**Business lab: introductory course**

Prof. Stefano Baraldi; Prof. Benedetto Cannatelli; Prof. Giacomo Manara; Prof. Alice Guzzetti; Prof. Antonella Cifalinò

Consulting Companies: *Prof. Giacomo Manara*

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

The course aims to provide students with a thorough (and practical) understanding of how Consulting companies are organized and managed. Within the business lab, students actively explore the main features of Consulting companies and are helped to look inside their managerial processes. Rather than focusing on the specific issues covered in detail in other courses, this introductory course enables students to gain a comprehensive view of the key challenges of managing Consulting companies, leading them to explore the main managerial issues afforded by Consulting companies within the frame of a structured overview.

At the end of the course, students will be able to:

* identify and understand multidisciplinary theoretical and conceptual basis helpful to understand the main business features and the processes of consulting companies, their differences from the typical enterprises, and to support ethical and sustainable solutions in consulting companies (knowledge);
* develop solid background of the key knowledge areas on the design and development of the key managerial processes of consulting companies (knowledge);
* make judgements on what means dealing with the consulting world, transforming that awareness into relevant and actionable knowledge in consulting companies (intellectual skill);
* apply solid theoretical and structured knowledge of consulting companies to the design and application of their main processes (practical skill);
* develop critical decision making and developing sustainable solutions in consulting companies (transferable skill);
* operate effectively within a multicultural team in consulting companies (transferable skill).

***COURSE CONTENT***

Topics covered by the course include the following:

* history and peculiarity of the main consulting companies;
* strategic approaches for starting up and developing consulting business;
* approach to the selling and marketing processes;
* internal knowledge management systems as a key tool for the business;
* governance and rewarding as the backbone of consulting management;
* HR management in consulting companies;
* planning and control systems and processes in consulting companies.

***READING LIST***

*Required readings*

D. Maister, *Managing the professional service firms,* Free Press, 1997.

***TEACHING METHODS***

The course is taught combining lectures, in-class discussions and case analysis, site visits, and independent study of a textbook as well as of other chosen material. A close interaction with a group of leading companies enables attending students to gain practical experience and apply “theory” to concrete management situations.

Specific coursework assignments are requested to attendees. Coursework assignments usually include field projects with specific companies, presentations of group projects or of specific experiences.

Students taking the field project group assignments will receive feed-back by the partnering companies which have commissioned the project. Precondition to achieve active participation is that students prepare in advance all materials required for the weekly lectures.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Students are assessed by: a) a final written test at the end of the course composed of two open questions (40%) and one short case study (20%); b) a group assignment commissioned by partnering companies (40%). The final grade achieved may be improved by class participation allowing students to receive an overall score ranging from -1 to +2. Minum attendance of 75% is mandatory for a final PASS in the multiple assessment.

*Single assessment route*

Students are evaluated through an oral test covering the whole program of the course composed of an open question on theoretical and conceptual issues (40%), an open question covering the case studies included in the program (40%) and one short case study (20%). Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 4

*Enrollment requirements* - Absent

*Language of instructions* - English

*Attendance* – A mininum attendance of 75% is mandatory for a final PASS in the multiple assessment. Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Associated courses* – Change management, Corporate governance and social responsibility, Cross cultural management, International Business Management, Management Information Systems, Project management

*International dimension* – International teaching materials are used throughout the course.

*Business connection* - The course makes extensive use of contemporary business cases and examples. Three site visits in consulting companies allow to closely interact with managers and to live a real-world learning experience. In each site visit, host managers deliver a lecture focused on a specific managerial process (i.e., organizing, planning and controlling, staffing and leading). Furthermore, as group assignments are commissioned by partnering companies, students have the opportunity to present their findings to the commissioning managers and to receive their vis-a vis feed-back.

*Professional context* - In professional life, consulting company issues are extensively considered as places where it is possible to build up a successful professional career, focusing on the opportunity of taking part at several different projects addressed to customers. In this respect, the specific and intense dedication to teamwork and project work is one of the main features of this particular context, together with the ability to work intensively on quantitative and qualitative data.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.

