



UNIVERSITÀ  
DEGLI STUDI  
DI TORINO

010091

# COURSES BROCHURE



Bachelor Program in Business and Management

# Administrative Law

## *Administrative Law*

Academic year:	2019/2020
Course ID:	MAN0274
Teachers:	Margherita Poto (Lecturer) Gabiella Margherita Racca (Lecturer)
Teacher contacts:	margherita.poto@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/10 - diritto amministrativo
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=zze5](https://www.business-management.unito.it/do/corsi.pl/Show?_id=zze5)

# Advanced Accounting

## *Advanced Accounting*

Academic year:	2019/2020
Course ID:	MAN0275
Teacher:	Maha Mohamed Radwan Ahmed Salem (Lecturer)
Teacher contacts:	011/6706280, maha.radwan@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=gsp1](https://www.business-management.unito.it/do/corsi.pl/Show?_id=gsp1)

# Advanced Banking and Finance

## *Advanced Banking and Finance*

Academic year:	2019/2020
Course ID:	MAN0276
Teacher:	Paola De Vincentiis (Lecturer) Eleonora Isaia (Lecturer) Mariacristina Rossi (Lecturer)
Teacher contacts:	011 6706043, paola.devincentiis@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ta4y](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ta4y)

# Business Analytics Lab

## *Business Analytics Lab*

Academic year:	2019/2020
Course ID:	MAN0518
Teacher:	Lisa Sella (Lecturer)
Teacher contacts:	lisa.sella@unito.it
Year:	1st year 2nd year 3rd year
Type:	Elective
Credits/recognition:	3
Course SSD (disciplinary sector):	SECS-P/06 - economia applicata
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

### **Learning objectives**

The course is intended to familiarize students with the use of MS Excel in data analysis for economic and financial applications.

### **COURSE AIMS**

The purpose of the course is to provide the ability of analyze simple and complex databases in MS Excel, by means of formula manipulation, statistical and graphical tools, data analysis tools.

### **COURSE DELIVERY**

The course is in the informatic lab

### **LEARNING ASSESSMENT METHODS**

The exam consists of a laboratory test (lasting about 1 hour) aimed at ascertaining the students' ability to use the analysis tools developed during the course to solve practical exercises

### **SYLLABUS**

Tools for an efficient use of MS Excel (autofill, formulas, functions, addressing, text manipulation, charts, descriptive statistics, frequency distributions)

Financial functions in MS Excel (net present value, internal rate of return, annuity functions, amortization tables)

Simple and advanced data analysis tools (sorting, filters, data forms, grouping, subtotals, pivot tables, multi-page systems, lookups, what-if analysis, sensitivity analysis)

Power Query (search the web, modify queries, merge tables)

## SUGGESTED TEXTBOOKS AND READINGS

Slides

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=0suy](https://www.business-management.unito.it/do/corsi.pl/Show?_id=0suy)

## Business Law (on-line)

### *Business Law (on-line)*

Academic year:	2019/2020
Course ID:	MAN0552
Teacher:	Luciano Matteo Quattrocchio (Lecturer)
Teacher contacts:	011.506.30.10, luciano.quattrocchio@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ogcb](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ogcb)

# Business Law - Stream A

## *Business Law - Stream A*

Academic year:	2019/2020
Course ID:	MAN0265
Teacher:	Luciano Matteo Quattrocchio (Lecturer) Gabriele Varrasi (Tutor) Mario Donadio (Tutor)
Teacher contacts:	011.506.30.10, luciano.quattrocchio@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Oral

### **PREREQUISITES**

*english*

The fundamental concepts of private law must be known. [[ Il candidato deve avere una conoscenza dei concetti fondamentali del diritto privato.

### **PROPEDEUTIC FOR**

*english*

It is not preparatory to other examinations.

*italiano*

Il Corso non è propedeutico ad altri insegnamenti.

### **Learning objectives**

*english*

The course offers a reasoned approach to the basics of European company law: the course will be developed through a deep analysis of the discipline.

*italiano*

Il corso intende offrire un approccio ragionato alle nozioni fondamentali del diritto societario europeo: il Corso si svilupperà attraverso l'analisi profonda della disciplina.

### **COURSE AIMS**

*english*

The candidate must acquire adequate knowledge of European company law.



*italiano*

Il candidato dovrà acquisire un'adeguata conoscenza del diritto societario europeo.

## **COURSE DELIVERY**

*english*

The course will consist of lectures and exercises on case law cases.

*italiano*

Il Corso si svilupperà attraverso una serie di lezioni frontali e esercitazioni su casi di giurisprudenza.

## **LEARNING ASSESSMENT METHODS**

*english*

The vote will be based on intermediate tests and a final examination.

*italiano*

L'esame consisterà in test intermedi e un esame finale.

