



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

**DIDACTIC REGULATIONS FOR THE MASTER'S DEGREE IN
BUSINESS ADMINISTRATION AND SUSTAINABILITY(LM-77)**

Forlì Campus

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Art. 1 Admission Requirements

- **Required knowledge to access the degree programme**

In order to be admitted to the Master's Degree programme in Business Administration and Sustainability, it is necessary to hold a first-cycle/Bachelor's Degree, or any another suitable qualification obtained abroad. Moreover, it is necessary to meet the curricular requirements and pass the assessment of the student's personal preparation.

- **Curricular Requirements**

Candidates should meet the following curricular requirements:

- Having obtained a first-cycle/bachelor's degree in one of the following classes or any other suitable qualification obtained abroad:

as per M.D. (Ministerial Decree) 270:

L-14 Legal Services

L-15 Tourism

L-16 Administration and organization sciences

L-18 Environmental economics and management

L-20 Communication sciences

L-25 Agriculture and forestry

L-26 Food science and technology

L-33 Economics

L-36 Political science and international relations

L-GASTR Gastronomy sciences, cultures and policies

Or an equivalent Italian qualification running under the previous degree programme system, or any other qualification issued by a non-Italian University, deemed valid.

Or holding a first-cycle/bachelor's degree in other classes, but having the credits indicated in the section "Admission Criteria".

- **Assessment of the student's personal preparation**

In order to be admitted to the master's degree, candidates must pass the assessment of their personal preparation, according to the procedures and criteria indicated at the point "Admission criteria".

Moreover, at least a B2 level in English according to the Common European Framework of Reference for Languages is required.

The admission to the programme depends on the knowledge of the Italian language as well, required at a B2 level at least. Foreign students who do not meet the requirement shall add a learning activity to their study plan to achieve such a level.

- **Admission criteria**

To prove eligibility, students without a bachelor's degree in one of the classes indicated at the point "Curricular requirements" must have completed 48 ECTS in the areas of Business, Economics, Law, Mathematics/Statistics, with at least 30 ECTS obtained in the Business Area, in the sectors indicated below:

- Business: SECS-P/07 Business Administration, SECS-P/08 Economics and Management, SECS-P/09 Corporate Finance, SECS-P/10 Business organization, SECS-P/11 Financial Institutions Management; SECS-P/13 Commodity sciences, AGR/01 Economy and Rural Appraisal;
- Economics SDS: SECS-P/01 Political Economics, SECS-P/02 Economic Politics, SECS-P/03 Public Finance, SECS-P/05 Econometrics, SECS-P/04 History of Economic Thought, SECS-P/06 Applied Economics, SECS-P/12 Economic History, M-GGR/02 Economic-Political Geography;
- Law SDS: IUS/01 Private Law, IUS/02 Comparative Private Law, IUS/03 Agricultural Law, IUS/04 Business Law, IUS/05 Economic Law, IUS/07 Labour Law, IUS/09 Institutions of Public Law, IUS/10 Administrative Law, IUS/12 Tax Law, IUS/13 International Law, IUS/14 European Union Law
- Mathematics-Statistics SDS: SECS-S/01 Statistics, SECS-S/02 Statistics for Experimental and Technological Research, SECS-S/03 Economic Statistics, SECS-S/04 Demography, SECS-S/05 Social Statistics, SECS-S/06 Actuarial and Financial Mathematical Methods, MAT/06 Probability and Mathematical Statistics, MAT/09 Operations Research, INF/01 Computer Science

- **Limited Access**

The Master's degree programme has a limited access at a local level according to the resources available.

Each year the number of available positions and the admission procedures will be notified in the call for applications.

- **Personal preparation assessment**

The Admission Board will assess the personal preparation of candidates based on the threshold score for admission to the degree programme considering its limited access.

- **English language assessment**

In order to be admitted to the programme, students must have a minimum of a B2 level of proficiency in the English language according to the Common European Framework of Reference.

Art. 2 Rules to change curriculum within the same degree programme

Students may select the elective courses indicated in the study plan in accordance with the procedures set out in the plan itself and within the deadlines indicated on the University portal.

Students cannot change curriculum, except for extraordinary and justified needs.

Properly motivated requests, submitted within the deadlines indicated on the University website, will be individually evaluated by the Degree Programme Board.

Art. 3 Individual Study Plans

It is possible to submit individual study plans within the deadlines published on the University portal.

