#### Academic Year 2013/14

**School of Economics, Management and Statistics**

**Forlì campus**

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ALMA MATER STUDIORUM - UNIVERSITy OF BOLOGNA



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# Courses 1st semester

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| code | Courses: | ECTS | hours | I semester | |
| I part | II part |
| 73541 | [Accounting Ethics and Social Responsibility](#ACCOUNTING_ETHICS) (*undergraduate)* | 6 | 40 | ✓ | ✓ |
| 66809 | [Cost Management](#_COST_MANAGEMENT) | 6 | 30 | ✓ |  |
| 32476 | [Human Resources Development and Leadership](#HUMAN_RESOURCES) | 6 | 30 | ✓ |  |
| 15754 | [Game Theory](#GAME_THEORY) | 6 | 30 | ✓ |  |
| 66980 | [Accounting and auditing in the public sector](#Accounting_and_auditing_in_the_public_se) | 6 | 30 | ✓ |  |
| 30181 | [Economic Theory of Organization](#ECONOMIC_THEORY) | 6 | 30 |  | ✓ |
| 31786 | [Competition Economics and Policy](#COMPETITION_ECONOMICS_POLICY) | 6 | 30 |  | ✓ |
| 24325 | [Institutions Economic Analysis](#INSTITUTIONS_ECONOMIC_ANALYSIS) | 6 | 30 |  | ✓ |
| 14090 | [Innovation Economics](#INNOVATION_ECONOMICS)  Only for Master Students | 6 | 30 |  | ✓ |
| 69737 | [Business Performance Analytics](#BUSINESS_PERFORMANCE_ANALYTICS) | 6 | 30 |  | ✓ |

# Courses 2nd semester

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| code | Courses: | ECTS | hours | II semester | |
| I part | II part |
| 12524 | [Financial Analysis](#FINANCIAL_ANALYSIS) (*undergraduate)* | 8 | 60 | ✓ | ✓ |
| 67235 | [Social Entrepreneurship](#SOCIAL_ENTREPRENEURSHIP) | 6 | 30 | ✓ | ✓ |
| 08881 | [Investments](#INVESTMENTS) (*undergraduate)* | 6 | 42 | ✓ | ✓ |
| 18065 | [Fund Raising](#FUND_RAISING) | 6 | 30 | ✓ |  |
| 66796 | [Competition and Competitive Strategies Analysis](#COMPETITION_AND_COMPETITIVE_STRATEGIES) | 6 | 30 | ✓ |  |
| 32701 | [International Management](#INTERNATIONAL_MANAGEMENTE) | 6 | 30 | ✓ |  |
| 66983 | [Public Performance, governance and service delivery](#PUBLIC_PERFORMANCE) | 6 | 30 | ✓ |  |
| 40711 | [Development and International Cooperation Economics](#DEVELOPMENT_ECONOMICS) | 6 | 30 | ✓ |  |
| 32244 | [Corporate Valuation](#CORPORATE_VALUTATION) | 6 | 30 |  | ✓ |
| 66978 | [Accountability and extended performance measurement in public services](#ACCOUNTABILITY) | 6 | 30 |  | ✓ |
| 67487 | [Management and accounting of public-private partnerships](#MANAGING) | 6 | 30 |  | ✓ |
| 71861 | [Merchant Banking and private equity](#MERCHANT_BANKING) | 6 | 30 |  | ✓ |
| 32444 | [Social Reporting](#SOCIAL_REPORTING) | 6 | 30 |  | ✓ |
| 22748 | [Strategic Marketing](#STRATEGIC_MARKETING) | 6 | 30 |  | ✓ |

# Important note about course selection

**The exchange is with Forlì campus**

so students have to carry out all their administrative procedures in Forlì and they have to take courses in Forlì.

In our Forlì School of Economics

it is possible to take both undergraduate and postgraduate courses, for all exchange students,

independently of their level (undergraduate or postgraduate)

Anyway only 2nd level (postgraduate) degree students

have the chance to take some courses in Bologna,

from those offered by the following degree courses:

 **Laurea Magistralis in Economics:**

[http://www.lmec.unibo.it/LMEC/academics/1st+year\_students.htm](http://www.lmec.unibo.it/LMEC/Academics/1st+year_students.htm)

 **Quantitative Finance:**

[http://corsi.unibo.it/Qfinance/Pages/CourseStructure.aspx](http://www.moodle.unibo.it/)

On the other hand it is not possible for them to take other courses at the School of Economics in Bologna nor for under graduate students to take courses there

unless they have strict motivation connected with their study plan.

At the end, it is possible to take some courses in Forlì

among the ones offered by other Schools,

in particular by the Faculty of Political Sciences R. Ruffilli.

# Italian Language Course for foreign students

Our linguistic Center (CLIRO) organises Italian courses for exchange students

who can attend one free course.

The courses are run in two periods:

 September to mid-November (I semester)

 February to mid-April (II semester)

Courses are offered at the following levels:

 A2 (elementary)

 B1 (Intermediate)

 B2 (Upper Intermediate)

 For absolute beginner students CLIRO offers an on-line self-learning course (level A1).

To enrol in the Italian Language courses, it is necessary to enrol before the departure: check the deadlines and further information at the webpage:

http://www.cliro.unibo.it/

section “Italian Language Courses for Foreign Students”

ACADEMIC CALENDAR**:**

|  |  |
| --- | --- |
| **Lessons**  (1st part – 1st semester) | 23/09/13 - 31/10/13 |
| **Exams** | 04/11/13 – 09/11/13 |
|  |  |
| **Lessons**  (2nd part – 1st semester) | 11/11/13 – 23/12/13 |
| Christmas Holidays | 24/12/13 – 06/10/14 |
| **Exams** | 07/01/14 – 15/02/14 |
|  |  |
| **Lessons**  (1st part – 2nd semester) | 17/02/14 – 29/03/14 |
| **Exams** | 31/03/14 – 12/04/14 |
|  |  |
| Easter Holidays | 17/04/14 – 22/04/14 |
| **Lessons**  (2nd part – 2nd semester) | 14/04/14 – 30/05/14 |
| **Exams** | 03/06/14 – 31/07/14 |
| **Exams** | 25/08/14 – 19/09/14 |

## **ACCOUNTING ETHICS AND SOCIAL RESPONSABILITY**

[Federica Farneti](http://www.unibo.it/SitoWebDocente/default.htm?mat=034330" \t "_blank)

Number of ECTS credits: 6

**Learning outcomes**

The aim of the course is to provide knowledge on the various dimensions of ethics, accounting and accountability, social responsibility for organisations. The course explores organisations, accounting, ethics, corporate social responsibility and sustainability themes.

How to integrate ethics in business (and organisations in general) and use corporate social responsibility and sustainability tools.

The course includes conceptual bases of organisations, stakeholders, corporate social responsibility, business and ethical environment, business and government in global society, the corporate and the natural environment.

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

* why the relationship between business and society is becoming more complex?
* why business people and professionals need to be interested in ethics and accountability?
* why business face the need of public scrutiny?
* can ethics be understood and applied in everyday business and how?
* can ethical behavior contribute to profitability?
* what do we mean by corporate social responsibility, sustainable development and sustainability management and reporting?
* why ecological and environmental problems have forced business and governments to take actions?

**Course contents**

This course will review the organisations, accounting, ethics, corporate social responsibility and sustainability themes. The course provides a working knowledge of the current and emerging issues associated to all these aspects.

The focus of this course is on accounting, management, ethics, social responsibility, sustainability and accountability.

