activity Based Costing
- > Designing Activity Based Costing
- > Other Activity Based Techniques



Unit 3. **Management Control Systems**

- > The Role of Management Control System
- > Design of Management Control System: Identifying Objectives
- > Measuring Shareholders' Value
- > The Value Tree
- > Measuring Net Cash Flows
- > Measuring Terminal Value
- > Management Control Systems and Accountability

- > Theory of Choice and Management Control System
- > Management Control System's Performance
- > Operating Systems and Infrastructure for Management Control



Unit 4. **Performance Management**

- > Accounting Indicators: ROE and ROI
- > The link between ROE and ROI
- > Drivers of ROI
- > ROE and ROI: strengths and weaknesses
- > EVA e Residual Income
- > Market based indicators: MVA and TSR
- > The role of non Financial Indicators in performance management
- > Selecting KPIs
- > Resource indicators
- > Pros and Cons of non financial indicators
- > Dashboards
- > Balanced Scorecard
- > Design a Balanced Scorecard
- > Monitoring Risk: KRI and VAR
- > Measuring social impact



Unit 5. **Reporting**

- > Design reporting system
- > Reporting in Business Units
- > Transfer Pricing: Fundamentals and Market Based Transfer Prices
- > Problems with market based transfer prices: unstable prices and strategic business units
- > Cost Based Transfer Prices
- > Negotiated Transfer Prices
- > Allocating Corporate Costs
- > Reporting In Responsibility Centers
- > Cost Center: the traditional approach
- > Trends in Cost Center Reporting
- > Expense Center Reporting
- > Revenue Center Reporting
- > Issues in Revenue Center Reporting
- > Trends in Reporting: process based views and network accounting



Unit 6. **Budgeting**

- > The Budgeting Process: The Role of Management Control System
- > The Budgeting Process: Frequency and Integration
- > Approaches to budgeting: Command and Control vs. Enabling
- > The role of Management Control in Target Setting
- > Setting the Target: Standard and Benchmark
- > Benchmarking: Defining Objectives
- > Benchmarking: Selecting and Comparing Benchmark Group
- > Benchmarking: Correcting Data
- > Master Budget: General framework and Sales Budget
- > Operating Budgets: Production and Cost of Sales
- > Budget of Discretionary Costs
- > Investment Budget
- > Financial Budgets: Cash Flow Statement Budget
- > Financial Budgets: Cash Budget
- > Master Budgets: Income Statements and Balance Sheets

BUSINESS & INDUSTRIAL ECONOMICS



Unit 1.

Key Concepts

- > What determines firms' profit in an industry?
- > Demand and demand elasticity
- > Price discrimination: definition and typologies
- > Opportunity costs and cost measures
- > Transaction costs: what they are and why they matter
- > Cost advantages
- > Ex-ante information asymmetries
- > Signalling as remedies to ex-ante information asymmetries
- > Ex-post information asymmetries
- > Remedies to ex-post information asymmetries



Unit 2.

Markets and Competition

- > Competition
- > Monopoly
- > Oligopoly: collusion and price wars
- > Oligopoly: Cournot's model
- > Oligopoly: Product differentiation
- > Entry barriers: basic concepts
- > Strategic entry barriers
- > Predatory prices
- > Vertical relations and efficiency
- > Vertical relations and market power
- > Network industries: basic definitions
- > Network industries: Strategies to solve the start-up problems
- > Network industries: compatibility and standards
- > Network industries: technology replacement
- > Platform businesses: definition and main features
- > Platform businesses: pricing and non-pricing strategies



Unit 3.

Economics of Innovation

- > Competition and innovation policies
- > Innovation economics: introduction
- > Incentives to innovation: the role of the market structure
- > Incentives to innovate: the role of the appropriability regime
- > The mechanism for protecting innovation
- > Private and public financing of innovation

BUSINESS PLANNING



Unit 1.