The Degree Programme Board evaluates the individual study plans based on their consistency with the degree programme teaching regulations and with the learning outcomes of the degree programme. Moreover, the Board verifies that the number of exams, courses and related ECTS credits does not amount to less than the corresponding number indicated in the official study plan.

Art. 4 Implementation of learning activities and types of teaching activities

The attached study plan illustrates the format of each learning activity and their corresponding number of hours divided between lectures, practical exercises or internships, as well as the type of teaching method. Any further information will be published annually on the University portal.

Art. 5 Attendance and preparatory activities

The mandatory attendance of teaching activities is indicated in the attached study plan, together with any preparatory activity involved.

The methods and verification systems of such mandatory attendance, when required, are laid down annually by the Degree Programme Board during the presentation of the study programme and are notified on the University portal before the beginning of lectures.

Art. 6 Flexible track

According to the methods defined by the University Regulations, students may choose a flexible track which allows them to complete the degree in a period of time that may be longer or shorter than normal.

In case a teaching activity included in the programme is no longer available for the selected academic year, it can be substituted to guarantee the quality and sustainability of the educational offer.

Students participating in the double degree programme cannot choose the flexible track.

Art. 7 Assessment of the learning activities

The attached study plan indicates which learning activities are evaluated through an exam marked with a score out of 30 points and which through a “pass/fail” exam.

The evaluation methods (oral, written, practical exam or any combination thereof; individual or group exams) are laid down annually by the Degree Programme during the presentation of the teaching activities and are notified to the students on the University portal before the beginning of lectures.

Art. 8 Elective learning activities

Students may select one or more elective learning activities among those listed by the Degree Programme Board and published on the University portal.

If a student wishes to take an exam in a course which does not appear in the list, they shall submit a request to the Board within the deadlines set annually and notified on the University portal.

The Board will assess the consistency of the proposed teaching activities with the student’s curriculum.

Art. 9 Criteria for the recognition of credits obtained in degree programmes of the same class

Recognized ECTS shall not exceed the credits assigned to the same disciplinary sector in the enclosed study plan and shall not be lower than their half.

The Degree Programme Board may recognize potential residual credits according to teaching and cultural consistency.

Recognition is only possible for teaching activities held in English.

Art. 10 Criteria for the recognition of credits acquired within degree programmes in different classes, at online universities or Universities abroad

Credits are recognized by the Degree Programme Board according to the following criteria:

- analysis of the course content;

- assessment of the consistency of the scientific-disciplinary fields, the content and the objectives of such learning activities with the specific learning outcomes of the study programme. The aim should be promoting student mobility.

The recognition cannot involve ECTS which exceed the number of credits provided for in the enclosed study plan.

The Degree Programme Board may recognize possible residual credits depending on teaching and cultural consistency.

In any case, recognition is possible only for teaching activities held in English.

Art. 11 Criteria for the recognition of extra-university competencies and skills

Competencies acquired outside the university may be recognized in the following cases:

- professional knowledge and skills certified according to the terms of the applicable law;
- competencies and skills acquired in post-graduate learning activities run or planned by the University.

The request for recognition shall be assessed by the Degree Programme Board considering the indications of the academic bodies and the maximum number of recognizable credits laid down in the Degree Programme Didactic Regulations.

The activity may be recognized if it is consistent with the specific learning outcomes of the degree programme and of the considered learning activities, given the contents and the duration of the activity, expressed in hours.

Art. 12 Internships for the preparation of the final examination or related to a learning project

Following the procedures indicated in the University Regulations on internships and international mobility programmes, and in compliance with EU laws, upon the student's request, the Degree Programme Board may approve an internship for the preparation of the final thesis or otherwise connected to a learning project.

Such learning experiences shall not exceed 12 months, and shall be completed by the graduation date; credits may be awarded:

- within the credit quota for the final examination;
- for elective activities, including in the form of an internship;
- when the previous options are not available, for additional activities that exceed the number of credits required by the degree.

Art. 13 Higher-education apprenticeship and research contract (HEA)

The Degree Programme Board may envisage the possibility for students to carry out a Higher-education apprenticeship and research contract (HEA) in order to integrate their university education with some practical training in a firm to obtain their degree.

Students aged between 18 and 29, with a minimum of 50 ECTS to a maximum of 80 ECTS, may participate in the selection process.