 The outline of the course is based on the following topics:

1. Introduction: Organisations, Corporations and its Stakeholders
2. Corporate Social Responsibility
3. Ethics and Ethical Reasoning
4. Organizational Ethics and the Law
5. Global Corporate Citizenship and Sustainability Reporting
6. Frameworks for Sustainability Reporting
7. Ecology and Sustainable Development in global business
8. Managing Environmental Issues
9. Embedding Ethical Values into the Corporate Culture and Sustainability in emerging markets (Cima)
10. Incorporating Ethics into Strategy: Developing Sustainable Business Models (Cima)

 This course is organized in one unit of 40 hours outlined in 10 classes.

**Readings/Bibliography**

* Lawrence, A., Weber, J., Post, J., (2011), Business and Society. Stakeholders, Ethics, Public Policy, McGraw-Hill Irwin (you can purchase this online). Also, this text may be delivered online using McGraw-Hill's eBook technology. When ordering this title use ISBN 978-007-128936-8
* Embedding ethical values into the corporate culture (Cima): http://www.cimaglobal.com/Thought-leadership/Research-topics/Sustainability/Embedding-ethical-values-into-the-corporate-culture/
* Incorporating ethics into strategy: developing sustainable business models (Cima): <http://www.cimaglobal.com/Documents/Professional%20ethics%20docs/Incorporatingethicsintostrategyweb1.pdf>
* Sustainability in emerging markets (Cima):
* http://www.cimaglobal.com/Thought-leadership/Research-topics/Sustainability/Sustainability-in-emerging-markets-lessons-from-South-Africa/

Further reading

* Yves Fassin, Marc Buelens, (2011) "The hypocrisy-sincerity continuum in corporate communication and decision making: A model of corporate social responsibility and business ethics practices", Management Decision, Vol. 49 Iss: 4, pp.586 – 600.
* [Jan Bebbington](http://www.routledge.com/books/details/9780415371056/), (Centre for Social and Environmental Accounting Research, School of Management, University of St Andrews, Fife, UK), [Carlos Larrinaga](mailto:paolo.figini@unibo.it), (University of Burgos, Burgos, Spain), [Jose M. Moneva](http://www.emeraldinsight.com/search.htm?ct=all&st1=Jose+M.+Moneva&fd1=aut), (University of Zaragoza, Zaragoza, Spain)
* Farneti, F., (2011), La rendicontazione di sostenibilità negli enti locali, Rirea.
* European Union publications

**Teaching methods**

Teaching methods and guest speakers

The pedagogical approach is based on a combination of lectures, interactive classes, seminars, research and case study.

Guest speakers will be invited to lecture contemporary issues.

Discussion questions

**Assessment methods**

* *Individual written assignment/Discussion questions*

The topic for this written assignment will be given to you in the first weeks. It will be around 1000 words and will involve you in researching and then writing a critical appraisal of some of the approaches to a particular aspect of accounting, ethics, corporate social responsibility . You must submit both a hard copy and electronic copy of your assignment. Harvard style ‘social sciences' references will be essential. The  Individual written assignment  is worth the 20% of the final mark of this course.

* *Group Class presentation*

Case write-up. The groups will consist of approximately four students who will select the case organisation to be analysed.

The case will consist of group work which analyses a particular Italian or international organisation with specific lets of accounting, ethics, corporate social responsibility .

The Group Class presentation is worth the 30% of the final mark of this course.

* *End of term examination*

A final one hour examination will be held at the end of term (during early November) and will consist of a number of essay questions related to different elements of the course programme. The end of term examination is worth 50% of the final mark of this course. During the course a potential list of essay questions will be anticipated.

**Teaching tools**

Books

International articles

Case study method

Discussion questions

Individual written assignment

Group Class presentation

## **COST MANAGEMENT**

[Riccardo Silvi](http://www.eng.unibo.it/Faculty/default.htm?mat=030960)

Number of ECTS credits: 6

**Learning outcomes**

This course provides basic knowledge, techniques and tools for managing business cost with a specific focus to crisis management. Students will learn how to:

* understand resource cost behavior and dynamics
* analyze supply chain cost and recognize potential vendors' cost reduction levers
* apply cost containment techniques
* perform process cost analysis and identify cost drivers, capacity usage and waste

**Course contents**

* Cost management: the framework
* Purchasing cost containment techniques
* Activity and process cost analysis techniques
* Cost driver analysis
* Cost prevention: life cycle cost, value analysis and target costing techniques
* Supply chain cost management
* Cost management for business modeling

**Readings/Bibliography**

McNair-Connolly, C. J., Polutnik, L., Silvi, R., & Watts, T. (2013).  *Value Creation in Management Accounting: Using Information to Capture Customer Value* . Business Expert Press.

Additional readings, sources and information are available in the e-learning web site ( <http://www.moodle.unibo.it/>)

**Teaching methods**

Lecturers and case study analysis

**Assessment methods**

Written test

**Teaching tools**

Powerpoint class presentations, additional information about the program, cases and problems are available in the e-learning web site ( [http://www.moodle.unibo.it/](http://www.emeraldinsight.com/search.htm) )

## HUMAN RESOURCES DEVELOPMENT AND LEADERSHIP

[Guido Fioretti](http://www.cato.org/pubs/journal/cj29n1/cj29n1-12.pdf)

Number of ECTS credits: 6

**Learning outcomes:**

This course provides basic managerial competencies regarding human resource management.

At the end of the course, the student is able to:

1. Discriminate alternative approaches to human resource management;
2. Improve and evaluate soft skills;
3. Understand group dynamics;
4. Manage a negotiation;
5. Manage organizational narratives;
6. Recognize a few aspects of leadership.

**Course contents**

1. **Taylorism and Human Relations** Historical Taylorism and contemporary Taylorism. The Human Relations school and the dynamics of motivation.
2. **Personnel Management** Personnel selection, training and evaluation.
3. **Teams and teamwork** Dynamics of inter-personal relations. Size and structure of human groups. Roles, tasks and activities.
4. **Negotiation** Origin of conflicts and conflict management.
5. **Narratives in organizations. Socialization, motivation, myths**.
6. **Leadership** Empowerment, ambiguity, styles of leadership.

**Readings/Bibliography**

Lecture notes available online: [http://www.moodle.unibo.it](http://www.moodle.unibo.it/). Through a link to AMS Campus it is possible to access essays written in past years. No other teaching material exists. In case of problems with the Moodle platforms, students can download almost all teaching material (except films) from the following URL: http://www.cs.unibo.it/~fioretti/avail/

**Teaching methods**

Lectures and discussions. Group exercises.

**Assessment methods**

  Written exam. English is the only accepted language. Dictionaries are allowed upon checking that they do not hide notes.

The exam must be finished in 1 hour. The exam is composed of 2 sections:

1. 5 open questions. Each question can be valued between 0 and 4. Answers should not exceed a length threshold (20-50-100 words, the maximum length depending on the particular question). Anything exceeding the these limits will be ignored. Unreadable text will be ignored. The maximum total evaluation of this section is 20.
2. An essay to be typed at home and delivered on examination day. This essay cannot exceed 1 page. It should concern a practical application of what has been taught and discussed; it should neither repeat abstract concepts expressed in class, nor refer episodes unrelated to the course, but rather embed the concepts received during the course in an empirical context known to the student. This essay is strictly individual, though it is possible to coordinate with other students so that each essay contributes to a larger project. Some example essays are available at AMS campus. The maximum evaluation of this essay is 10.

The sum of the marks obtained in the two above sections yields an overall mark between 0 and 30. To this overall mark, 1 further mark is added. If the starting overall mark is 30, honors obtain.

In case of failed exam or rejected mark, students are allowed to keep their essay evaluation for subsequent examination sessions. If section (1) obtains a mark lower than 10, the essay is not evaluated and the student fails.

Students are allowed to reject evaluations lower than 24/30.

**Teaching tools**

Blackboard. Computer with beamer and Internet connection. Group games.

