

MBA ELECTIVE COURSES & INDUSTRY SPECIALISATIONS

Aimed at boosting their professional profile, MBA students choose how to build their future by customising their curriculum. Tracks and Industry specialisations give the proficiency to compete in their chosen field.

TRACKS

1. FINANCIAL MANAGEMENT

Going beyond numbers, the track is designed to analyse a wide range of financial tools and techniques for financial planning and investment valuation. Practice centred, the track adopts an international perspective.

As follows a brief description of the courses offered:

Merger & Acquisitions

The main formative objective is to understand the structure, rationale and execution of M&A transactions. Other fundamental keys are:

- Introduction to the M&A strategy
- The business due diligence
- The combined business plan development and integration process
- M&A structuring and implementation

Advanced cases in business valuation

Business valuation changes according to the valuation setting and the nature of the assets to be evaluated. This course will deal with different cases of valuation, involving M&As and leveraged buyouts transactions and intangible assets, such as brands and patents.

Private Equity Finance

The private equity industry and the specific 'types of financing'

- The various sources and types of financing (debt, mezzanine, high yield, securitisation, quasi-equity, equity)
- The financial and the legal structuring & modelling for LBOs & Infrastructure investments
- Where banks fit in the process - The banks' role

- Cases analysis

2. MARKETING

The track aims at analyzing and discussing with students three of the hottest topic in contemporary marketing: social media marketing and communication; brand equity building and management; omnichannel design and management. The three elective courses will enable attendants to enter the job market with an updated view and competence about the most relevant issues that marketing, sales and communication managers are required to deal with.

As follows a brief description of the courses offered:

Communication and Social Media Strategy

This course offers a balanced overview of communication strategy and execution with a special emphasis on new “non-traditional” social media-based approaches. Although traditional advertising key concepts will be touched on, the primary focus of this course will be to understand the role and impact of social media on marketing planning and implementation from listening to customers and the online environment, to selecting a target, formulating an effective brand position and evaluating effectiveness.

Particular attention will be dedicated to how social media shifts the relationships between consumers, brands and other stakeholders, and generates new dynamics and expectations in B-to-C markets.

Overall, the course is designed to provide and hone critical thinking skills related to planning and executing a social media strategy. To reach these objectives, the course will build on a mix of case studies reflecting diverse approaches to social media integration, insights from outside guest speakers from top players in the industry as well as hands-on development of a social media marketing campaign or a viral video.

A range of topics related to social media, marketing communications, C-to-C social interactions, viral marketing, and consumer sociology will be covered. See the “class schedule” section of this course outline for further details.

Brand Equity Management

The key learning objectives of the Brand and Communication Management course are:

- To clarify the role and the potential of an effective Brand Management and its link with the marketing strategy trilogy (segmentation-targeting-positioning).
- To learn a fact-based and quantitative approach to measuring, making and managing brand success.
- To provide students with concepts, models and managerial frameworks suitable to understand the different implications in B2C and B2B environment, and both in traditional and new media.
- To improve students’ ability to evaluate marketing communication, the link with the Brand Strategy and how they can support the development of the Brand Equity.

- To understand the economics of Brand Management and acknowledge the type of organisational inter-relations within and outside the company.

E-commerce, Retail and Multichannel Management

The course introduces a perspective on the evolution of retailing and the retailing management discipline from the traditional distribution function (i.e., the “place” variable of the marketing mix), whose role was to pipeline products and services to the consumers (a push logic), to that of a fundamental gateway to reach the consumers and enable their preferences (a pull logic).

- A peculiar focus will be made on the role of retailing as a relational platform and as a choice context vis-à-vis the growth of the digital channels and the e-commerce. The students will work through case studies and examples to understand how the traditional and new retail channels can be coordinated and adapted to the interplay between customers’ online and offline activities.
- The MBA students attending the course will gain a viewpoint necessary to look with confidence at the retail platforms and understand how to leverage them as relational contexts where to build brand value, strengthen the existing relationships and continuously generate new ones in order to maximise the company’s profits.
- The course will reveal to the attendees a perspective that integrates the traditional view of retailing management with a new view which highlights the emerging opportunities for the retail business.

3. INNOVATION and ENTREPRENEURSHIP

The track provides the tools to imagine, realise and bring innovative projects on the market, which can be new technologies, new business models or entrepreneurial firms. In doing so, this track allows future managers and startupper to access the competencies needed to realise radical innovative leaps.

As follows a brief description of the courses offered:

Managing Innovation in Megaprojects

Many countries are now investing billions of dollars in large-scale “megaprojects” to build or upgrade infrastructure systems. Globally, infrastructure investment in developed and emerging economies is estimated to be \$57 trillion between 2013 and 2030.