A minimum of 12 ECTS and a maximum of 25 ECTS might be awarded to the learning activities performed in the firm according to the educational project enclosed in the apprenticeship contract.

The duration of the contract may vary between 12 to 36 months, with the obligation of 240 hours of compulsory activities, represented by 150 hours of company professional training and 90 hours of work permits paid by the firm, with regard to the academic activities performed by the student.

Art. 14 Final examination

- **Characteristics of the Final Examination**

The final examination required to obtain the Master's degree consists in the production and public discussion of a written dissertation (thesis) on a topic that is consistent with the learning objectives of the degree programme, drafted in an original manner under the guidance of a supervising professor.

Such a dissertation shall prove the student's advanced knowledge on the subject, their critical thinking, their ability to work autonomously and their high-level communication skills.

- **Rules for the Final Examination**

The Final Examination required to obtain the Master's Degree in Business Administration and Sustainability consists in the preparation of a dissertation (thesis), developed by the candidate under the guidance of a supervisor, and its subsequent public discussion. The dissertation shall prove the candidate's capacity to think critically and shall contain original elements.

The Final Examination may be connected to a project or an internship.

Both the writing and the discussion of the thesis shall be held in English. The Final Examination may as well be related to a dissertation project prepared abroad or to an internship in an Italian or foreign firm.

Considering the latter, the student, on the basis of a project shared with their academic supervisor and with the support of an external supervisor, shall independently collect data, inquire, perform research and/or practical activities to gain knowledge, skills and expertise to prepare their final dissertation.

Through the dissertation, the student shall prove their ability to expand on a topic that is consistent with the subject matters discussed during their degree, potentially by referring to other disciplines as well, and shall confirm their capacity to present the results of their arguments critically.

The Degree Programme Board may envisage the attribution of bonus points which will be notified on the programme's website. The final grade of the Second-Cycle Degree is expressed out of a total of 110 points. A "cum laude" score may be awarded only upon unanimous decision of the Thesis board.

Art. 15 Consistency between the credits assigned to each learning activity and the planned learning outcomes

On 11/May/2020 the Joint Teacher-Student Committee expressed their approval under the terms of article 12 paragraph 3 of the Ministerial Decree no. 270/04.