Healthcare organizations: *Prof. Antonella Cifalinò*

***COURSE AIMS AND EXPECTED LEARNING OUTCOMES***

The course aims to introduce students with a thorough (and practical) understanding of how healthcare organizations (HCOs) are organized and managed. Within the business lab, students explore the main features of HCOs and follow an experiential learning process about their managerial processes. Given its introductory purposes, this course allows students to explore the main managerial issues afforded by HCOs and to frame them within a comprehensive overview.

At the end of the course, students will be able to:

* identify and interpret multidisciplinary theoretical and conceptual foundations helpful to understand business and managerial problems and to support ethical and sustainable solutions in HCOs (knowledge);
* develop theoretical and conceptual knowledge on the design and use of managerial systems in HCOs (knowledge);
* use academic and empirical data and information and transform them into relevant and actionable knowledge in HCOs (intellectual skill);
* apply proven theoretical and conceptual knowledge of HCOs to the design and use of their managerial systems (practical skill);
* develop critical decision making to drive efficiency, effectiveness, and equity in HCOs (transferable skill);
* operate effectively within a multicultural team in HCOs (transferable skill).

***COURSE CONTENT***

Topics covered by the course include the followings: definition and classification of HCOs; external and internal environmental trends in HCOs; performance dimensions of HCOs (efficiency, effectiveness, equity); strategic and organizational issues in HCOs (value-based management, patient centered organizations, intensity of care, patient pooling, lean management); planning and controlling issues in HCOs (performance measurements models, departmental costing, process costing); staffing and leading issues in HCOs (professional versus managerial roles in HCOs, compensation, training and development, motivation).

***READING LIST***

*Required readings*

*Introduction to healthcare management*, Harvard Business School Publishing, digital coursepack (the link to the digital coursepack is published in Blackboard).

Further required readings are available in Blackboard.

***TEACHING METHOD***

The course is taught by combining lectures, in-class discussions and case analysis, site visits, and independent study of articles. A close interaction with a group of leading HCOs enables attending students to gain practical experience and apply “theory” to concrete management situations. Students taking the group assignments will receive feed-back by the partnering companies which have commissioned the project. Precondition to achieve active participation is that students prepare in advance all materials required for the weekly lectures.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Students are assessed by: a) a final written test at the end of the course composed by two open questions (40%) and one short case study (20%); b) a group assignment commissioned by partnering companies (40%). The final grade achieved may be improved by class participation allowing students to receive an overall score ranging from -1 to +2. A mininum attendance of 75% is mandatory for a final PASS in the multiple assessment.

*Single assessment route*

Students are evaluated through an oral test covering the whole program of the course composed by an open question on theoretical and conceptual issues (40%), an open question coverig the case studies included in the program (40%) and one short case study (20%). Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 4

*Enrollment requirements* - Absent

*Language of instructions* - English

*Attendance* – A mininum attendance of 75% is mandatory for a final PASS in the multiple assessment. Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Associated courses* – Change management, Corporate governance and social responsibility, Management Information Systems, Performance Measurement, Public management, Work and Organizational Psychology

*International dimension* – International teaching materials are used throughout the course.

*Business connection* - The course makes extensive use of contemporary business cases and examples. Three site visits in HCOs allows to closely interact with managers and to live a real-world learning experience. In each site visit, host managers deliver a lecture focused on a specific managerial process (i.e., organizing, planning and controlling, staffing and leading). Furthermore, as group assignments are commissioned by partnering companies, students have the opportunity to present their findings to the commissioning managers and to receive their vis-a vis feed-back.

*Professional context* - In professional life, health care management issues are naturally associated with a couple of perspectives. First, managers and specialists working in HCOs need to adapt managerial systems to the specific features of the HC environment. Second, consultants, managers, and specialists working in other organizations which are related to HCOs (i.e., consultancy, pharmaceutical companies, medical device companies, insurances, etc.) are supposed to extensively understand the specificities of HCOs.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.