**Links to further information:** [http://www.moodle.unibo.it](http://www.moodle.unibo.it/)

## GAME THEORY

Diego Lanzi

 Number of ECTS credits: 6

Program to be updated for the a.y. 2013/14

**Learning outcomes:**

The course wants to show the fundamental tools to analyze the strategic interaction between economic agents applying them to the study of business competition on the markets.

At the end of the course, the student will:

 know the main concepts on equilibrium for the solution of non-cooperative games;

 use these concepts to analyze the strategic behaviour of companies that compete on markets.

## **ACCOUNTING AND AUDITING IN THE PUBLIC SECTOR**

[Rebecca Levy Orelli](http://papers.ssrn.com/sol3/papers.cfm)

Number of ECTS credits: 6

**Learning outcomes:**

The course gives the fundamentals of accounting within the public sector and how it interfaces with public management drawing on comparative experience in European countries. The course deals accounting as a medium for managing and communicating financial performance, particularly with reference to IPSAS (International Accounting Standards for the Public Sector). Therefore, it is of interest both for public managers in charge of managing, controlling and balancing resources, and for managers of such external organizations as foundations, associations, charities, NGOs, and other private-sector organizations which have relationships (e.g. public-private partnerships, contracting out, funders, etc.) with public sector entities.

**Course contents**

The course covers the following topics:

* Aims of accounting in public sector according with IPSAS (types of public sector organizations and services, public sector accounting and general principles?
* Cash- vs. accrual-accounting (differences between different accounting techniques)
* Annual reporting and standards (traditional financial reports, international accounting standards)
* Budgeting and the budgetary process (within the control cycle)
* Auditing (purposes of internal and external audit, external auditors in the public sector, accountability and recent developments)
* Contemporary issue: importation to the public sector of management and accounting practices developed in the private sector

**Readings/Bibliography**

IPSAS Explained: A Summary of International Public Sector Accounting Standards, 2nd Edition [Thomas Muller-Marques Berger](http://www.wiley.com/WileyCDA/Section/id-302475.html?query=Thomas+Muller-Marques+Berger) ISBN: 978-1-118-36871-8 Hardcover 256 pages July 2012 - Materials prepared by the instructor

**Teaching methods**

The approach is based on a combination of lectures, interactive classes, and seminars.  Some guest speakers may be invited to lecture specific issues, particularly contemporary ones.

**Assessment methods**

Grading will be based on a combination of the presentation of a written case analysis (prepare at home) and classroom contributions to discussions. The grading percentages are as follows: Case analysis (70%); Classroom contribution (30%).

**Teaching tools**

Slides and other materials.

## **ECONOMIC THEORY OF ORGANISATION**

[Luciano Messori](http://www.eng.unibo.it/Faculty/default.htm?mat=036409)

 Number of ECTS credits: 6

**Course contents**

Bounded Rationality and Private Information,   
Moral Hazard and Performance Incentives,   
Risk Sharing and Incentive Contracts,    
Employment policy and Human Resources Management,    
Internal Labor Markets, Job Assignments and promotions,     
Compensation and Motivation,   
Executive and Managerial Compensation,  
Moral hazard and the financial crisis (Downd).

**Readings/Bibliography**

Milgrom P, Roberts J, Economics, Organization and Management, Prentice - Hall International (1992).

*Why bosses should be careful when using performance-related pay*, The Economist, May 25th, 2013.

*Some ideas for restoring faith in firms*, The Economist, March 2nd, 2013.

*American chief executives are not overpaid*, The Economist, September 8th 2012.

*Moral hazard and the financial crisis*, by Kewin Downd, available online at [http://www.cato.org/pubs/journal/cj29n1/cj29n1-12.pdf](http://www.amazon.co.uk/)

*Dehumanising human resources,* The Economist*,* April 10th, 2013, available online at <http://www.economist.com/blogs/schumpeter/2013/04/big-data-and-hiring>

**Teaching methods:** Lectures, classroom discussions.

**Assessment methods:**

Written exam. The instructor may require a student to take also an oral examination.

Lecture attendance is strongly encouraged.

To take this exam it is strictly required to enrol on Almaesami.

**Teaching tools:** Blackboard, Power Point presentations.

## **COMPETITION ECONOMICS AND POLICY**

[Francesca Barigozzi](http://www.unibo.it/SitoWebDocente/default.htm)

Number of ECTS credits: 6

Program to be updated for the a.y. 2013/14

**Learning outcomes**

The aim of this course is to provide students with a general knowledge of modern industrial organization based on strategic interaction among firms and consumers. Also industrial policies will be considered and the principles of competition policy.

**Course contents**

The course will consider the following topics

1. Industrial Organization: What, How, and Why

2. Basic Microeconomics

3. Market Struscture and Market Power

4. Technology and Cost

5. Price Discrimination and Monopoly: Linear Pricing

6. Price Discrimination and Monopoly: Non-linear Pricing

7. Commodity Bundling and Tie-in Sales

8. Cournot Competition

9. Price Competition

10. Dynamic Games and First and Second Movers

11. Collusion

**Readings/Bibliography**

Industrial Organization: Contemporary Theory and Empirical Applications, 4th Edition Lynne Pepall, Dan Richards, George Norman. January 2008, Wiley-Blackwell

**Teaching methods:** 30 hours of class lectures.

**Assessment methods:** Written exam.

**Teaching tools:** The course will be based also on theoretical models used to describe the topics of the course. Some basic tools of game theory will be used along the course.

**Links to further information:** [http://www2.dse.unibo.it/barigozzi/corsi/IndustrialOrganization/industrialorganization2012.html](http://www.eng.unibo.it/Faculty/default.htm)

## **INSTITUTIONS ECONOMIC ANALYSIS**

[Stefano Zamagni](http://www.eng.unibo.it/Faculty/default.htm?mat=015827)

Number of ECTS credits: 6

Program to be updated for the a.y. 2013/14

**Learning outcomes**

At the end of the course, student knows the role of economic and political institutions in the process of both economic development and civil progress. The design of institution building will consider the specific role of bridging and linking social capital. The student is also introduced to the prospective of civil economy.

**Course contents**

1. Physiology of a market economy and the economic role of political institutions

2. Institutions rule and economic development

3. Market failures and government failures

4. Voting rules and representative democracy

5. Financing democracy and growth strategies

6. The new comparative economics: the frontier of institutional possibilities

7. Social capital and politics of institutional choice: the case of transition economies

8. Globalization and the new international economic order

9. The economics of reciprocity and gift giving: the civil economy perspective

**Readings/Bibliography**

Syllabus: (numbers refer to topics listed above)