## **SUPPORT ACTIVITIES**

*english*

Exercises on case law are planned.

*italiano*

Sono previste esercitazioni su casi di giurisprudenza.

## **SYLLABUS**

*english*

1. The Origins and Future of European Company Law – 2. The Right of Establishment – 3. Formation – 4. Finance and Accounts – 5. Corporate Governance – 6. Capital Markets and Takeover Regulation – 7. Merger, Division, Dissolution and Insolvency

*italiano*

Il programma comprende gli argomenti di seguito indicati:

1. Origini e futuro del diritto commerciale europeo – 2. Libertà di stabilimento – 3. Formazione – 4. Finanza e contabilità – 5. Corporate Governance – 6. Mercati di capitali e regolamentazione delle acquisizioni – 7. Fusione, scissione, liquidazione e insolvenza

## SUGGESTED TEXTBOOKS AND READINGS

*english*

DE LUCA, European Company Law Text, Cases and Materials, Cambridge University Press, 2017

*italiano*

DE LUCA, European Company Law Text, Cases and Materials, Cambridge University Press, 2017

## NOTE

*english*

Course attendance is recommended.

*italiano*

La frequenza delle lezioni non è obbligatoria, ma vivamente consigliata.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=gogh](https://www.business-management.unito.it/do/corsi.pl/Show?_id=gogh)

## Business Law - Stream B

### *Business Law - Stream B*

Academic year:	2019/2020
Course ID:	MAN0265
Teacher:	Fabrizio Sudiero (Lecturer) Stefano Balzola (Tutor)
Teacher contacts:	fabrizio.sudiero@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Oral

#### **PREREQUISITES**

The fundamental concepts of private law must be known.

#### **PROPEDEUTIC FOR**

It is not preparatory to other examinations.

#### **Learning objectives**

##### *English*

The course offers a reasoned approach to the basics of European company law: the course will be developed through a deep analysis of the discipline.

##### *Italiano*

#### **COURSE AIMS**

##### *English*

The candidate must acquire adequate knowledge of European company law.

##### *Italiano*

## COURSE DELIVERY

*English*

The course will consist of lectures and exercises on case law cases.

*Italiano*

## LEARNING ASSESSMENT METHODS

*English*

The vote will be based on intermediate tests and a final examination.

*Italiano*

## SUPPORT ACTIVITIES

*English*

Exercises on case law are planned.

*Italiano*

## SYLLABUS

*English*

1. The Origins and Future of European Company Law - 2. The Right of Establishment - 3. Formation  
- 4. Finance and Accounts - 5. Corporate Governance - 6. Capital Markets and Takeover Regulation  
- 7. Merger, Division, Dissolution and Insolvency

*Italiano*

## SUGGESTED TEXTBOOKS AND READINGS

*English*

N. DE LUCA, European Company Law Text, Cases and Materials, Cambridge University Press, 2017

*Italiano*

**NOTE**

*English*

Course attendance is recommended.

*Italiano*

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=i7i1](https://www.business-management.unito.it/do/corsi.pl/Show?_id=i7i1)

# Business management - Stream A

## *Business management - Stream A*

Academic year:	2019/2020
Course ID:	MAN0266
Teacher:	Gabriele Santoro (Lecturer)
Teacher contacts:	n/d, gabriele.santoro@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *English*

- know what are the elements of business management.
- know what are the elements of a decision making process within firms
- learn different methods for taking strategic decisions.

#### *Italiano*

### **COURSE AIMS**

#### *English*

- Explain the meaning of business management.
- Describe the key elements of business management.
- Apply different methods for taking business strategies.
- Decision making skills

#### *Italiano*

### **COURSE DELIVERY**

#### *English*

The module is workshop-based and activity-driven with less emphasis on formal lectures. Students will use case studies and group activities to develop their skills. Their learning will be developed through discussion, presentations and self-assessment tools.

#### *Italiano*

## LEARNING ASSESSMENT METHODS

### *English*

Assessment of group works  
final written exam

### *Italiano*

## SYLLABUS

### *English*

Introduction to business management  
Types of organizations  
Organizational objectives  
Stakeholders  
decision making processes  
business modelling

### *Italiano*

## SUGGESTED TEXTBOOKS AND READINGS

### *English*

Slides  
Materials  
Case studies  
Drucker, P. (2012). Management: tasks, responsibilities, practices. Routledge.

### *Italiano*

Slides  
Materiali  
Casi di studio  
Drucker, P. (2012). Management: tasks, responsibilities, practices. Routledge.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=u8i4](https://www.business-management.unito.it/do/corsi.pl/Show?_id=u8i4)

# Business management - Stream B

## *Business management - Stream B*

Academic year:	2019/2020
Course ID:	MAN0266
Teacher:	Chiara Giachino (Lecturer) Demetris Vrontis (Lecturer)
Teacher contacts:	chiara.giachino@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### LEARNING ASSESSMENT METHODS

#### *English*

Lessons by prof. DeAndreis for Business Management with the support of seminars, business plan exercises and role plays. Prof. Vrontis for marketing part

#### *Italiano*

### SYLLABUS

#### *English*

The course will cover three parts.