Luxory and fashion: *Prof. Alice Guzzetti*

***COURSE AIMS AND EXPECTED LEARNING OUTCOMES***

The course aims to introduce students to the luxury and fashion industry and its managerial main issues, with a concrete approach to the peculiar logic and strategies of luxury and fashion companies. Within the business lab students explore the main features of fashion and luxury companies and are trained to approach their managerial processes gaining a comprehensive view of the key challenges the fashion and luxury companies are facing today

At the end of the course, students will be able to:

* identify and interpret multidisciplinary theoretical and conceptual foundations helpful to understand business and managerial problems and to support ethical and sustainable solutions in fashion and luxury firms (knowledge);
* develop theoretical and conceptual knowledge on the design and use of managerial systems in fashion and luxury firms (knowledge);
* use academic and empirical data and information and transform them into relevant and actionable knowledge in fashion and luxury firms (intellectual skill);
* apply proven theoretical and conceptual knowledge of fashion and luxury firms to the design and use of their managerial systems (practical skill);
* apply critical thinking skills to find viable solutions for the ethical, organizational and cultural issues that are typically connected to the fashion and luxury environment (transferable skill);
* operate effectively within a multicultural team in fashion and luxury firms (transferable skill).

***COURSE CONTENT***

Topics covered by the course include the followings: the essence of the Luxury company business model and the main difference with respect to the Fashion business model; the main players, their subsidiaries and their financial position , the peculiarities for luxury companies in managing the “traditional” functions of marketing, branding, retail and distribution on the different sub-sectors (i.e. Apparel, Jewelry, Watches, Hotellerie, Beauty, etc.). As the fashion industry is one of the major contributor to worldwide pollution, the course underlines the pivotal role of sustainability, but also social aspects like diversity and inclusion and in general CSR, in the current and future fashion and luxury management practices.

***READING LIST***

*Required readings*

J.N. Kapferer,  *Kapferer on luxury,* Kogan Page, 2015.

J.N. Kapferer-V. Bastien, *The luxury strategy,* Kogan Page, 2013 nd edition.

Berghaus, Mullen-Stewens, Reinecke,*The management of luxury,* Kogan Page, 2015 (pg. 38-41, chap. 03).

Som, Blanckart,*The road to luxury,*Wiley, 2015, (chap. 6, 11).

***TEACHING METHOD***

The course is taught by combining lectures, in-class discussions and case analysis, site visits, and independent study of texbooks and articles. A close interaction with a group of luxury and fashion firms enables attending students to gain practical experience and apply “theory” to concrete management situations. Students taking the group assignments will receive feed-back by the partnering companies which have commissioned the project.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Students are assessed by: a) a final written test at the end of the course composed by two open questions (40%) and one short case study (20%); b) a group assignment commissioned by partnering companies (40%). The final grade achieved may be improved by class participation allowing students to receive an overall score ranging from -1 to +2. Minum attendance of 75% is mandatory for a final PASS in the multiple assessment.

*Summative assessment*

Students are evaluated through an oral test covering the whole program of the course composed by an open question on theoretical and conceptual issues (40%), an open question coverig the case studies included in the program (40%) and one short case study (20%). Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 4

*Enrollment requirements* - Absent

*Language of instructions* - English

*Attendance* – A minimum attendance of 75% is mandatory for a final PASS in the multiple assessment. Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Associated courses* – Business communication, Corporate governance and social responsibility, Performance Measurement, Brand management, Cross cultural management

*International dimension* – International teaching materials are used throughout the course.

*Business connection* - The course makes large use of contemporary business cases and examples. Company visits or in class lecturing held by managers and practitioners coming from the fashion and luxury industry allows to closely interact with managers and to live a real-world learning experience. leading). Furthermore, as group assignments are commissioned by partnering companies, students have the opportunity to present their findings to the commissioning managers and to receive their vis-a vis feed-back.