1. J. Stiglitz,Economics of the Public Sector, 3rd ed., New York: Norton, 2000 (Chapters 1, 2, 3).

D. Mueller, Perspectives on Public Choice, CUP, Cambridge, 1997, (Chapters, 2,3).

1. D. North,Understanding the process of economic change, Princeton Univ. Press, 2005.

A. Greif, Institutions and the path to the modern economy, CUP, Cambridge, 2006.

E. Screpanti, S. Zamagni, An outline of the history of economic thought, II ed., Oxford, OUP, 2005 (Chapter 12).

1. J. Stiglitz, Chapters, 4, 5, 6, 8.

D. Mueller, Chapter 8.

J. Hunt, “Why are some public officials more corrupt than others?”, NBER, Aug. 2005.

1. J. Stiglitz, ch.7.

T. Persson, “Forms of democracy, policy and economic development”, NBER, March 2005.

D. Acemoglu, S. Johnson, J. Robinson, “Institutions and the fundamental cause of long-run growth”, June 2004.

M. Gradstein, “Inequality, democracy and the emergence of institutions”, CEPR, Sept. 2003.

R. Rigobon, D. Rodrik, “Rule of law, democracy, openness and income”, NBER, Sept. 2004.

D. Acemoglu, J.Robinson, “Persistence of power, elites and institutions”, CEPR, April 2006.

P. Aghion, A. Alesina, F. Trebbi, “Democracy, technology and growth”, NBER, 13180, June 2007.

1. H. Gersbach, V. Liesseni, “Financing democracy”, CES, WP. 821, De. 2002.

E. Glaeser, R. La Porta, A. Shleifer, “Do institutions cause growth?”, July 2003.

R. Hausmann, L. Pritchett, D. Rodrik, “Growth accelerations,”,NBER, June 2004.

B. Mulligan, R. Gil, X. Sala-i-Martin, “Social security and democracy”, NBER; May 2002.

T. Parsson, G. Tabellini, “The growth effect of democracy”,CESIFO, 2016, June 2007.

1. M. Aoki,Towards a comparative institutional analysis, Cambridge, The MIT Press, 2007.

L. Pasinetti, Keynes and the Cambridge Keynesians, Cambridge, CUP, 2007. (Book Three).

R. Scazzieri, “A theory of framing and coordination”, RISEC, 50, 2003.

S. Bowles, “Endogenous preferences: the cultural consequences of markets and other economic institutions”, Journal of Economic Literaturte, 36, 1998.

A. Sen, Rationality and Freedom, Cambridge, Harvard Univ. Press, 2002 (Chapters 5, 15, 17).

E. Glaeser, A. Shleifer et al., “The new comparative economics,”CEPR, 2003

1. J. Temple,“Growth effects of education and social capital in the OECD countries,” CEPR, 2001

P. Dasgupta, I. Serageldin (eds.), Social Capital, The World Bank, Washington, 2000

A. Sen, Development as freedom, A. Knopf, New York, 1999

E. Gleaser, R. La Porta, A. Shleifer, “Do institutions cause growth?” NBER, June 2004

J. Falkinger, V. Grossmann, “Institutions and development; the interaction between trade regime and political system”, IZA, Aug. 2004.

S. Durlauf, M. Fafchamps, “Social Capital”, NBER, May 2004.

C. Bellemare, S. Kroger, “On representative social capital”,IZA, May 2004.

1. P. Segerstrom, “Naomi Klein and the antiglobalization movement,” CEPR, Dec. 2003

D. Rodrik, “Feasible globalizations,” CEPR, 2002

C. Hamilton, “Globalization and democracy,” CEPR, Nov. 2002 World Bank, “Poverty in an age of globalization,” Washington, Oct. 2002

T. Andersen, T. Herbertsson, “Measuring globalization,” IZA, 2003

P. De Grauwe and M. Polan, “Globalization and social spending,”CES, 2003

K. O'Rourke, “Globalization and inequality: historical trends,”CEPR, 2001

A. Harrison, “Globalization and poverty”, NBER, 12347, June 2006

D. Acemoglu, ‘Politics and economics in weak and strong states”,NBER, ApriI 2005.

D. Dornbusch, “The new international architecture”, CES, Sept. 2002.

S. Fischer, “Financial crises and reform of the international financial system”, NBER, Oct. 2002.

1. A. Faik,“Charitable giving as a gift exchange”, CEPR, Jan. 2004.

J. Micklewright, A. Wright, “Private donations for international development” CEPR, March 2004.

P. Sacco, P. Vanin, S. Zamagni, “The economics of human relationships”, 2006.

L. Guiso, P. Sapienza, L. Zingales, “Cultural biases in economic exchange”, CEPR, Jan. 2005.

F. van der Ploeg, “The welfare state redistribution and the economy: reciprocal altruism, consumer rivalry and second best', CES, July 2004.

O. Ben-Shakhar et al., “Reciprocity and emotions”, CES, Oct, 2004.

T. Dohmen et Al., “Homo reciprocans: Survey evidence on prevalent behaviour and success”, CEPR, 5789, Aug.2006.

L. Bruni, S. Zamagni, Civil Economy, Oxford, Peter Lang, 2007.

S. Kolm, Reciprocity, Cambridge, CUP, 2008.

**Assessment methods**

A 20-22 page final paper, on a topic freely chosen by the student among those listed above, will be required. An acceptable paper should contain either a critical survey of the literature or, even better, an original contribution. Class participation is mostly welcome.

## **INNOVATION ECONOMICS**

[Pierpaolo Giannoccolo](http://www.eng.unibo.it/Faculty/default.htm?mat=039865)

Number of ECTS credits: 6

**Learning outcomes**

The course seeks to answer questions like:

How do innovations arrive?

To what extent do competing firms matter for innovation?

What happens if R&D workers move between different firms?

What are agency problems associated with innovation?

How can innovation be protected?

What type of incentives does public policy create for innovation?

**Course contents**

Innovations come in different shapes, most importantly as product innovation – new or markedly improved products – and process innovation – cost-reducing production technology.

Both types of innovations have the same effect: they increase product demand, product innovation increase consumer utility while process innovation reduces prices. Economic policy sets the framework for research and innovation. Intellectual property rights (e.g. patents and trademarks) ensure that innovators receive a fair share of her efforts and governments try to set standards such new technologies can reach a critical mass as soon as possible. This course discusses the economics behind innovation and it is concerned with the incentives to innovate and the business strategies associated with innovation.

The course seeks to answer questions like:

How do innovations arrive?

To what extent do competing firms matter for innovation?

What happens if R&D workers move between different firms?

What are agency problems associated with innovation?

How can innovation be protected?

What type of incentives does public policy create for innovation?

**Readings/Bibliography**

Additional teaching material will be provided during the semester

If you do attend less than 80% of the lessons and do not present the assigned topic, then your final mark is given by a written exam on:

**S. Scotchmer,** *Innovation and Incentives***, Mit press**

**Teaching methods**

Evaluation Criteria:

1. Seminar paper (max. 10 pages): (30%).
2. Presentation (30%).
3. Handout (10%).
4. Active participation during the seminars and lessons together with a comment paper (max. 5 pages)  (30%).

 Additional credit points may be assigned for the class presentation of another short article assigned by the professor.

**Assessment methods**

Final Mark

1. If you do attend more than 80% of the lessons and present the assigned topic, then your final mark is given by the evaluation criteria explained above.
2. If you do attend less than 80% of the lessons and present the assigned topic, then your final mark is given at 50% by those criteria and at 50% by a written exam on the required articles and some chapters of Scotchmer's book:  S. Scotchmer, *Innovation and Incentives*, Mit press
3. If you do attend less than 80% of the lessons and do not present the assigned topic, then your final mark is given by a written exam on  S. Scotchmer, *Innovation and Incentives*, Mit press

**Teaching tools**

Presentation Rules:

1. Each topic will be presented by a group of two/ three students (class seminar).
2. Each group shall further prepare a short “class seminar” paper (about 10 pages) and provide some slides or other handouts for the oral presentation.
3. The topic to be presented will be assigned randomly between groups.