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Study plan a.y. 2023/2024 Degree Programme: 5944-BUSINESS ADMINISTRATION AND SUSTAINABILITY						
BUSINESS ADMINISTRATION (C62)						
1st year	Learning activity		Assessment	ECTS	TAF	Learning outcomes
Compulsory Learning Activities						
5944 C62 000 B2813 - 1 - BEHAVIORAL ECONOMICS FOR SUSTAINABLE SYSTEMS	SECS-P/01	30	Mark	6	B	This course is intended to allow students to become familiar with the literature in behavioral economics and decision making. The course has two facets: first it will uncover the inner workings of human biases and judgment and the students will gain insights into how inherent bias or poorly structured information can affect business decisions. Second, it will discuss how the adoption of a behavioral economics approach will support managers and decision makers to cope both with economic sustainability of businesses and environmental and social sustainability.
5944 C62 000 98757 - 1 - DATA ANALYSIS FOR MANAGERIAL DECISION MAKING (I.C.)		60	Mark			
Integrated module: B1894 - ECONOMETRICS FOR MANAGEMENT	SECS-P/05	30		6	C	The course aims to provide students with a theoretical and practical knowledge of methods for conducting empirical research on panel data. Nowadays, panel data form the basis of much applied work in economics and management. The course is therefore designed to help students critically understand empirical articles and conduct their own empirical research. During the practical sessions, data samples and econometric software will be used to estimate models. This approach facilitates an understanding of the theoretical aspects of panel data and class discussion on the interpretation of the results obtained.
Integrated module: 40720 - DATA MINING	SECS-S/03	30		6	B	This course will present statistical methods that have proven to be of value in the field of knowledge discovery in business databases, with special attention to techniques that help managers to make intelligent use of data repositories by recognizing patterns and making predictions. In particular, this course enables the student: - to correctly plan a data mining process - to choose the best suited methodology for the problem at hand - to critically interpret the results
5944 C62 000 98758 - 1 - INTERNATIONAL FINANCE AND LABOUR		60	Mark			
Integrated module: 25752 - INTERNATIONAL FINANCE	SECS-P/01	30		6	B	The goal of the course consists in providing students with all the knowledge to interpret the dynamics of exchange rates as well as the constraints imposed by international financial markets on domestic monetary and fiscal policies. After taking this course each student will be able to: - interpret the dynamics of capital flows in modern economies; - study global imbalances caused by Balance of Payments fluctuations; - interpret major global economic shock and figuring out the best policy mix needed to cope with it.
Integrated module: 98759 - LABOUR REGULATION IN THE GLOBAL ECONOMY	IUS/07	30		6	B	The aim of this course is to understand the impact of the global economy on the world of work and the nature of the regulatory challenges it presents. The unit will examine the role played by labour law in securing fair and just working conditions and effective labour market regulation by comparing various regulatory models from different national legal systems. At the end of the course students will be expected to: - identify and attain an advanced understanding of the challenges facing the regulation of work in the global economy; - identify the principal legal standards in employment regulation worldwide and the international and national sources of them; - understand the main socio-economic implications of labour regulation
5944 C62 000 B2811 - 1 - MANAGERIAL DECISION MAKING	SECS-P/08	60	Mark	9	B	This course aims to provide students with an understanding of management based on how people make decisions. Students will gain a basic understanding of how people make decisions and the decision-making processes that result in the behaviors of firms. By the end of the course, the student will develop a critical understanding of the role that management plays in fostering the achievement of organizational goals. At the end of this course, students should be able to: 1.Acquire knowledge of key principles of management and be able to apply this knowledge to the practice critically 2.Understand and apply a selected management topic to a real organizational setting 3.Understand how customers and their characteristics may affect the design of products and brand-related strategies 4.Understand how to guide consumers' decision-making processes
5944 C62 000 36258 - 1 - PEOPLE MANAGEMENT	SECS-P/10	30	Mark	6	B	At the end of the course, the student is able to: - Identify the main factors shaping individual motivation at work - Analyze the factors that favor innovation and collaboration in groups - Analyze leadership styles that facilitate the achievement of organizational and personal goals and aspirations - Understand the tools needed to promote an agile work organization
5944 C62 000 85263 - 1 - STRATEGIC COST MANAGEMENT	SECS-P/07	60	Mark	9	B	The goal of this course is to provide students with a comprehensive understanding of cost as a firm's competitive key success factor and a relevant source for sustainable value creation. Specifically, this course will provide students with the frameworks and techniques for: - comprehend value drivers drivers of business financial performance; analyze firm's cost; identify business cost drivers; - improve cost performance and to contain and reduce cost inefficiency; - use cost models for design and improve a company business model performance.