*Professional context* - In professional life operating in the fashion and luxury business means, for both managers and professionals (e.g. consultants) to cope with the peculiarities of a sector in which firms need to mix creative talent and managerial abilities to be successful. This leads to the ability of consistently adapt the leadership style to an international fast changing environment.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.

Multinational enterprises: *Prof. Stefano Baraldi*

***COURSE AIMS AND EXPECTED LEARNING OUTCOMES***

The course aims to provide students with a thorough (and practical) understanding of how multinational enterprises (MNEs) are organized and managed. Managing “across borders” needs to cope with the various issues of operating in a global environment, including cultural, economic, operational, ethical and legal aspects. Students explore the main features of MNEs and are trained to take an active part in their managerial processes, thus gaining a comprehensive and practical view of the key challenges of managing global companies.

At the end of the course, students will be able to:

* identify and interpret multidisciplinary theoretical and conceptual foundations helpful to understand the main features of MNEs and their international operations as well as the differences in managing domestic and international businesses (knowledge);
* develop theoretical and conceptual knowledge on the design and use of managerial systems in MNEs (knowledge);
* use academic and empirical data and information to effectively drive decision making in MNEs (intellectual skill);
* apply proven theoretical and conceptual knowledge of global businesses to design, use, and review managerial systems in multicultural global contexts (practical skill);
* apply critical thinking skills to find viable solutions for the ethical, organizational and cultural issues that typically arise in international operations (transferable skill);
* operate effectively within a multicultural team in MNEs (transferable skill).

***COURSE CONTENT***

Topics covered by the course include the followings: theories on management processes, defining MNEs, strategic planning and control in multinational organizations, organizational structures and staffing policies of MNEs, performance management in a global setting.

***READING LIST***

*Required readings*

S. Baraldi, *Managing multinational enterprises (introductory course)*, McGraw-Hill, 2015.

***TEACHING METHOD***

The course is taught by combining lectures, in-class discussions and case analysis, site visits, and independent study of a textbook. A close interaction with a group of leading MNEs enables attending students to gain practical experience and apply “theory” to concrete management situations. Students taking the group assignments will receive feed-back by the partnering companies which have commissioned the project. Precondition to achieve active participation is that students prepare in advance all materials required for the weekly lectures.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Students are assessed by: a) a final written test at the end of the course composed by two open questions (40%) and one short case study (20%); b) a group assignment commissioned by partnering companies (40%). The final grade achieved may be improved by class participation allowing students to receive an overall score ranging from -1 to +2. A mininum attendance of 75% is mandatory for a final PASS in the multiple assessment.

*Single assessment route*

Students are evaluated through an oral test covering the whole program of the course consisting of: a) an open question on theoretical and conceptual issues (40%); b) an open question covering the case studies included in the program (40%); c) one short case study (20%). Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 4

*Enrollment requirements* - Absent

*Language of instructions* - English

*Attendance* – A minimum attendance of 75% is mandatory for a final PASS in the multiple assessment. Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Associated courses* – Change management, Corporate governance and social responsibility, Cross cultural management, International business management, International corporate finance

*International dimension* – International teaching materials are used throughout the course.

*Business connection* - The course makes extensive use of contemporary business cases and examples. Three site visits in MNEs allows to closely interact with managers and to live a real-world learning experience. In each site visit, host managers deliver a lecture focused on a specific managerial process (i.e., organizing, planning and controlling, staffing and leading). Furthermore, as group assignments are commissioned by partnering companies, students have the opportunity to present their findings to the commissioning managers and to receive their vis-a vis feed-back.

*Professional context* - In professional life, both managers and professionals (e.g. consultants) working in MNEs need to cope with the various issues of operating in a global environment and consistently adapt their leadership style.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.