## **BUSINESS PERFORMANCE ANALYTICS**

[Riccardo Silvi](http://www.eng.unibo.it/Faculty/default.htm?mat=030960)

Number of ECTS credits: 6

**Learning outcomes**

This course provides a relevant knowledge for developing an analytical business performance management. At the end of this course students will be able to:

* comprehend the role of performance measures in the design of business models and in their effective management
* understand performance dynamics and drivers
* acquire and apply analytical tools and techniques to support strategic, process and operational management

**Course contents**

* Performance Measurement Systems, Performance Management Systems, Performance Management Analytics
* Business performance analytics: definition and areas of application
* Type of business performance analytics: supply chain analytics, internal analytics, customer analytics, external analytics
* Strategic management accounting techniques for business performance analytics
* Information and communication technology for business performance analytics
* The design of business performance analytical system

**Readings/Bibliography:** Teaching material to be announced.

**Teaching methods:** Lectures and case studies analysis

**Assessment methods:** Written test and project work

**Teaching tools**

Powerpoint class presentations, additional readings, sources and information about the program, case studies are available in the e-learning web site ( [http://www.moodle.unibo.it/](mailto:CrimsonCenter@TheCrimsonGroup.org)  )

## **FINANCIAL ANALYSIS**

[Roberta Adami](mailto:roberta.adami@unibo.it)

Number of ECTS credits: 8

Program to be updated for the a.y. 2013/14

**Learning outcomes**

This module will enable the students to carry out investment and portfolio analysis the same way it is carried out by professional investors in practice. The objective of this module is to prepare the students to operate and interact with professionals in the financial industry in Italy and abroad. The main objective of this module is to develop critical skills to be able to assess the main events occurring in the financial markets the world over. This module will be delivered through a mix of theory and practical problems.

### 

**Course contents**

Evaluation of financial instruments such as: Equity (Ratio analysis and discounted cash flows analysis), Bonds and Derivatives; Market Indeces; Risk and Return in international markets; Correlation and Diversification; International Markets Analysis; Portfolio Theory; Investment Strategies;

A Project will be carried out which will involve the creation, analysis and evaluation of a portfolio

## **SOCIAL ENTREPRENEURSHIP**

[Giulio Ecchia](http://www.unibo.it/SitoWebDocente/default.htm?mat=016861" \t "_blank)

Number of ECTS credits: 6

Program to be updated for the a.y. 2013/14

**Learning outcomes**

Students will learn how to identify social entrepreneurship in the complex institutional context behind this concept, with a look both at international and Italian experiences. A secondary objective is to give students some tools to support social enterprise creation.

**Course contents**

1. Defining Social Entrepreneurship: a broad concept with different meanings.
2. Economic and Managerial theories of entrepreneurship.
3. The European approach to social enterprise and social economy.
4. Social Entrepreneurship in Italy: an overview.
5. Social Innovation
6. Microfinance
7. Case studies

**Readings/Bibliography**

Nicholls, A (2007),  “Social Entrepreneurship. New models of sustainable social change”(Introduction), Oxford University Press.

Other references will be provided during the course.

**Teaching methods**

Lectures and seminars; case studies will be analyzed and discussed with students and testimonials.

**Assessment methods:** One hour written exam

**Teaching tools**

Slides and additional teaching materials will be available during the course.

## **INVESTMENTS**

[Simona Zambelli](http://www.eng.unibo.it/Faculty/default.htm?mat=034342)

Number of ECTS credits: 6

**Learning outcomes**

The objective of the course is the analysis of Portfolio Theory, financial markets and financial instruments. The all course is divided into 3 main parts:

a) Analysis of structure and organization of markets

b) Analysis of risky assets and portfolio theory

c) Analysis of bonds

**Course contents**

The purpose of the course is to analyze financial markets and financial instruments, and the basics of firm's financial analysis.

Risk and risk aversion

Portfolio theory

Capital Allocation

Optimal Risky Portfolios

The Capital Asset Pricing Model

Single Index and Muiltifactor models + APT

Empirical Evidence on Security Returns

Option Markets and Future Markets

**Readings/Bibliography**

Bodie, Kane and Marcus, Investments, McGraw Hill

or

Bodie, Kane and Marcus, Essentials of Investments, McGraw Hill

**Assessment methods**

Written project

**Teaching tools**

Theoretical Lecture and applications on Portfolio Theory

Class Simulation on Investment Trading and Investment Reports

Trading competition (using the platform of Fanta Trade)

## **FUND RAISING**

[Federica Bandini](http://www.unibo.it/SitoWebDocente/default.htm?mat=032033)

Number of ECTS credits: 6

**Learning outcomes**

The course aims at providing students with basic knowledge and tools connected to Fund raising for not for profit organizations. At the end of the course students will be able to:

* Be familiar and apply the strategies, tools and fundraising management
* Analyze and manage the different techniques to guarantee the economic, organizational and strategic sustainability for not for profit enterprises
* Be familiar and apply the knowledge connected to fund raising ethic.

**Course contents**

1 - 2 Welcome and course overview

Marketing and fund raising as a tool for management of companies and non-profit cooperatives

Understanding  Markets and Messaging for fundraising

Understanding Marketing function : role and significance  

3 – 4 The process of marketing and fundraising planning: the culture analysis  
The external analysis and the  swot analysis

Richardson case history

5-6 The market segmentation and the definition of the competitive position of individual products / services.

7-8 The organizational architecture: the marketing and fundraising function in the ONGs

Design the function marketing and fund raising:  Lifom Case History

9-10 Communication and social promotion.

The corporate social responsibility, communicate with the PA and the For Profit

Comparative advertising policies: the Italian Case

11-12 Fundraising with Direct Mail Marketing

13-14 Asking corporations and Foundations for support

The social sponsorships, the cause-related marketing and corporate giving  
  
15-16 Fundraising with E-Mail and Internet Sollecitation

Fundraising online: crowdfunding

17-18 Fundraising with Special Events

Fundraising by Phone

19-20 Fundraising Ethics

Conclusions and summery

**Teaching tools**

 Traditional lectures and active learning (case studies and discussions)

## **COMPETITION AND COMPETITIVE STRATEGIES ANALYSIS**

[Laura Toschi](http://www.eng.unibo.it/Faculty/default.htm?mat=040211)

Number of ECTS credits: 6

**Learning outcomes**

The course discusses strategic management by focusing on the problems posed by different competitive contexts, and on the questions involved in planning the width and scope of the activities of a business firm. At the end of the course students are able to:

* understand the features and the typical issues of different types of competitive context
* know the typical management tools suited to deal with specific types of competitive context
* assess the options of expanding/reducing the scope of firms activities

**Course contents**

External and internal factors of profitability: Porter's 5 forces and Resource Based View.

The five generic competitive strategies.

Value Innovation.

Strategies for competing in international markets.

Strategy of diversification.

Management of innovation: sources of innovation, patterns of innovation, standard, collaborative strategies

**Readings/Bibliography**

*Main reference text is:*

*[Thompson A.A., Peteraf, M.A., Gamble J.E. and Strickland A.J., "Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases – Global Edition”, 18°/e, 2012, ISBN](http://www.contemporarystrategyanalysis.com/)****[:](http://www.contemporarystrategyanalysis.com/)*** *[978-0-07-131700-9,McGraw-Hill](http://www.contemporarystrategyanalysis.com/)*

***[Students non attending](http://www.contemporarystrategyanalysis.com/)*** *[lectures have to study for the examination entirely on this text and on the additional lectures distributed during the class and available on my website after the class.](http://www.contemporarystrategyanalysis.com/)*

***[Students attending](http://www.contemporarystrategyanalysis.com/)*** *[lectures have to prepare only a list of the book's chapters and the materials distributed in class](http://www.contemporarystrategyanalysis.com/)*

**Teaching methods**

*Standard lectures and discussion of business cases.*

**Assessment methods**

*The examination will be in English.  
  