Drawing upon new research, this course aims to clarify how infrastructure megaprojects can be successfully managed, organised and delivered. There is no “one-size-fits-all” solution. Participants are introduced to new project management concepts and frameworks to help them analyse projects and select the right approach to manage technological uncertainty, market novelty, complex systems, time constraints and other factors.

Organising Innovation

This course aims to provide a framework to analyse the organisation of innovation at the team, organizational and inter-organizational level. At the team level, the course focuses on how teams can manage the high complexity of innovation on different dimensions: the content of their tasks (e.g. R&D teams), the heterogeneity of their members (e.g. in terms of cultural differences), and the organisation of work (e.g., distributed or virtual teams).

Through cases, videos, and a simulation students will learn how to design and manage 'teams that work'. At the organizational level, the course will provide insights into how companies can successfully combine different types of innovation (i.e. incremental and radical innovation). We will use Serious Lego Play methodology to illuminate the core challenges of combining incremental and radical innovation as well as potential solutions.

Finally, we will discuss the issue of successfully organizing for collaborative innovation. In this part, we will use several case studies to illustrate the role trust, contractual safeguards and intellectual property in successfully organizing for inter-organizational innovation.

Managing Open and Networked Innovation

This course provides students with in-depth knowledge of open innovation theory and practice, as well as thorough understanding of different types of networked innovation, drawing on collective intelligence in both firm-internal and -external communities, crowds, and swarms.

Particular emphasis is put on the use of open and networked models of working for the provisioning of innovation ideas, including novel approaches to idea management such as the use of virtual idea development platforms, idea jams, and idea contests. Moreover, deliberate design and management of communities for learning and innovation are addressed. Particular management issues related to the reliance of voluntary and emergent knowledge contributions are dealt with, comprising among other things innovation search patterns, knowledge creation, motivational aspects and control.

Frameworks and models for open and networked are presented in the course together with numerous examples and in-depth case studies of new practices and ways of working used by leading international firms.

4. INTERNATIONAL BUSINESS

The track provide students with an understanding of how corporate strategies are merged into the organisation policies and management activities of an international company. The core of the track is therefore related to the process of developing and deploying strategic resources over a broad array of geographical markets. In particular, the aim is to provide students with the tools and instruments needed to analyse the international arena, as well as the internal core competences needed in a global environment.

As follows a brief description of the courses offered:

Diversity Management

- Understand key contemporary theory and research on Diversity
- Understand practical business implications of Diversity/Inclusion Management
- Get an understanding of building personal awareness related to diversity and the different paradigms related to that from various perspectives. Open up understanding of own paradigms and how these influence the environment.
- Understand practical solutions and trends for Diversity/Inclusion

Managing International Companies

Corporations with operations in many different countries have got an increasing importance in the global economy of today. Relevant issues in this context are why firms choose to invest in foreign markets, the political and economic implications of multinational corporations and how these firms are managed. In this course we will focus on the latter issue. The aim of the course is to increase the students' understanding of generic management problems in multinational corporations. Tools for analysing different management issues will be presented and discussed during the course.

The course is structured into three main themes:

1. Managing the internationalisation process.
2. Managing the multinational firm
3. Knowledge management in the multinational firm

E-commerce, Retail and Multichannel Management

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5. M&As AND CORPORATE STRATEGY

In the modern globalised world the ability to manage a firm's growth has become a priority in the corporate agenda of most companies. The course will include an in-depth analysis of the two main paths for growth: internal and external growth including mergers, acquisitions, strategic alliances and joint ventures.

As follows a brief description of the courses offered:

Joint venture & Alliances

Cooperative business ventures (joint ventures, partnerships, strategic alliances, consortia, M&A) have been increasing in numbers for some time, and the art of collaboration has become central to competitive strategy in many global industries. This course teaches students an understanding of various definition and examples of alliances and networks from existing management literature and from a set of example cases that illustrate collaborative strategies in many different settings and markets. Among the topics covered are:

- What strategic alliances and networks are, why companies use them.
- The role of alliances and networks in business competition and in different industrial settings.
- The design of strategic alliances and networks, including the choice of partner and of structure.
- How alliances and networks are designed and managed over their lifetime.

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6. REINVENTING THE SUPPLY CHAIN

In recent years, the innovative way to manage supply chain is playing a crucial role in improving a firm's performance. Not just concerning the cost reduction, the supply chain revolution is a driver to radically improve and innovate customer experience and value. Additionally managing supply chain in a sustainable manner, using the triple bottom line concept - social, environmental and economic - has become an increasing concern for organizations of all sizes and across a wide range of industries. This track covers a complete set of concepts and tools to reinvent supply-chain operations.