5944 C62 000 B2812 - 1 - VALUATION, MERGER AND ACQUISITIONS	SECS-P/09	60	Mark	9	B	This course is structured in two parts. The first part of the course is dedicated to the nature of the variables determining the enterprise value and how they can be maximized. At the end of the course, the student will be able to: - use the main corporate valuation methods, such as discounted cash flow and relative valuation, along with the estimation practices for computing their inputs; - critically apply these methods as research evidence recommending specific valuation procedures depending on different corporate operations. In the second part, students are introduced to extraordinary finance operations, i.e., Mergers and Acquisitions (M&As). This part is designed to introduce students to the financial and contractual aspects that characterize extraordinary finance operations and their application. At the end of the course, students will be able to analyse the main corporate control transactions, such as mergers and acquisitions, spin-offs, carve-outs, leveraged buyouts and turnaround operations, in the light of the value creation to shareholders principle
Second year						
Learning activity						
ECTS TAF Learning outcomes						
Gruppo: Compulsory Learning Activities (TAF: Ambito: TAF seconda classe: Ambito seconda classe: CFU min: CFU max:)						
5944 C62 000 B2814 - 2 - BUSINESS IN ACTION	SECS-P/08	60	Mark	9	C	The aim of the course is to develop the ability to understand, define and plan firms' competitive strategies in competitive environments, as well as to develop the ability to implement them. The course is based on the use of business game simulations as a vehicle for learning-by-doing. The experience with the business game allows students to apply under real market conditions the theory they learned during previous classes and grants them to operate in a competitive environment with incomplete information and to learn over time by reviewing their decisions. Students are called to work in teams to manage a company that operates in an established market and have the opportunity to invest in an emerging one. Though the use of the simulations students are required to develop the business, justifying and reporting the decisions they make for their simulated firm. The first part of the course will focus on marketing strategy and students will strengthen their knowledge on brand management, pricing strategies, segmentation, targeting and positioning analysis. The second part of the course will focus on business strategy allowing students to overview of a firm and the different management functions (accounting, finance, HR, marketing, strategy and supply chain operations), learn how to define and implement a successful business strategy, and take effective decisions. At the end of the course the student will be able to: -understand strategic, marketing, sales, operation, and logistics choices; -use Financial Statements to evaluate their firm's performance -understand market research data and use them to implement a marketing decision -take effective decisions able to create value for the company -conduct market and competitor analysis -work in team, managing a large amount of information with strict deadlines
5944 C62 000 98763 - 2 - BUSINESS PLANNING AND PERFORMANCE MANAGEMENT (I.C.)		60	Mark			
Integrated module: 23687 - BUSINESS PLANNING	SECS-P/08	30		3	C	The aim of the course is to provide a critical understanding of the main issues related to conceptualizing, developing, writing, and assessing business plans in a corporate and start-up context. The course offers theoretical insights drawn from entrepreneurship, strategic management and innovation literature, and practical methods and techniques for effective business planning. At the end of the course students will be able to: - Understand the contents and functions of business plans; - Structure and write a business plan; - Analyze the industry, market, competition, define the value proposition, the supply chain configuration, and the marketing plan; - Make judgments about the completeness and consistency of business plans; - Present their own evaluation and analysis of business ideas, and pitch a business idea effectively.
Modulo integrato: 75329 - PERFORMANCE MANAGEMENT SYSTEMS	SECS-P/07	30		6	C	The goal of this course is to provide students with a relevant knowledge of frameworks and tools for understanding and improving business performance. Specifically, the students will learn how to: - design a performance measurement system for supporting the management control task; - develop a strategic control systems with an emphasis on the monitoring of business long term and competitive value drivers; - implement a management system based on the use of performance indicators and factors.
5944 C62 000 34515 - 2 - FINAL DISSERTATION		0		15	E	Through the submission and discussion of the final dissertation, students will acquire in-depth knowledge of the specific subject connected to their master thesis, but also critical capacity, the ability to work independently and communication skills.
5944 C62 000 75342 - 2 - JOB PLACEMENT SEMINAR		30	Pass/Fail	3	F	Students will learn how to effectively introduce themselves in a job interview and how to prepare a CV. By the end of the course students will be able to search for relevant information, analyze and practice of job-seeking skills, to use employer information base, and evaluate different job placement.
5944 C62 000 B2815 - 2 - PRIVATE EQUITY AND VENTURE CAPITAL	SECS-P/11	60	Mark	9	C	The purpose of this course is to analyze the steps of the evaluation process and value creation employed by private equity and venture capital investors in the investment proposals they receive, and subsequently in companies where they decide to invest. A special focus is reserved to the role that institutional investors such as venture capital funds have in assisting these companies during this process. At the end of this course students should be able to: 1.Understand why venture capital and private equity investors are important and how are they structured 2.Comprehend the different phases of the venture capital and private equity cycle, namely: fundraising, selection and evaluation, business and financial planning, negotiation, deal structure, monitoring and exit 3.Analyze the different methods that these investors employ to evaluate investment opportunities 4. Understand the difficult process of deal negotiation between the target company and the institutional investor 5.Explore the different type of key securities and relative terms employed in venture capital and private equity transactions 6. Construct and apply a comprehensive buyout model and perform a leveraged buy-out analysis for a specific company
Elective activities: ECTS min: 12 ECTS max: 12						

