Models and Processes of Management

Prof. Laura Maria Ferri; Prof. Luigi Serio

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

The course aims to provide students with models and interpretations to understand the processes in which organizations operate, their relationship with the competitive context, the management of the innovation process, the relationship between performance and value creation. In particular, the module will examine issues of management inherent to the overall management of the company, considered in its relations with the external environment, the competitive context and the problems of technological development.

*Knowledge and understanding*: at the end of the course, students will know the constitutive elements and the main competitive dynamics that determine the context of reference, the structure and behaviour of companies. In particular, studies in the discipline help to understand strategic choices and implications in the business operating processes.

*Knowledge and comprehension skills applied*: through the study of business cases in class and group work, students will be able to apply acquired theoretical concepts to the analysis of real situations, even if simplified for educational purposes.

*Autonomy of judgment*: the teaching method used during the entire course aims to make students autonomous in using their theoretical and practical knowledge, in order to enable them to form their own conscious and critical judgment on the behaviour of companies. To this end, class interaction and study material aim to encourage continuous comparison between different perspectives and situations.

*Communication skills and ability to learn*: at the end of the course, students will have acquired the ability to: use the language of the discipline appropriately; discuss and support their own judgment regarding company strategies and innovative processes; continue in the study and in-depth study of corporate behaviour and related competitive and innovative implications.

***COURSE CONTENT***

Module 1: *The construction of competitive advantage: markets, organisational forms and management processes* (Prof. Luigi Serio)

The module will examine the relationship between strategy and organisation. More specifically, it will cover the following topics:

* *the concept of strategy*: basic format andmain references in studies on business strategies;
* *analysis of competitive system, sector and competitors*: tools and conceptual categories for analysing the sector and its developments;
* *nature* *and sources of competitive advantage*: tools for creating and maintaining competitive advantage;
* *resource-based theory and* *development of the concept of strategy*: new factors of advantage, skills-based approach, the rediscovery of endogenous business-development factors;
* *new mechanisms of organisational governance*: inside and outside the company;
* *network processes* and their influence on value creation;
* *emerging organisational forms*: network organisations, new regulatory mechanisms, communities and networks of practice.

Module 2: *Strategic Management of Business Innovation for International Companies* (Prof. Laura Maria Ferri)

After discussing the principles of the dynamics of innovation and the development processes of a related strategy, the course will consider the relationship between development of innovation and sustainability. More specifically, it will cover the following topics:

*– foundations of innovation dynamics:* fundamental concepts, innovation resources and related forms and models;

*– development and implementation of an innovation strategy:* mechanisms of protection and cooperation strategies; implications for corporate structure, team management, and organisation of processes for the development of new products.

* *integration between innovation and sustainability*: innovation and progress, environmental and social aims in innovation processes, new business models with social value

A more detailed syllabus for both modules will be available at the beginning of the course and will be posted on the lecturer’s personal webpage and on Blackboard. Students are expected to check these online pages for further notifications.

***READING LIST***

For Module 1

A. Baroncelli-L. Serio, *Economia e gestione delle imprese,* Mc Graw Hill, 2020 (2nd edition).

For Module 2

The text and the articles (both in Italian and English language) will be provided during the first semester.

Study material for work groups and supplementary readings will be uploaded on Blackboard platform during the course.

***TEACHING METHOD***

Both modules will be taught through lectures, group work, corporate case studies and class discussion. Corporate testimonies will support the learning process on course topics.

***ASSESSMENT METHOD AND CRITERIA***

Both modules have two assessment methods:

- ‘*group work*’ method: evaluation is based on group work and on passing a final written exam;

- ‘*no group work’* method: evaluation is entirely based on a final (written or oral) exam - that will focus on a broader study programme.

In the written tests, students will demonstrate that they have studied in depth and understood the key concepts discussed in class and presented within the required study material.

In the group work, students will demonstrate to be able to apply what learned during lectures to the analysis and discussion of a business case, as well as to demonstrate the ability to manage responsibilities deriving from having to reach a common goal.

Please note: *all students may participate in the lectures, regardless of the exam option chosen.*

Students obtaining a passing mark (equal to or greater than 18/30) in both modules will pass the exam. Further details on calculating individual module marks will be provided on Blackboard before the start of the course.

***NOTES AND PREREQUISITES***

There are no content-related prerequisites to attend the course, although a basic knowledge of business economics can facilitate learning.

Attending students are supposed to demonstrate interest and curiosity for the subject and their desire and commitment to actively participate in class discussion and group work.

Attendance is recommended.

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.