Business Planning

- > Introduction and definitions
- > Goals of the business plan
- > Business plan content
- > Executive summary and description of the company
- > Strategic plan: introduction
- > Strategic plan: vision, mission, strategic goals
- > Strategic plan: External analysis - environmental macro variables
- > Strategic plan: External analysis - competition in broader sense
- > Strategic plan: internal analysis and final output
- > Marketing plan: approaches
- > Marketing plan: market analysis
- > Marketing plan: marketing mix
- > The operating plan
- > The Human Resource plan
- > Economic and financial figures
- > Hints of lean start up approach

BUSINESS STATISTICS



Unit 0. **Descriptive Statistics**

- > Location measures: Average and Median
- > Location measures: Mode; Histogram
- > Dispersion measures
- > Shape measures; Association measures
- > Main statistical functions in Excel
- > Other statistical functions in Excel



Unit 1. **Probability**

- > Probability: introduction to random variables and probability distribution
- > Probability: expected value and variance of random variables
- > Probability: the binomial distribution
- > Probability: Probability density functions for continuous random variables
- > Probability: The Normal distribution
- > Probability: The Normal distribution in Excel
- > Probability: Other Continuous Distributions



Unit 2. **Statistical Inference**

- > Inference: Population and Sample; Randomness and Independence
- > Inference: sampling distributions
- > Inference: Estimating Parameters, point estimation
- > Inference: Estimating Parameters, Confidence Intervals
- > Inference: More on Confidence Intervals
- > Inference
- > Inference: More on tests: p-value and one tail test
- > Inference: More on tests: p-value and one tail test: comparing means and proportions



Unit 3. **The Regression Model**

- > Regression model and Ordinary Least Squares
- > Drawing the Regression Line in Excel
- > Complete Regression Output in Excel
- > Analysis of the Regression: Parameters Significance, R-square, Linearity
- > Analysis of the Regression: Heteroscedasticity and Normality; Prediction

CORPORATE ENTREPRENEURSHIP



Unit 1.

Introduction to Corporate Entrepreneurship

- > Corporate Entrepreneurship and strategy: a unified view
- > Corporate Entrepreneurship and strategic entrepreneurship
- > Corporate Entrepreneurship implementation and assessment models: entrepreneurial management; entrepreneurial equilibrium; assessment instrument
- > Corporate Entrepreneurship implementation and assessment models: social support, performance management, organizational ownership and resource authority
- > Corporate Entrepreneurship implementation and assessment models: engaging with startups
- > Corporate Entrepreneurship implementation and assessment models: collective disruption
- > Corporate Entrepreneurship implementation and assessment models: collective disruption principles
- > Lean startup approaches in the corporate entrepreneurship context: key principles
- > Lean startup approaches in the corporate entrepreneurship context: process
- > Types of alliances
- > Benefits of alliances
- > Costs of alliances
- > Risks of opportunistic behavior in alliances
- > Mergers & acquisitions and innovation: an introduction
- > The innovation impact of horizontal acquisitions: a conceptual model
- > The challenge of acquiring small high-tech firms
- > More on the implementation of small high-tech acquisitions
- > Corporate accelerators: objectives and challenges

CORPORATE FINANCE



Unit 1. **Introduction**

- > Introduction to Corporate Finance: role and actors
- > Introduction to Corporate Finance: Firm Value
- > Time and Value
- > Financial System
- > Financial instruments - Bonds
- > Shares
- > Financial instruments - derivatives
- > What is a Bank?
- > Stock Markets



Unit 2.

- > Value and Financial structure
- > Short term Financing - main features
- > Short term Financing - credit risk and rating
- > Short term financing - solutions
- > Long term financing
- > Long term financing - credit risk and rating
- > Long term financing - long term solutions
- > Cash Management
- > Cash management: models
- > Bonds and Minibonds
- > Strumenti alternativi - crowdfunding



Unit 3. **Innovation**

- > Open Finance and Fintech Startups
- > Insurance and Insurtech
- > Asset Management e Robo Advisor
- > Blockchain
- > Token offerings and ICOs



Unit 4. **Risk Management**

- > Financial Risk Management overview
- > Credit Risk
- > Liquidity Risk
- > Interest Rate and Market Risk
- > Operational Risk
- > Cover Ratio
- > Financial Risk Management and Regulation

FINANCIAL VALUATION



Unit 1. **Cost of Capital**

- > The cost of capital
- > Estimating the cost of equity capital
- > Estimating the cost of debt capital
- > The weighted average cost of capital