For attending students:*

* *teamwork on a case study (0-15 points)*
* *written examination on the selected book's chapters and the additional materials distributed during the class (0-15 points)*
* *participation during the cases' discussion (0-3 points)*

*For NON attending students: written examination on ALL the book's chapters and the additional materials distributed during the class (0-30 points)*

## **INTERNATIONAL MANAGEMENT**

[Fabio Guido Ulderico Ancarani](http://www.eng.unibo.it/Faculty/default.htm?mat=040764)

Number of ECTS credits: 6

**Learning outcomes**

The aim of the course is to develop the ability to define firm strategies in todays' competitive international environments, as well as to develop the ability to implement them at a commercial and operative level. At the end of the course the student will be able to:

* analyze the dynamics of globalization of markets and firms
* understand the most important phases of the process of internationalization of a company
* understand strategic, marketing, sales, operation, logistics and HR choices
* analyze the opportunities offered by emerging markets

**Course contents**

1. The globalization of markets

2. A company's international strategy

3. The analysis of international markets

4. Strategies and entry choiches in foreign markets

5. International marketing

6. The opportunities of emerging markets

**Readings/Bibliography**

Czinkota, M. R., Ronkainen, I.A., Zvobgo, G., (2011), International Marketing, Cengage Learning EMEA

(<http://www.cengagebrain.co.uk/shop/isbn/9781133588399> )

**Teaching methods**

Traditional teaching with case discussion and companies speeches

**Assessment methods**

Written final exam

Workgroup during classes

**Teaching tools**

Additional teaching material will be provided during the semester

## **PUBLIC PERFORMANCE, GOVERNANCE AND SERVICE DELIVERY**

[Emanuele Padovani](http://www.emeraldinsight.com/search.htm)

Number of ECTS credits: 6

**Learning outcomes**

Students who complete the course successfully will be able to answer the following questions:

* How public performance is shaped?
* Which are the drivers of public performance?
* Who are the actors of public performance and how they interact?
* Which are the key features for successful performance measurement and management systems implementation?
* Which is the role of e-Gov in public performance?

**Course contents**

* Lecture #1. \* **Introduction to performance in the public sector: defining concepts; Managing performance: the management control system function**    
  Reading: VDBH Chapters 1 & 2, PY Chapter 2

Case: none

Assignment: none

* Lecture #2. \* **The structure for management control**

Reading: PY Chapter 4

Case: Milan Sanitation Department

Assignment: Answer the questions at the end of the case

* Lecture #3. \* **Programming performance**

Reading: PY Chapter 5

Case: Dovetown Parking Authority

Assignment: Answer the questions at the end of the case

* Lecture #4. \***Budgeting performance**

Reading: PY Chapter 6

Case: Pacific Park School (A)

Assignment: Answer the questions at the end of the case

* Lecture #5. \* **Measuring full costs**

Reading: PY Chapter 7

Case: Jefferson High School

Assignment: Answer the questions at the end of the case

* Lecture #6. \* **Measuring and reporting non-financial performance**

Reading: PY Chapter 9

Case: Carleton Fire Department

Assignment: Answer the questions at the end of the case

* Lecture #7. \* **Managing performance in outsourcing contexts**

Reading: PY Chapter 8

Case: Città di Forenna

Assignment: Answer the questions at the end of the case

* Lecture #8. \*\* **Performance and e-Gov**
* Lecture #9. \*\* **Performance and e-**

\* by Emanuele Padovani

\*\* by Rebecca L. Orelli

**Readings/Bibliography**

-  **Book chapters for introduction** : Chapters no. 1 and 2 of  [Performance Management in the Public Sector](http://www.davidyoung.org/) , by Wouter Van Dooren, Geert Bouckaert, John Halligan (Routldege, 2010) (acronym VDBH)    
-  **Main textbook** : Chapters no  2, 4, 5, 6, 7, 8, 9 and 10 of  [Managing Local Governments](http://www.routledge.com/books/details/9780415783309/)  by Emanuele Padovani and David W. Young (Routledge, 2012) (acronym PY)   
-  **e-Packet**  containing the teaching cases discussed in class to be requested (in english) via email to CrimsonCenter@TheCrimsonGroup.org indicating "e-Packet for 66983 - PUBLIC PERFORMANCE, GOVERNANCE, AND SERVICE DELIVERY"; unit price US$22,50 or €18,- to be paid via credit card or PayPal   
-  **Articles and book chapters for lectures #8 and #9**  will be distributed by professor Orelli in due time.

**Teaching methods**

Pedagogy: starting from the second day, the course will use a combination of readings, interactive lectures, and case discussions.

Expectations: students should plan to spend approximately 2 to 3 hours preparing each case discussion. They also should be prepared to engage in active and vigorous discussions of the cases.

**Assessment methods**

Grading will be based on a combination of two written case analyses and classroom contributions to case discussions. The first written analysis will be done by teams. The second will be an individual effort. In both instances, there should be no collaboration of any sort, either with students in the course this year (other than team members for the first memo) or with people not in the course, including former students. The grading percentages are as follows:

- Class contribution (50%)

- Team case analysis (20%)

- Individual case analysis (30%).

For lectures #8 and #9 by Professor Orelli attending students will be required to prepare an individual case analysis during class hours. The grading will be counted as part of the class contribution above.

In case of non-attending students, class contribution will be replaced by an interview and the team case analysis by a second individual case analysis; therefore, non-attending students will need to send two individual cases analyses (on any of the cases within the e-Packet) 20 days before they decide to have their interview.

## **DEVELOPMENT AND INTERNATIONAL COOPERATION ECONOMICS**

[Paolo Figini](http://corsi.unibo.it/Qfinance/Pages/CourseStructure.aspx)

Number of ECTS credits: 6

Program to be updated for the a.y. 2013/14

**Learning outcomes**

The course unit introduces to the fundamental topics of development and growth economics, by providing the student with the basic tools to understand the dynamics of economic development. At the end of the course the student will know:

- the main indices and data to measure the level of economic and human development;

- the main theoretical models of development economics;

- the peculiarities of the development process in the less developed countries;

- the role played by the most important international organizations and NGOs in promoting development.

**Course contents**

Introduction to the concepts of growth and development: an international overview;

Measuring development, growth and inequalities;

Economic Growth: the main theoretical models;

Economic Development: the main theoretical models;

International Institutions: who, how, why;

The cooperation of the States and the cooperation of NGOs;

The role of NGOs in the promotion of development;

Case studies.

**Readings/Bibliography**

The suggested textbooks are:

Todaro, M., & Smith, S., (last edition). Economic Development, Pearson (for English reading);

Boggio, L., & Seravalli, S., (2003). Lo sviluppo Economico: Fatti, Teorie, Politiche, Bologna: Il Mulino.

Lewis, D., & Kanji, N. (2009). Non-governmental organisations and development. London: Routledge.

Additional reading material will be available during the course.

**Teaching methods**

Lectures and group discussion

**Assessment methods**

Written exam: two open questions (one for each part of the course).

## **CORPORATE VALUATION**

Emilio Tomasini

Number of ECTS credits: 6

Program to be updated for the a.y. 2013/14

**Learning outcomes:**

The objective of this course is to provide tools to evaluate companies, industrial projects and corporate finance transactions, including through the use of business cases. At the end of the course the student will be able to:

- apply the main methods of company valuation, with particular reference to financial and market ones;

- understand the different business strategies and their impact on the value of the company;

- analyze the various financial instruments most frequently used in business valuation.

**Course contents:**

· Theoretical framework

· Approaches and methods of valuation

· Estimating the cost of capital

· Discounted Cash Flow (DCF): typical procedures

· Relative valuation: theoretical framework and practical issues

· Valuation of option

**Recommended reading:**

Aswath Damodaran, Valutazione delle aziende, Apogeo, 2010: chapters 1, 2, 3, 4, 7, 8, 9.

**Teaching methods:**

 Lectures , Practical exercises, Case studies

**Assessment methods:**

Valuation is based on a written exam.

## **ACCOUNTABILITY AND EXTENDED PERFORMANCE MEASUREMENT IN PUBLIC SERVICES**

[Luca Mazzara](http://www.eng.unibo.it/Faculty/default.htm?mat=031644)

Number of ECTS credits: 6

**Learning outcomes**

The aim of the course is to provide students with the basics for understanding the developments regarding the information system of government, with particular reference to local governments.

