# Models and Processes of Global Management

## Prof. Laura Maria Ferri

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

*Course aims:* The course aims to provide students with the basic knowledge required for understanding the behaviour of companies in competitive environments, including international. More specifically, the lectures will explore the theory and techniques for supporting the corporate decision-making process and allow students to learn how organisations operate. In addition, students will also be able to appreciate issues related to sustainability and innovation, which are increasingly important for business success in recent years.

*Expected learning outcomes:* By the end of the course, students will have gained skills and knowledge in the following areas:

*Knowledge and understanding skills:* Students will be able to assess the fundamental elements of business strategies and the factors behind decisions related to international expansion.

*Applied knowledge and understanding skills*: Through group work and the study of case studies, students will be able to apply theoretical concepts to the analysis of real situations, albeit simplified for learning purposes.

Independence of judgement: the teaching method aims to enable students to propose and justify their own critical judgement of the company decisions and context. The teaching method achieves this objective by constantly encouraging students to compare the theory learned with various examples from the Italian and international business context.

*Communicative skills and ability to learn:* By the end of lectures, students will be able to: use the discipline’s fundamental principles and language; independently analyse business behaviour and the relative competitive implications; discuss and present their opinion on the main business processes; assess the role that the target-context characteristics play in companies’ decisions to expand internationally.

***COURSE CONTENT***

The course is organised around the following macro-areas:

* *introduction to the basic concepts*, in which the concept of strategy and its role in the survival and success of the enterprise, as well as the main competitive dynamics, will be explored;
* *business management,* which will address the main management choices and characteristics of the environment in question;
* *internal dynamics and company resources*, in which the characteristics of the organisational structures, the governing bodies and the available resources will be analysed;
* *sustainability and innovation*, which will discuss current phenomena affecting business development and the competitive capacity of organisations;
* *growth strategies and corporate internationalisation*, in which the strategies through which the company can pursue growth objectives will be explored, with a particular focus on international expansion.

***READING LIST***

The course reference material is based on:

* slides used in class and made available on Blackboard;
* Textbook (semester 1): Grant R. M. L'analisi strategica per le decisioni aziendali VI Ed., Il Mulino;

Textbook (semester 2): will be indicated at the beginning of the semester.

Further guidance will be provided at the beginning of the module and published on Blackboard.

***TEACHING METHOD***

Frontal lectures, classroom discussions, and corporate testimonials. All of these elements are equally important to the success of the course and the achievement of the learning objectives. To this end, students must participate actively in the form of conscientious preparation and contribution to class discussions.

Either the lecturer's university webpage or Blackboard will be used to support the course, as a place to make the teaching material available.

***ASSESSMENT METHOD AND CRITERIA***

There are two options for the course assessment:

* Option A: Based on a project (40%) and a written test at the end of the course (60%). Students who choose this option must commit to attending lectures, which will support and guide them in completing the project, and to actively contributing to the group;
* Option B: Based solely on the written test at the end of the course (100%). This option is designed for those who cannot attend regularly or cannot easily participate in group work. Additional material will be made available to students so that they can acquire equivalent knowledge and skills.

*NB: All students are welcome to attend the lectures, whichever exam option they have chosen.*

In order to pass, students must achieve at least 18/30 in both the group project (option A only) and the final test (options A and B).

***NOTES AND PREREQUISITES***

There are no specific prerequisites for this course.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board.