Unit 2. **Valuation**

- > Valuation - A preliminary introduction
- > Valuation: Methods
- > Valuation - Company value
- > Asset-based method - simple
- > Asset-based method - complex
- > Earnigs based method: key elements
- > Earnigs based method: analytical and synthetic methods
- > Discounted Cash Flow method: An intro
- > Discounted Cash Flow method: The time horizon
- > Discounted Cash Flow method: Free Cash Flow to Firm computation
- > Discounted Cash Flow method: Free Cash Flow to Equity computation
- > Discounted Cash Flow method: The cost of capital
- > DCF method: The estimation of the Terminal Value through the perpetuity
- > DCF method: The estimation of the Terminal Value through exit multiples.
- > Mixed method with goodwill
- > EVA
- > Introduction to Relative Valuation
- > Relative valuation: Comparables definition and choice
- > Relative valuation: Multiple choice
- > Relative valuation: Correlation analysis.
- > Relative valuation: 'Asset side' multiples: EV/EBITDA, EV/EBIT, EV/Sales
- > Relative valuation: 'Asset side' multiples: EV/CE and EV/FCFF
- > Relative valuation: 'Equity side' multiples: P/E
- > Relative valuation: 'Equity side' multiples: P/BV



Unit 3.

- > M&A
- > Equity issues
- > Private Equity
- > Listing on stock exchanges and IPOs

DESIGN THINKING



Unit 1.

- > Definitions and Relevance
- > Transformations in Design Thinking: Solution, People and Direction
- > Process
- > Envision
- > Pairs and Circles
- > Innovation of Meaning: Outsiders' Criticism (Interpreters)
- > Leading by design: the value of transformation by design
- > Leading by design: engagement by design
- > Creative Problem Solving: Creativity, Empathy and Reframing
- > Creative Problem Solving: Development Process of the Creative Solution
- > Creative Problem Solving: Discover and Define
- > Creative Problem Solving: Develop and Deliver
- > Experience Design & Service Innovation
- > Experience Design: From Existing Solution to Existing Meaning
- > Experience Design: From Existing Meaning to New Meaning
- > Experience Design: From New Meaning to New Solution
- > Sprint Execution: Accelerating and Learning
- > Sprint Execution: Development Process of the MVP
- > Sprint Execution: Decide and Build
- > Sprint Execution: Measure and Learn

DIGITAL TRANSFORMATION



Unit 1.

- > Digital Transformation? No, IV industrial Revolution
- > The strategic impact of digital innovation
- > The Evolution of Information Systems Architecture
- > The role of architecture
- > Enterprise Architecture Governance
- > Digitally-enabled business model desing & innovation
- > Digital Transformation: the strategic decision process
- > Big Data and machine learning
- > Artificial Intelligence
- > Introduction to the Internet of Things
- > Blockchain
- > B2C e-commerce
- > Cloud computing
- > Mobile & Omnichannel
- > Robots & Industry 4.0

ENTREPRENEURIAL FINANCE



Unit 1.

- > Entrepreneurial finance - an introduction
- > Bootstrapping and the sources of external capital
- > The ownership and governance of venture capital investors
- > Information asymmetries and signaling
- > The pecking order theory
- > Agency theory and the divergence of objectives between entrepreneurial finance actors
- > Debt financing
- > Credit rationing: causes and solutions
- > Stylized facts on venture capital
- > The functioning of VC market: setting up the vehicle
- > The functioning of VC market: fundraising
- > The effects of VC investments on portfolio companies: synthesis of the scientific evidence
- > The VC method: how vcs assess the value of a start-up
- > The functioning of the VC market: the exit phase
- > The exit phase: a focus on ipos
- > Corporate venture capital: an introduction
- > Drivers of corporate venture capital activity
- > The effects of corporate venture capital investments on the economic performance of target ventures
- > Public policies for entrepreneurial ventures
- > Governmental VC: Its functioning and motivation for GVC initiatives
- > Impact of GVC: successes and failures, scientific evidence on direct and entrepreneurial ecosystem level impact
- > Crowdfunding Introduction; crowdfunding models; Advantages and disadvantages of crowdfunding
- > Crowdfunding: data on crowdfunding in Europe and the U.S.
- > Crowdfunding: design choice to increase the probability to run a successful campaign
- > Crowdfunding: equity crowdfunding
- > Business Angels: introduction & definitions
- > Business Angels: investment process
- > Incubators and accelerators: definition and characteristics
- > Incubators and accelerators: impact and incubation process

MANAGEMENT OF INFORMATION SYSTEMS



Unit 1.