At the end of the course the student Will be able to know:

* What's the meaning and the impact of public accountability according to an international view and international standards
* the function of the strategic planning and social reporting process;
* how the main managerial dynamics lead to the determination of the social result of the administration;
* how to project an extended performance measurement in public services
* how to engage local stakeholders.

**Course contents**

* The Nature of the Public Sector
* Accountability in the Italian Public Sector
* International Public Sector Finance, Budgeting and Cash and Accrual Accounting
* Strategic planning and the Italian public sector
* Extended Performance Measurement in the Public Sector
* International and Italian Public Sector Annual Reporting, Standards
* Contemporary Issues

**Readings/Bibliography**

Several articles and case studies will be provided during the course.

**Teaching methods**

Besides the theorethical lessons some seminarial meetings will be organized. Some exercises about performance measurement problems and specific cases analyis will be offered.

**Assessment methods**

The total test is composed in two different parts: the first (in April) is written and based on items explained in class during the first period of lessons. The second (public discussion by one member of the different group class) is about items explained in class during the second period of lessons.

Group Class presentation

This part of the assessment will mean working (usually in pairs or threes) in order to research, prepare and present to the class a range of different topics that will be offered to the students in the first few weeks.  The class presentation should be done in Power Point format; a hard copy of your slides should be submitted to the lecturer for assessment purposes, as well as an electronic copy. The final slide of the presentation should include a detailed list of the references that you have consulted as part of your research for the presentation.  The presentation should be around 20 slides long and you should make it last about 20-30 minutes.  The exact format of the presentation is up to you and will reflect the particular topic that you have chosen. Each student should seek to discuss the content and format with other members of  his/her group and the lecturer before the actual presentation. The lecturer will give you some guidance on additional readings/materials for your particular presentation.

During the others sessions, the exam is only in write form and relies on the arguments presented in the course

**Teaching tools**

Personal computer and video-projector. The full course is also organized in elearning: <http://www.moodle.unibo.it/>

## **MANAGING AND ACCOUNTING OF PUBLIC-PRIVATE PARTNERSHIPS**

[Emanuele Padovani](http://www.eng.unibo.it/Faculty/default.htm?mat=035629)

Number of ECTS credits: 6

**Learning outcomes**

This course will provide students with some frameworks and ways of thinking about how public sector organizations interact with private for-profit and nonprofit organizations in the provision of services to clients—a topic sometimes called “outsourcing”.  The course will explore several issues that the public sector faces in working with private sector organizations, as well as the constraints that private-sector organizations face in developing appropriate programs and policies that fit with the public sector's needs. It also will explore specific topics that relate to the interactions between the two types of organizations.

Students who complete the course successfully will know about:

- The differences private sector and public sector organizations, and why the economic factors for success vary among different types organizations

- Ways that organizations can account for their costs and how the cost accounting effort can mislead public sector organization charged with managing a vendor

- How the concept of profit centers can be used in a public sector context

- Why some relationships between public-sector and private-sector organizations must be viewed in terms of a capital investment decision, and how to undertake the appropriate analyses

- How the technique of variance analysis can improve one's understanding of the financial relationship between a private- and public sector organizations

- How to distinguish between low risk and high risk outsourcing, and how to determine the appropriate techniques to manage each.

This course lasts for a total of 30 contact hours (6 credits). The lectures are held by [professor Emanuele Padovani](http://www.unibo.it/faculty/emanuele.padovani) and by [professor David W. Young](http://www.eng.unibo.it/Faculty/default.htm). David W. Young is Emeritus Professor at Boston University's School of Management and is considered amongst one of the most important expert in the field of management of nonprofits and public sector organizations.

Course contents

The course will meet for 15 sessions.

MODULE 1         ACCOUNTING ISSUES IN PUBLIC SECTOR ORGANIZATIONS

Class #1

**Title:  Characteristics of Public Sector Organizations**

Reading: Chapters 1 and 2

Case: None.

Assignment: Come to class prepared to discuss how the public sector organizations you are familiar with fit into the framework in the book chapters.

Class #2

**Title: Cost Accounting and Pricing i: Overhead Allocation**

Reading: Chapter 7, up to page 191 (“The Stage 2 process”)

Case:  Harbor City Electric

Assignment: Answer the questions at the end of the case.

Class #3

**Title: Cost Accounting and Pricing II: Activity-Based Costing**

Reading: Chapter 7, page 191 (“The Stage 2 process”) to end

Case: Neighborhood Servings.

Assignment: Answer the questions at the end of the case.

Class #4

**Title:  Cost Accounting and Cost Behavior**

Reading:  Chapter 8, up to page 227 (“The Outsourcing Decision”)

Case: Abbington Youth Center.

Assignment: Answer the questions at the end of the case

Class #5

**Title:  Generational and Consumer Equity**

Reading: Chapter 3

Case: Town of Levinton

Assignment: Answer the questions at the end of the case

Class #6

**Title: The Management Control Structure and the Concept of Profit** **Centers**

Reading: Chapter 4

Case:  Milan Sanitation Department

Assignment: Answer the questions at the end of the case

MODULE 2         MANAGEMENT CONTROL SYSTEMS IN PUBLIC SECTOR ORGANIZATIONS

Class #7

**Title:  The Management Control Process I: Programming**

Reading:  Chapter 5

Case:  Dovetown Parking Authority

Assignment: Answer the questions at the end of the case

Class #8

Title: The Management Control Process II: Budgeting

Reading:  Chapter 6 and “Note on Budget Ploys” (in E-Packet)

Case:  North Lincoln

Assignment: Answer the questions at the end of the case

Class #9

**Title: The Management Control Process III: Measuring Financial** **Performance**

Reading: Chapter 10

Case:  Town of Bellington

Assignment: Answer the questions at the end of the case

Class #10

**Title: The Management Control Process IV: Measuring Non-Financial** **Performance**

Reading: Chapter 9

Case: Barrington High School

Assignment: Answer the questions at the end of the case

Class #11

**Title: The Management Control Process V: Outcomes, Outputs, and Inputs**

Reading: Chapter 9 (Review)

Case: Carleton Fire Department

Assignment: Answer the questions at the end of the case

MODULE 3         OUTSOURCING

Class #12

**Title:  Managing Outsourcing I: Outsourcing versus Internal Provision of Services**

Reading:  Chapter 5 (Review)

Case: Town of Rovereto

Assignment: Answer the questions at the end of the case

Class #13

**Title: Managing Outsourcing II: Assessing and Managing Outsourcing Risk**

Reading: Chapter 8 from page 227 (“The Outsourcing Decision” to the end)

Case:  Cittá di Forenna

Assignment: Answer the questions at the end of the case

Class #14

**Title: Managing Outsourcing III: The Long-Term Perspective**

Reading:  Chapter 5 (Review)

Case: The Bureau of Child Welfare

Assignment: Answer the questions at the end of the case

Class #15

**Title: Managing Outsourcing IV:  The Vendor's Perspective**

Reading: Chapter 11

Case: Omega Research Institute

Assignment: Answer the questions at the end of the case

**Readings/Bibliography**

The course materials consist of a book and an “E-Packet.” The E-Packet contains the cases that will be used for class discussions, plus a background note.

Book. Padovani E., Young D. W., Managing Local Governments. Designing Management Control Systems that Deliver Value. London: Routledge, 2011. In conventional bookstore of the town center of Forlì, this book is not available, must be booked at least one month in advance and its price is higher than online purchase. It is warmly suggested to purchase your book online (e.g. on  [Amazon Italia](http://www.amazon.it/)  or  [Amazon UK](http://www.moodle.unibo.it)  or directly from the publisher [Routledge](http://www.routledge.com/books/details/9780415783309/))

E-Packet. The E-Packet should be ordered from The Crimson Press Curriculum Center (in the U.S). You should send an E-mail to [CrimsonCenter@TheCrimsonGroup.org](http://www2.dse.unibo.it/barigozzi/corsi/IndustrialOrganization/industrialorganization2012.html). The center will send you an invoice via PayPal, which you may pay with a credit card. Once you have paid, the center will send you the E-Packet as a PDF file, which you may download (and print, if you wish).