SMEs and Family Businesses: *Prof. Benedetto Cannatelli*

***COURSE AIMS AND EXPECTED LEARNING OUTCOMES***

The relevance of Small to Medium-sized Enterprises (SMEs) for the Italian economic system has been widely acknowledged. Understanding how they are run as well as their peculiar traits is – however – a matter deserving deep attention. Indeed, far from being simply smaller versions of large, multinational businesses, SMEs imply dynamics and organizational settings calling for a dedicated approach. During the course students will be exposed to real cases of successful Italian SMEs and Family businesses as initial training to the Business Lab.

In order to increase students’ familiarity with the subsequent internships and field projects, some of the partner companies will be involved, either through speeches in class as well as by hosting filed visits. At the end of the course, students will be able to:

* identify and interpret multidisciplinary theoretical and conceptual foundations helpful to understand business and managerial problems and to support ethical and sustainable solutions in SMEs (knowledge);
* develop theoretical and conceptual knowledge on the design and use of managerial systems in SMEs (knowledge);
* use academic and empirical data and information and transform them into relevant and actionable knowledge in SMEs (intellectual skill);
* apply proven theoretical and conceptual knowledge of SMEs to the design and use of their managerial systems (practical skill);
* develop critical decision making to drive efficiency, effectiveness as well as sustainability in SMEs (transferable skill);
* operate effectively within a multicultural team in SMEs (transferable skill).

***COURSE CONTENT***

Topics covered by the course include the followings: definition and classification of SMEs; SMEs’ growth patterns; strategic and organizational issues in SMEs; business modelling in SMEs; internationalization patterns in SMEs; sustainability and social responsibility in SMEs; definition, peculiar traits and policies of family businesses.

***READING LIST***

*Required readings*

Readings are detailed in the teaching materials published in Blackboard.

***TEACHING METHOD***

Course activities consist of a series of lectures, class discussions of case histories and field visits. Students will take part to the course are required to actively attend lectures; to take part to discussions on case histories or examples of concrete situations; and to deliver public presentations in class when scheduled. Students are also required to participate to a group assignment. A close interaction with a group of leading SMEs enables attending students to gain practical experience and apply “theory” to concrete entrepreneurial and management situations. Students taking the group assignments will receive feed-back by the partnering companies which have commissioned the project. Precondition to achieve active participation is that students prepare in advance all materials required for the weekly lectures.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Students are assessed by: a) a final written test at the end of the course composed by two open questions (40%) and one short case study (20%); b) a group assignment commissioned by partnering companies (40%). The final grade achieved may be improved by class participation allowing students to receive an overall score ranging from -1 to +2. A minimum attendance of 75% is mandatory for a final PASS in the multiple assessment.

*Single assessment route*

Students are evaluated through an oral test covering the whole program of the course composed by an open question on theoretical and conceptual issues (40%), an open question coverig the case studies included in the program (40%) and one short case study (20%). Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS -* 4

*Enrollment requirements -* Absent

*Language of instructions -* English

*Attendance –* A minimum attendance of 75% is mandatory for a final PASS in the multiple assessment. Even though attendance is not mandatory for a PASS in the single assessment, it is strongly recommended.

*Associated courses –* Business Communication, Performance Measurement, Work and Organizational Psychology, Corporate governance and social responsibility, Entrepreneurship, International business management

*International dimension –* International teaching materials are used throughout the course.

*Business connection -* The course makes extensive use of contemporary business cases and examples. Three site visits in SMEs allows to closely interact with managers and to live a real-world learning experience. In each site visit, host managers deliver a lecture focused on a specific managerial process (i.e., organizing, internationalization processes, staffing and leading). Furthermore, as group assignments are commissioned by partnering companies, students have the opportunity to present their findings to the commissioning managers and to receive their vis-a vis feed-back.

*Professional context -* In professional life, small business and family business management issues are naturally associated with a couple of perspectives. First, managers and entrepreneurs working in SMEs need to adapt managerial systems to the specific features of the SMEs and family business environment. Second, consultants, managers, and specialists working in other organizations which are related to SMEs and Family Businesses are supposed to extensively understand the specificities of SMEs.

*Further information –* Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.