Introduction to Information Systems. The Value of IT and the Drivers for Change

- > Introduction to Information Systems. Perspectives and complementarities
- > Evolution of Information Systems Architecture and Organizational implications
- > The Role and Value of ICT
- > Digital trends and drivers for change
- > Technology trends and drivers for change



Unit 2.

Management of Information Systems

- > Enterprise systems and portfolio management
- > Business-IT Alignment
- > The role of the IT Function and the IT Governance

INNOVATION LEADERSHIP



Unit 1. **Understanding Innovation**

- > What is Innovation
- > Leading Through Innovation
- > The Object of Innovation
- > Types of innovation: Incremental Versus Radical
- > Types of innovation: directions versus solutions
- > Types of innovation: The user perspective
- > Understanding the impact of innovation: an internal perspective
- > The business value of innovation: sustaining vs. disruptive innovation
- > Barriers to disruptive innovation



Unit 2. **Setting a New Meaningful Direction**

- > Innovation in a Digitalized Society
- > Forging Meaning
- > The Market Fallacy in Sense Making
- > Innovation from the Inside-out: Resilience and Will
- > Innovation from the Inside-out: Imagination and Abduction
- > Curious Criticism
- > The Mindset of Curious Criticism
- > The Practice of Curious Criticism



Unit 3. **Nurturing Innovation**

- > Four Strategies to Nurture Innovation
- > Diffused Innovation and Entrepreneurship
- > Igniting Innovation - Defining a Brief
- > Radical Circles
- > Innovation Culture: Failing with Discipline
- > Paradoxes in Innovation Culture
- > The Innovation Leader

INNOVATION STRATEGY



Unit 1. **Innovation Model and Open Innovation**

- > Designing an innovation model
- > The key activities of the innovation process
- > Open Innovation
- > Tools for Open Innovation: the Online Innovation Platforms
- > Tools for Open Innovation: Joint Development Agreements
- > Tools for Open Innovation: Start-Up Boosting and Corporate Venture Capital



Unit 2. **Organizing the Innovation Process**

- > Organizing the innovation process
- > Organizing for Open Innovation: overcoming cultural barriers
- > Organizing for Open Innovation: managing complexity
- > Organizing for disruptive innovation



Unit 3. **Technology Leverage**

- > The value of technology leverage
- > The process of technology leverage: identifying potential applications for proprietary technologies
- > The process of technology leverage: select the most promising applications
- > The process of technology leverage: identify the best approach to technology transfer



Unit 4. **Capturing Value from Innovation**

- > The uniqueness of innovation
- > Complementary assets
- > Controlling complementary assets
- > Capturing value from innovation in network effect markets
- > Platforms and Ecosystem
- > Transactional Two-Sided Platforms
- > Opportunities and Challenges in Developing Two-Sided Platforms
- > Orthogonal Two-Sided Platforms
- > From Two to Multi Sided Platforms
- > From Platforms to Hub Companies: a critical view

INTERNATIONAL ECONOMICS



Unit 1.

- > Globalization and countries' openness
- > Gains from trade
- > Absolute and comparative advantages
- > The Ricardian model of trade
- > Production factors and comparative advantages
- > International trade
- > International trade and effects of specialization
- > International trade and income re-distribution
- > Trade between similar countries
- > Firms in international trade
- > Foreign direct investments
- > Vertical foreign direct investments
- > The international fragmentation of production
- > The global value chains
- > Markets' openness and protectionism
- > The effects of tariffs
- > Other forms of protectionism
- > The debate on protectionism
- > Rules for international trade and the World Trade Organization
- > Preferential Trade Agreements
- > A new market: the foreign exchange market
- > The flexible exchange rate 'regime'
- > The fixed exchange rate regime
- > The Keynesian model in the open economy (1/2). The internal sector
- > The Keynesian model in the open economy (2/2). The foreign sector
- > Flexible exchange rate: expansionary monetary policy
- > Flexible exchange rate: expansionary fiscal policy
- > Fixed exchange rate: expansionary monetary policy
- > Fixed exchange rate: expansionary fiscal policy
- > The crisis and the role of China and USA
- > From quantitative easing to quantitative tightening
- > Growth or stagnation? The outlook for the global economy

LEAN STARTUP



Unit 1.