Study plan a.y. 2023/2024 Degree programme: 5944-BUSINESS ADMINISTRATION AND SUSTAINABILITY						
SUSTAINABLE FOOD SYSTEM MANAGEMENT (C63)						
1st year	learning activity			ECTS	TAF	learning outcomes
Compulsory Learning Activities						
5944 C63 000 32244 - 1 - CORPORATE VALUATION	SECS-P/09	30	Mark	6	B	The class investigates the nature of the variables determining the enterprise value and how they can be maximized. At the end of the course, the student will be able to:
5944 C63 000 98757 - 0 - DATA ANALYSIS FOR MANAGERIAL DECISION		60	Mark			
Integrated Module: B1894 - ECONOMETRICS FOR MANAGEMENT	SECS-P/05	30		6	C	The course aims to provide students with a theoretical and practical knowledge of methods for conducting empirical research on panel data. Nowadays, panel data form the basis of much applied work in economics and management. The course is therefore designed to help students critically understand empirical articles and conduct their own empirical research. During the practical sessions, data samples and econometric software will be used to estimate models. This approach facilitates an understanding of the theoretical aspects of panel data and class discussion on the interpretation of the results obtained.
Integrated Module: 40720 - DATA MINING	SECS-S/03	30		6	B	This course will present statistical methods that have proven to be of value in the field of knowledge discovery in business databases, with special attention to techniques that help managers to make intelligent use of data repositories by recognizing patterns and making predictions. In particular, this course enables the student: - to correctly plan a data mining process - to choose the best suited methodology for the problem at hand - to critically interpret the results
5944 C63 000 B1898 - 1 - ENVIRONMENTAL ECONOMICS AND SUSTAINABILITY	SECS-P/01	30	Mark	6	B	The course is centered around the relationship between economic activity and the environment, with particular attention to climate change, sustainability and preservation of natural resources. It will analyze such a relationship through the lens of economics' analytical tools, including, economic modeling, empirical observation, game theory, and behavioral economics. Students will be able to understand the threats to sustainability that emerge as a consequence of economic incentives, and they will learn the policy tools that can be adopted to achieve a sustainable economic system.
5944 C63 000 98768 - 1 - FOOD ECONOMICS LAB	AGR/01	30	Mark	3	C	The overall aim of the course is to provide students with a wide knowledge of the complexity of a modern food system, and of the main changes in its structure. Furthermore the course provides the tools for understanding the functioning of food markets and the transmission of phenomena along the supply chain, given the peculiar characteristics of agri-food supply and final consumption. The course enhances theoretical and operational understanding on food system management by integrating micro and macro economics, behavioral economics, circular economics and food sciences. At the end of the integrated course the student: - understands the main and most important theoretical concepts and issues to analyse the food markets; - is able to use tools and methodologies to managing food systems both in developed and in developing countries; - has an in-depth knowledge on the food systems and of the related sustainability performances; - is able to identify and plan managerial solutions to improve the competitiveness and sustainability of the food systems.
5944 C63 000 98758 - 1 - INTERNATIONAL FINANCE AND LABOUR REGULATIONS (I.C.)		60	Mark			
Integrated module: 25752 - INTERNATIONAL FINANCE	SECS-P/01	30		6	B	The goal of the course consists in providing students with all the knowledge to interpret the dynamics of exchange rates as well as the constraints imposed by international financial markets on domestic monetary and fiscal policies. After taking this course each student will be able to: - interpret the dynamics of capital flows in modern economies; - study global imbalances caused by Balance of Payments fluctuations; - interpret major global economic shock and figuring out the best policy mix needed to cope with it.
Integrated module: 98759 - LABOUR REGULATION IN THE GLOBAL ECONOMY	IUS/07	30		6	B	The aim of this course is to understand the impact of the global economy on the world of work and the nature of the regulatory challenges it presents. The unit will examine the role played by labour law in securing fair and just working conditions and effective labour market regulation by comparing various regulatory models from different national legal systems. At the end of the course students will be expected to: - identify and attain an advanced understanding of the challenges facing the regulation of work in the global economy; - identify the principal legal standards in employment regulation worldwide and the international and national sources of them; - understand the main socio-economic implications of labour regulation
5944 C63 000 B2811 - 1 - MANAGERIAL DECISION MAKING	SECS-P/08	60	Voto	9	B	This course aims to provide students with an understanding of management based on how people make decisions. Students will gain a basic understanding of how people make decisions and the decision-making processes that result in the behaviors of firms. By the end of the course, the student will develop a critical understanding of the role that management plays in fostering the achievement of organizational goals. At the end of this course, students should be able to: 1.Acquire knowledge of key principles of management and be able to apply this knowledge to the practice critically 2.Understand and apply a selected management topic to a real organizational setting 3.Understand how customers and their characteristics may affect the design of products and brand-related strategies 4.Understand how to guide consumers' decision-making processes