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Logistics

Logistics is a critical function for its potentiality to create value through innovative solutions.

- The course of Logistics aims at providing students with a thorough knowledge and understanding of the mechanics and complexity of processes to move products to market quickly and efficiently.
- Students will learn how to manage, and how to improve or innovate the flow of goods and services from origin to destination to meet the needs of the customer.
- They will explore a wide range of logistical problems on a local and global scale

7. BUSINESS RESTRUCTURING

Companies may suffer for a variety of reasons (i.e. marketplace dynamics or internal triggers), that can reduce profit and cash flows. The track aims at analysing decisive actions that companies may implement in order to restore performance and value creation

As follows a brief description of the courses offered:

Turnaround Management

Turnaround Management concerns restructuring distressed companies.

The course examines turnaround business situations such as established firms experiencing operational, financial and managerial difficulties. It emphasizes the operating manager’s perspective and considers strategy issues as well as financial ones.

Bankruptcy Law

This course focuses on bankruptcy law and policy, including issues in business bankruptcy

Bankruptcy law governs the obligations and rights of creditors and debtors. It provides for the development of a plan that allows debtors — both individuals and businesses — who are unable to pay their creditors to resolve debts by dividing the debtors' remaining assets among all of the creditors. Certain bankruptcy proceedings allow a debtor to stay in business and use revenue generated to resolve his or her debts.

Financial Restructuring

Corporate restructuring involves any substantial change in a company's financial structure, or ownership or control, or business portfolio, designed to increase the value of the firm.

The Course objectives' are

- understanding of restructuring contexts and players
- Define Corporate Funding Instruments
- Define Corporate Treasury Instruments
- Explain lender's agendas from a restructuring perspective

INDUSTRY SPECIALISATIONS

AVIATION

The aviation industry is a high-tech and highly-skilled industry which contributes significantly to the economic and strategic goals of a country. It plays a crucial role in maintaining industrial and technological capabilities for transportation, communication, observation, security and defense. A globally competitive aerospace industry is central to the achievement of a country's economic and political objectives. Based on these considerations, the aviation track will focus on the main topics and features of this industry, including the impacts of the characteristics of the sector on the traditional instruments of management.

ENERGY

Focus on the competitive and institutional environment of the Energy sector. The course aims at introducing students to current understanding and analysis of basic business concepts that underlie the energy industry all throughout its value chain, from production to end use, with a focus on the electric power sector.

ENTERTAINMENT

This specialisation clusters all sectors in which the main resources are intangible, such as music, films, books, games, and television. These industries include businesses focused on the creation and exploitation of intellectual property rights, together with the artistic and culture feature

HEALTH AND PHARMACEUTICAL

This specialisation aims at underlining the main characteristics of the healthcare and pharmaceutical industry. Students will learn what are the main challenges of managing firms operating in this industry in a multinational environment throughout all its phases. Finally, the specialisation will focus on the marketing approach and the dynamics of the industry.

INFORMATION AND COMMUNICATION TECHNOLOGIES

ICT consists of all technical means used to handle information and aid communication. This track is aimed at proving a solid knowledge of the most advanced tools for understanding the new trends in the industry, and to identify new paths of development for business ideas and strategies.

LUXURY AND FASHION

The Italian luxury and fashion industry stands out as one of the main worldwide success stories of today. It is also one of the most important industries in Italy and a leading driver behind the local economy. The luxury market, in particular, is a dynamic context where the entry of new international leaders has led to the awareness of the need for a managerial approach. Hence, the introduction of innovative marketing techniques such as CRM, brand stretching and experiential marketing have become a must for the sustainability of the competitive advantage.

TOURISM

Being at the heart of globalisation, the tourism industry has gained a major economic importance over the last 50 years. The substantial growth in tourism clearly marks it as one of the most remarkable economic and social phenomena of the past century, with an average annual growth rate of 6.5%. New destinations are steadily increasing their market share while more mature regions such as Europe and the Americas tend to have less dynamic growth. Therefore, this track analyses the dynamics shaping the industry and its strong relation to the trends in global economy.

BANKING

The banking industry is nowadays undergoing many transformations and facing deep changes. The business models that we are used to are only partially suitable for current changes in customers behaviours which generate an evolution in terms of user experience. Future banking business is based on the imperative to rethink relationship patterns and business offers in order to perfectly fit customers' needs by services and channels.