- > Agile Project Management
- > Lean Startup
- > Benefits of alliances
- > Swimming with sharks
- > Risks of alliances
- > Benefits of entrepreneurial teams and drivers of team formation
- > Corporate accelerators: objectives and challenges
- > Equity allocation: timing and outcome
- > Equity allocation: process and criteria
- > Startup: in search of a basic definition, or a definition based on "search"?
- > Customer development and growth hacking
- > Disciplined entrepreneurship
- > Lean Startup Approaches: adoption and implementation advantages and disadvantages
- > Lean Startup Approaches: practical implementation guidelines on when to use and how to learn.
- > Lean Startup Approaches: practical implementation guidelines on how to use.
- > Lean Startup Approaches and Business Planning: an integrated approach
- > Lean Startup Approaches: theoretical roots
- > Business Model Canvas, Value Proposition Canvas and Lean Canvas
- > Startups: the key strategic ingredients: business scope
- > Startups: the key strategic ingredients - competitive advantage
- > Startups: the key strategic ingredients - business model
- > Startups: a strategic reference framework - business scope
- > Startup - the strategic decision process: the goals
- > Startup - the strategic decision process: the swot analysis
- > Startups: capturing opportunities through original business ideas
- > The traditional business planning: friend or foe for startup development?
- > The fallacy of the perfect business plan
- > Lean startup approaches: an alternative to the traditional business plan
- > Lean startup approaches: key principles
- > Lean startup approaches: validated learning
- > Lean startup: process flow
- > Impact economy
- > Social Venture

MACROECONOMICS



Unit 1.

- > GDP: definition and meaning
- > GDP across countries and time
- > The circular flow of economic systems
- > Aggregate demand as GDP determinant in the short run
- > A key national accounting identity
- > Aggregate demand and the role of private consumption
- > Aggregate demand and the role of fixed investments
- > Aggregate demand and the role of public consumption
- > Aggregate demand and the role of public expenditure
- > Aggregate demand and demand from other countries
- > Imports
- > Trade balance
- > Long run growth of an economy
- > Why economic policy? State, government and the market
- > The concept of "model"
- > Assumptions and restrictions of the Keynesian model
- > Price and yield of (government) bonds
- > The centrality of the concept of demand in the Keynesian model
- > Role and functions of money
- > Excess supply/demand of money and the Central Bank
- > Commercial and investments banks. The instruments of monetary policy
- > The Central Bank instruments for monetary policy: Required Reserve Ratio and Discount Rate
- > A case of inefficacy of the instruments of monetary policy. The liquidity trap
- > The Central Bank instruments for monetary policy: Open Market Operations
- > Money demand
- > The money market
- > The goods market and public expenditure
- > Goods market equilibrium (IS) and money market equilibrium (LM)
- > Monetary policy illustrated in the interest rate-production plan
- > Monetary policies conducted with unconventional instruments
- > Some differences between US policies and EMU policies, 2007-2018
- > The effect of policies when the economy is at full employment

MARKETING MANAGEMENT & OMNI-CHANNEL MARKETING



Unit 1.

Marketing: The Marketing Process

- > The concept of value exchange in marketing
- > Value analysis: Introductory concepts
- > The marketing process
- > Market structure: B2C and B2B markets
- > Macro analysis of demand:
Demand forecasting methods
- > Macro analysis of demand:
Approaching demand forecasting
- > Micro analysis of demand: Stimulus-response model in B2C
- > Micro analysis of demand: Stimulus-response model in B2B
- > Phases and roles of the B2C buying process
- > Phases and roles of the B2B buying process
- > The segmentation process:
introductory concepts
- > The segmentation process:
segmentation phases
- > The segmentation process: the
fundamental methods
- > Targeting strategies: selection
of target segments
- > Strategic positioning: objectives and tools
- > Repositioning strategies and
portfolio positioning



Unit 2.

Marketing: Product & Price

- > Product: basic concepts, product
levels and product hierarchy
- > Brand equity and customer lifetime value
- > Service: characteristics and
marketing impacts
- > Product-service-experience: the value star
- > The product lifecycle: basic concepts
- > Big bang disruption and its
impact on product life cycle
- > What is a brand and how to
build it (POP and POD)
- > The brand identity prism
- > Brand management: brand life
cycle and brand extension
- > Brand Management: brand portfolio
and brand architecture

- > Pricing: impact on the marketing process,
pricing objectives and pricing process
- > Pricing: cost-based methods
- > Pricing: competitor-based and customer-
based methods. The price index.
- > Pricing: innovative methods, yield
management and price discrimination
- > Pricing along the product life-cycle
- > Price promotions



Unit 3.