**Teaching methods**

Pedagogy: the course will use a combination of readings, interactive lectures, and case discussions.

Expectations: students should plan to spend approximately 2 to 3 hours preparing each case discussion. They also should be prepared to engage in active and vigorous discussions of the cases.

**Assessment methods**

Grading will be based on a combination of two written case analyses and classroom contributions to case discussions. The first written analysis will be done by teams. The second will be an individual effort. In both instances, there should be no collaboration of any sort, either with students in the course this year (other than team members for the first memo) or with people not in the course, including former students. The grading percentages are as follows:

- Class contribution (50%)

- Team case analysis (20%)

- Individual case analysis (30%).

In case of non-attending students, class contribution will be replaced by an interview and the team case analysis by a second individual case analysis; therefore, non-attending students will need to send two individual cases analyses (on any of the cases within the e-Packet) 20 days before they decide to have their interview.

## **MERCHANT BANKING AND PRIVATE EQUITY**

[Simona Zambelli](http://www.eng.unibo.it/Faculty/default.htm?mat=034342)

Number of ECTS credits: 6

**Learning outcomes**

This course is performed in English. Please apply for this course only if you have a good knowledge of written and spoken English.

**Course contents**

This course is in English. Please apply for this course only if you have a good knowledge of written and spoken English.

The content of the course is focused on Private Equity Financing and the Venture Caital Cycle:

* fundraising
* screening
* valuation
* deal structuring
* monitoring
* exit.

**Readings/Bibliography**

1. A. Metrick, Venture Capital and the Finance of Innovation, Wiley, 2007,
2. Structured Fnance: techniques, Products and Market, di: Caselli, Gatti (a cura di), Springer Verlag, 2005.
3. Paper "Illegal Buyouts", scritto da Cumming e Zambelli, in Journal of Banking and Finance, 2010. Available at: <http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1445388>
4. Paper "Private Equity Performance under Extreme Regulation", scritto da Cumming and Zambelli, in Journal of Banking and Finance, 2012. Available at: [http://papers.ssrn.com/sol3/papers.cfm?abstract\_id=1777343](http://www.eng.unibo.it/Faculty/default.htm)

* Moreover, for further information on Private Equity Financing, please see also:
* Cumming, Johan,Venture Capital and Private Equity Contracting, last edition. <http://www.venturecapitalprivateequitycontracting.com/>

**Teaching methods**

* Theoretical lectures
* Class discussion
* Business simulation
* Case discussion
* Class presentations

**Assessment methods**

Written project

## **SOCIAL REPORTING**

[James Guthrie](mailto:francesca.barigozzi@unibo.it)

Number of ECTS credits: 6

**Learning outcomes**

The aim of the course is to provide knowledge on the various dimensions of accountability for non profit organisations. What tools are used to establish and manage projects for social reporting?

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

* Understand the different dimensions of non profit accountability;
* Know the different ways in which stakeholder engagement activities/processes are established and how to develop social reports;
* Set/plan/organise/manage the process of social reporting.

**Course contents**

In the last decade, there has been a myriad of new reporting models for non profit organisations (e.g. intellectual capital, accrual accounting, BSC, triple bottom line, GRI, Social Reports, etc) being promoted and practised in Italy, Europe and Internationally. This course will review the accountability and stakeholder engagement issues associated with these new reporting models and highlight current and possible future issues. This course provides a working knowledge of the current and emerging non profit social reporting issues to report about performance and accountability.  The core premise of this course is on accounting, management and accountability measurement and reporting  with an emphasis on social, environmental, ethcila, governace and  other issues, not just a financial dimension of performance for non profit organisations. The approach of the course is not to seek to impose a ready-made model, but to explore the key underlying issues associated with the emergence of these new reporting models. Through this process hidden assumptions can be exposed, new visibilities explored and competing transparencies opened up. A theme of the course is that in order to improve external and internal non profit sector performance reporting and accountability, information on both economic and non-economic performance should be reported. This enables third sector organisations to think about how to provide an account of their value creation and sustainability performance. It should be pointed out that economic performance should not be limited to those indicators that are currently provided by, or can be derived from, the traditional financial reporting framework.

The course provides a contextual perspective on social reporting in the non profit sector. The key focus is contemporary developments in extended performance reporting and accountability issues.

The key purpose is to provide questions and insights to students in understanding this focus.

 Students should be able to:

1. Discuss recent developments in reporting extended performance frameworks and techniques, including aims, main elements, processes, etc
2. Demonstrate an understanding of the strengths and weaknesses of each new extended performance model
3. Demonstrate an understanding of the social, economic and behavioural consequences of implementing new reporting models in the non profit sector.
4. Provide an insight into several contemporary issues associated with extending performance reporting within and beyond financial and management reporting frameworks.

This course is broken into six topics that will be delivered in English by Professor James Guthrie

Topic 1 Introduction – Social Reporting, Accounting and Accountability; and Financial Accountability

Topic 2 Introduction – Social Reporting, Accounting and Accountability; and Financial Accountability in an NGO  Context

Topic 3 Introduction – Social Reporting, Accounting and Accountability; and Financial Accountability in the public services

Topic 4 Extended performance reporting

Topic 5 Social and environmental reporting

Topic 6 Intellectual capital and Management of Knowledge Resources

Topic 7 summary and conclusions'

Group presentations

**Readings/Bibliography**

Several articles and case studies will be provided during the course

**Teaching methods**

The language of the course is English. The language to write the different type of assignments is in English

**Assessment methods**

**For students who attend lesson , the exam is structured as follows:**

* Individual written assignment
* Group class case study
* Discussion question
* Final one hour examination will be held at the end of term and will consist of a number of essay questions related to different elements of the course programme

**For students who not attend lesson or not to do individual written assignment or group class project, the exam is:**Long written exam.

**Teaching tools**

Power point / slides, articles, individual written assignment, group class presentation

## **STRATEGIC MARKETING**

[Fabio Guido Ulderico Ancarani](http://www.eng.unibo.it/Faculty/default.htm?mat=040764)

Number of ECTS credits: 6

**Learning outcomes**

The aim of the course is to explain the process of customer value creation and to develop methodologies and tools in order to analyse, measure and manage customer value, in order to define appropriate marketing strategies and customer value management strategies.

At the end of the course the student will be able to:

* analyse the drivers of customer value
* measure customer perceived value
* undestand the most important marketing strategies aimed at creating and increasing customer and company value

**Course contents**

1. The rationale for strategic marketing. Creating Superior Value for Customers The customer value creating process: analysis, measurement, management
2. Customer value analysis: methodology, tools and techniques to analyse customer perceived value
3. Customer value measurement: techniques for measuring customer perceived value Measurement techniques: EVC and Fishbein Technique
4. Customer value measurement: techniques for measuring customer perceived value Measurement techniques: Conjoint Analysis
5. Customer relationship management
6. Customer value management: versioning, bundling and unbundling
7. From price competition to value competition. How to compete on value and not on price

**Readings/Bibliography**

Ancarani, F., Busacca, B., Costabile, M. (2009), "Marketing Metrics", in Woodside et alii (eds), Advances in Business Marketing, Elsevier.

**Teaching methods**

Traditional teaching with case discussion and companies speeches

**Assessment methods**

Written final exam

Workgroup during classes

**Teaching tools**

Additional teaching material will be provided during the semester