5944 C63 000 36258 - 1 - PEOPLE MANAGEMENT	SECS-P/10	30	Voto	6	B	At the end of the course, the student is able to: - Identify the main factors shaping individual motivation at work - Analyze the factors that favor innovation and collaboration in groups - Analyze leadership styles that facilitate the achievement of organizational and personal goals and aspirations - Understand the tools needed to promote an agile work organization
5944 C63 000 85263 - 1 - STRATEGIC COST MANAGEMENT	SECS-P/07	60	Voto	9	B	The goal of this course is to provide students with a comprehensive understanding of cost as a firm's competitive key success factor and a relevant source for sustainable value creation. Specifically, this course will provide students with the frameworks and techniques for: - comprehend value drivers drivers of business financial performance; analyze firm's cost; identify business cost drivers; - improve cost performance and to contain and reduce cost inefficiency; - use cost models for design and improve a company business model performance.
Anno 2						
Attività formativa						
Gruppo: Compulsory Learning Activities (TAF: Ambito: TAF seconda classe: Ambito seconda classe: CFU min: CFU max:)						
5944 C63 000 34515 - 2 - FINAL DISSERTATION		0	Voto	15	E	Through the submission and discussion of the final dissertation, students will acquire in-depth knowledge of the specific subject connected to their master thesis, but also critical capacity, the ability to work independently and communication skills.
5944 C63 000 B2832 - 2 - FOOD SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY	AGR/01	60	Voto	9	C	The aim of the course is to provide the students an understanding of how a food supply chain is structured, operates, performs, and is managed to increase its competitiveness and sustainability. It also integrates theoretical and operational understanding on environmental economics, and on economics of environmental policy. At the end of the course the students are able to: - understand the main concepts and theoretical approaches defining the value chains and supply chains' structures, strategies, and dynamics; - approach the basic features of the main supply chain management tools and indicators; - understand the role of the main factors influencing the food supply chain management and its sustainability, in particular: - analyze challenges and opportunities driven by green economy concepts; - evaluate the economic implications that sustainability implies for the food supply chains management; - design and develop strategies for competitive and eco-friendly activities involved in the food supply chain; - design, implement and manage research and development projects and eco-management schemes based on sustainable criteria- develop capacity to design and manage sustainable development strategies and activities – use eco-management tools.
5944 C63 000 B2833 - 2 - INTERNATIONAL AGRIFOOD MARKETING AND QUALITY MANAGEMENT	AGR/01	60	Voto	9	C	The course aims to provide students with a comprehensive understanding of the main economic and strategic issues concerning the global food markets, with a specific focus on principles of consumer behaviour and marketing, as well as both economic and strategic issues related to food safety and food quality in international food markets. On successful completion of the course students will be able to: 1. identify the key drivers and trends associated with food consumption behavior, food product development, pricing and distribution; 2. gather and elaborate the relevant information needed to carry out marketing research on agri-food products; 3. draft a preliminary marketing plan for the launch of a food product in a foreign market. 4. understand the role of information and strategic commitment in agri-food markets; 5. identify the main factors affecting consumer perception of food safety risk and food product quality; 6. evaluate alternative industry strategies and implement appropriate actions to sustain or enhance product quality and reputation. Students will also enhance their skills in (i) data collection and processing in the agri-food system, (ii) team working (iii) case study presentations and critical analysis.
5944 C63 000 75342 - 2 - JOB PLACEMENT SEMINAR		30	Giudizio	3	F	Students will learn how to effectively introduce themselves in a job interview and how to prepare a CV. By the end of the course students will be able to search for relevant information, analyze and practice of job-seeking skills, to use employer information base, and evaluate different job placement.
5944 C63 000 B2831 - 2 - POLICIES FOR SUSTAINABLE FOOD SYSTEM	AGR/01	60	Voto	9	C	After successful completion of this course students are expected to be able to: - understand local and global policy challenges characterizing the agro-food sector; - identify community problems and needs; - identify the different stakeholders operating the food and farming sectors; - analyze the policy formation and implementation processes, and evaluate costs and benefits of sustainable food and agricultural policies; - determine with a team, and in communication with a commissioner, the goals of a project and formulate an interdisciplinary project plan; execute the project plan effectively; - outline sustainable food and farming policy options, the implications of these policies for institutions, and their potential impacts on the food system; - bring together and present field research plans and conclusions to the commissioner and to peers in a coherent manner, defend views and conclusions in a professional manner; - implement and experience reflective and team learning.
Elective activities: ECTS min: 12 ECTS max: 12)						