Marketing: Communication & Distribution

- > The communication process
- > Communication levers in B2C market
- > Communication levers in B2B market
- > Managing integrated marketing
communications
- > Marketing communication planning
- > Digital communication: touchpoints and
omnichannel communication strategies
- > POE model and multichannel
communication
- > Distribution: role and actors involved
- > Distribution channel length and
digital innovation impact
- > Distribution strategy: push
and pull approach
- > The design of a multichannel
distribution system
- > CRM: customer value assessment
- > CRM: core elements and role
- > Brand equity and customer lifetime value
- > Marketing control and metrics
- > The everchanging marketing: customer
journey, personas, biomarketing

OPERATIONS



Unit 1. **Strategy and Trend**

- > Introducing Operations Management
- > Aligning Market and Operations
- > Operation system configuration
- > Service operations peculiarities
- > Operation system classification
- > Systems view
- > Long term capacity sizing
- > Queue Theory
- > Queue management
- > Managing Variability and Uncertainty
- > Continuous Improvement
- > Lean Philosophy
- > House of Lean
- > Lean Principles
- > Lean techniques
- > Lean Techniques Pull
- > Lean 4.0 and Lean Innovation
- > Introducing Six Sigma
- > Ruoli e Organizzazione del Six Sigma
- > La metodologia DMAIC - fase di Define
- > Metodologia DMAIC: Measure, Analyse, Improve e Control
- > Global mega-trends impacting on operations management
- > Challenges for the future manufacturing
- > Expected impacts of the fourth industrial revolution
- > Measuring performances of manufacturing systems
- > Manufacturing Service Performance
- > Manufacturing Flexibility and Quality Performance
- > Manufacturing Productivity and Overall Equipment Effectiveness
- > Manufacturing Inventory Productivity

ORGANIZATION DESIGN

- **Unit 1.**
Organization and Management
 - > Introduction to organization
 - > Perspectives on organization and the role of management
 - > A model of organizational variables
 - > Fit and Organizational change
 - > Organizational context: external environment and strategy
 - > Organizational context: technology and size & age
 - > Organizational culture
- **Unit 2.**
Organization Theories
 - > The rise of the classic theories of organizational thinking
 - > Taylor and the Scientific Management
 - > The Human Relations school
 - > The Socio Technical school and the contingency theory
- **Unit 3.**
Key Concepts of Organization Design
 - > Specialization of work
 - > Ex post coordination mechanisms
 - > Ex ante coordination mechanisms
 - > Formalization of organization design
 - > Mechanistic and organic organizations
- **Unit 4.**
Work Design
 - > Introduction to work design
 - > Types of jobs and roles
 - > Job redesign
 - > Designing work teams
- **Unit 5.**
Design of the Organizational Structure
 - > Introduction to organizational structures
 - > Defining the size of organizational units
 - > Grouping criteria to design organizational units
 - > Functional and divisional structures
- > Different types of divisional structures
- > Hybrid and matrix structures
- > Integration mechanisms
- **Unit 6.**
Emerging Organizational Models
 - > Emerging trends in organizational models
 - > Horizontal organizations
 - > Network organizations
 - > Ambidextrous organizations
- **Unit 7.**
Business Process Management
 - > Introduction to business processes
 - > Levels of analysis and performance of business processes
 - > Process orientation and Business Process Management
 - > The maturity of Business Process Management
 - > Business Process Management principles
 - > Customer-supplier logic
 - > Organizational principles: process ownership
 - > Organizational principles: process ownership and jobs/roles redesign
 - > Managerial principles: process documentation and measurement
 - > Managerial principles: flow optimization and decoupling point
 - > Interorganizational processes: cultural principles
 - > Interorganizational processes: organizational and managerial principles
 - > Digital technologies and BPM: Business Process Management Systems
 - > Digital technologies and BPM: Enterprise Systems
 - > Approaches to Process Improvement: Business Process Reengineering
 - > Approaches to Process Improvement: Business Process Management

PEOPLE & CHANGE MANAGEMENT



Unit 1. **Human Resource Management**

- > A Definition
- > Actors Involved
- > Strategic HRM
- > Employee Segmentation
- > Job Analysis
- > Workforce Planning & Downsizing
- > Recruiting
- > Selection
- > Performance Management
- > Training & Development
- > Career Management
- > Compensation Management
- > Variable Pay
- > Employee Relations and Involvement
- > Labor Relations and Collective Bargaining
- > International HRM



Unit 2. **Change Management**

- > The relevance of Change Management
- > The roots of resistance to Change
- > Business Process Reengineering
- > Deming and the rise of Continuous Improvement
- > Creating a Continuous Improvement System
- > Choosing the right approach to manage change
- > Leadership styles in different Change situations
- > Change Management methods and tools
- > The Kotter Model of Change Management
- > Knowledge and its value in Organisations
- > Managing Knowledge in Organisations
- > Communities of Practice

LEADERSHIP & ORGANIZATIONAL BEHAVIOR



Unit 1. **Organizational Behavior**

- > What is Organizational Behavior
- > Perception
- > Personality
- > Motivation at work
- > Motivation at work - content theories
- > Motivation at work - process theories
- > Reflective practice and learning styles
- > Emotions and Emotional Intelligence
- > Communication and Active Listening
- > Organizational culture
- > Teams and team design
- > Team development
- > Threats to team effectiveness
- > Managing conflict in teams
- > Creativity and creative teams
- > Diversity in teams and organizations



Unit 2. **Decision Making**

- > Introduction to Decision Making
- > Decision making process
- > Management of conflicts
- > Decisions under uncertainty environments - risk and uncertainty
- > Introduction to game theory
- > Process to solve of a game through game theory
- > The prisoner dilemma
- > Decision-making approaches



Unit 3. **Leadership**

- > Leadership, what is it?
- > Behavioral approach
- > Followership
- > Situational Leadership
- > Situational Leadership (how to use it)
- > Transactional Leadership
- > Transformational Leadership
- > Shared Leadership and Servant Leadership

PROJECT MANAGEMENT



Unit 1.

- > Projects: what they are and why we need them
- > The Project-Process continuum
- > Project, Program and Portfolio
- > Projects and Innovation
- > Project Management Principles: fundamentals
- > Project Management Principles: Front Loading
- > Project Management Principles: Flexibility
- > Agile Project Management: principles
- > Agile Project Management: SCRUM
- > Project Organization: Functional Organization and Task Force
- > Project Organization: Matrixes
- > Project Organization: Customer, Sponsor and Project Manager
- > Project as a System: from scope to EBIT
- > Project as a System: NIC to Systemic view
- > Project Life-Cycle: Phases and Objectives
- > Project life-Cycle: the importance of planning
- > Scope Management: Scope Creep and Gold-Plating
- > Scope Management: Scope Statement
- > Scope Management: WBS (Work Breakdown Structure)
- > Planning Principles: Feed-forward Control and Rolling Wave
- > Planning Principles: Milestone Planning
- > Planning process and Organizational tools
- > Planning: Gantt Chart
- > Planning: Float Management and organizational feasibility
- > Planning: optimizing the schedule - PERT and CPM
- > Planning Process: a real case
- > Controlling: Earned Value Fundamentals
- > Controlling: Performance Indicators
- > Controlling: Estimate at Completion
- > Controlling: Example
- > Risk Management: strategies
- > Risk Management: Process and Example

SUPPLY CHAIN MANAGEMENT

- > **Unit 1.**
SCM: Introduction & Strategy
 - > SCM definition
 - > The evolution of the SC models
 - > SCOR & Supply Chain Planning
 - > Complexity and Unpredictability
 - > Complexity and Unpredictability Matrix
 - > Complexity and Unpredictability: some examples
 - > Introduction to the Fisher model
 - > The Fisher model
 - > The Hau Lee model
 - > The various cases of Supply Chain of the Hau Lee model
 - > Global Supply Chain Management: introduction
 - > Global Supply Chain Management: general framework
 - > The Global SCM templates
 - > An example of Global SCM

- > **Unit 2.**
Source
 - > The role of Procurement
 - > Economic impact and leverage effect
 - > Consequences of the Procurement leverage effect
 - > Financial impact and cash-to-cash cycle
 - > Risk and Reputation
 - > Strategic Sourcing
 - > Sourcing and Supply
 - > Procurement Scope
 - > Procurement Organization
 - > Portfolio Management and Spending Analysis
 - > Spending Classification
 - > Procurement actions: eProcurement
 - > Procurement actions: Supply Base Enlargement and Rationalization
 - > Procurement actions: Relationship Management and Demand Management

- > **Unit 3.**
Plan Make
 - > Introduction
 - > Push vs Pull
 - > The Planning Costs
 - > The Stock management models
 - > From pull to push
 - > Requirement management

- > Introduction to Demand Management
- > Techniques for the Demand Management
- > Sales&Operations Plan and MRP
- > Introduction to Push (requirement management) techniques

- > **Unit 4.**
Distribution
 - > Introduction to distribution systems
 - > Objective function and decision variables
 - > Distribution network classification 1
 - > Distribution network classification 2
 - > Typologies of distribution network
 - > Distribution problem
 - > Distribution problem - Examples
 - > 1-echelon distribution network
 - > 1-echelon distribution network examples
 - > 2-echelon distribution network with regional warehouses
 - > 2-echelon distribution network with transit points
 - > Design methodology framework and mixed network
 - > Design methodology application: Ikea (1)
 - > Design methodology application: Ikea (2)

- > **Unit 5.**
Trends
 - SC Finance*
 - > Introduction to Supply Chain Finance
 - > Supply Chain Finance Solutions: Reverse Factoring
 - > Innovative Supply Chain Finance Solutions
 - SC Organization*
 - > Supply Chain Organization: drivers and organizational models
 - > Supply Chain Organization: advanced organizational models
 - NPD-SCM*
 - > Aligning new product development and supply chain management: the framework
 - > Aligning new product development and supply chain management: the techniques
 - Sustainability*
 - > Introduction to Sustainability
 - > Sustainable Supply Chain Management
 - > Practices of Sustainable Supply Chain Management

STRATEGY



Unit 1.

- > The firm - definition & complexity
- > The firm - shareholders & stakeholders
- > Strategy - definitions
- > Strategy - objectives
- > Shareholder value - How to measure it
- > Shareholder value – The theory
- > Strategic Decision
- > Strategy & Goals
- > Business strategy: business scope
- > Competitive advantage
- > Business Model: definition
- > Business Model Canvas
- > Business Model Canvas for Startup
- > SWOT analysis: introduction
- > SWOT analysis: Strengths, Weaknesses, Opportunities, Threats
- > Strategic Decision Process: the Logic Flow
- > Strategic Decision Process: final remarks



Unit 2.

- > Business Strategy Formulation Process
- > External Strategy Analysis and 5 Competitive Forces Model: Objectives, Hypotheses and Structure
- > 5 Competitive Forces Model: Internal Rivalry
- > 5 Competitive Forces Model: Threat of New Entrants
- > 5 Competitive Forces Model: Bargaining Power of Buyers and Suppliers
- > 5 Competitive Forces Model: Threat of Substitutes
- > Internal Analysis and Value Chain Model: Objectives, Hypotheses and Structure
- > Value Chain Model. Cost Differentials assessment
- > Value Chain: Value Drivers Assessment. Links Between Activities. Vertical Integration.
- > Resource-based View
- > Resource-based View: Core Tests; Integration with Value Chain
- > Business Strategy Execution and Business Model



Unit 3.

- > Strategic Business Unit: definition
- > Business Strategy and Corporate Strategy
- > Corporate strategy: the definition of vertical integration
- > Corporate strategy: advantages and disadvantages of vertical integration
- > Corporate strategy: the definition of diversification
- > Corporate strategy: advantages and disadvantages of diversification
- > Corporate portfolio analysis: the BCG matrix
- > Corporate portfolio analysis: McKinsey-GE matrix
- > Acquisition Strategies
- > Private Equity
- > Six waves of Mergers
- > Value Creation in Acquisitions
- > Blue Ocean Strategy: definition and tools
- > Blue Ocean Strategy: pathways to reconstruct market boundaries
- > Blue Ocean Strategy: alternative pathways to reconstruct market boundaries
- > Blue Ocean Strategy: beyond existing demand
- > Strategy and digitalization - the digital disruption
- > Strategy and digitalization - new business models B2C-OTT
- > Strategy and digitalization - big digital companies between continuous growth and social and political issues