The first one is focused on the importance of the overall macroeconomic scenario in the strategic choices of business. Too often, managers and entrepreneurs focus exclusively on the size of their company and evaluate business opportunities only in microeconomic terms.

This attitude is negative and is often the cause of errors and failures. Globalization requires a comprehensive view of problems and solutions with a strong ability to combine global and local scenarios. From CEOs of multinationals to ones of a very small company, managers should have both the ability to analyze the macroeconomic trend and the impact this may have on a specific business decision. This is the reason why we have focused on monetary policy and the relation between interest rate and investments. Interest rate level and the internal rate of return of a specific investment are fundamental elements in the business decision and in the preparation of the business plan. A specific part on the importance of a structured and flexible business plan as a



guideline for investment strategies has been developed in chapter three.

In the second part of the course we will explore "Strategies and tactics in international business management" discussing the various management techniques and approaches to penetrate new markets, with a strong focus on the different deal types and market entry strategies. Exporting, licensing and franchising, FDI, Strategic Alliances and Joint Ventures have a different market penetration efficacy and cost/time relation trade-off. This part explores the different business opportunities, the role of finance via leverage and the strategic role of risk management.

A very important section is dedicated to exploring the optimal size of business, economies and diseconomies of scale and the emerging co-dependency between SMEs and big firms.

A specific set of lessons will be dedicated to marketing management as one of the major components of business management. Different theories and marketing focus on products, customers and organizations show how marketing is strategic for each business model and management technique.

The third and final part of the course is devoted to the relationship between management and entrepreneurship with a specific focus on leadership.

Leadership and management are two notions that are often mistakenly used interchangeably. In fact, leadership is one of the essential assets a successful manager or entrepreneur should possess. We will briefly see the different leadership theories and their impact on management. Then we will explore entrepreneurship. There are similarities but also fundamental differences between a manager and an entrepreneur. It is important to spread, particularly to university students, a culture of entrepreneurship which enables them to understand the economic and social value of doing business and creating start-ups. Being a start-up entrepreneur can be a challenging experience and opportunity for a young person to start their professional and working career and it is a good way to start a professional management experience.

An entrepreneur has a different relationship with risk; he shoulders different responsibilities from the manager, but to grow successfully a start-up firm requires a proper mix of the aspects that characterize both entrepreneurs and managers.

The 2008-2009 economic world crises showed that we need to think differently about entrepreneurship and management. Management theories and practices have to incorporate some entrepreneurial traits inside all business and a more entrepreneurial ethic in management conduct.

All together these three parts of the course contain the key elements for a basic understanding of business management and its essential components.

More in detail the course will explore:

What is a business? A general introduction to business management

- The company as an open and global system
- Different forms and types of business
- The most common form of business: Corporations

Organizational and legal aspects of business  
Legal implications of the role of capital  
Budget and financial reports

Business Management and the macroeconomic scenario

History of economic globalization  
The financial crisis of 2007-2009. A new collapse in globalization?  
The impact of the macroeconomic scenario in business management  
Monetary policy and the relationship between interest rates and investment.  
Questions related to the current impact of the macroeconomic scenario in business models

How to incorporate the global scenario in business management:

the importance of a structured and flexible Business Plan

Evaluation with a strategic vision  
Key elements for the business plan  
The audience of the business plan  
Presentation form of the business  
Executive Summary  
Background Information  
The Marketing Plan  
An Operational Plan  
The Financial Plan

Strategies and Tactics in international business management

Different Deal types and Market Entry Strategies

Different modes of entry into a market  
Exporting, Licensing and Franchising  
Foreign Direct Investment FDI  
Strategic Alliances  
Other forms of international or national deals: merger and acquisition  
Strategic investment via leverage Buyout

Basic elements of Risk Management

Basic elements of Circular Economy in Business Management

Basic elements of Business Technology Management

Big or Small, which is better? New trends in international business organization

The optimal business size  
Small and Medium Enterprise (SME) definition  
SME aggregation: industrial district

Big is back, but size is not really what matter

Key Elements of Marketing Management

Marketing definition and history

Marketing strategies: the different focus

The product-market growth matrix

Marketing mix

Customer focus

Organizational focus

Product focus

Marketing segmentation

Marketing research

Green Marketing

Management and Entrepreneurship

Leadership and Business Management

Leadership versus management

Brief overview on different leadership theories

Leadership versus entrepreneurship

Managers or Entrepreneurs?

The need for a more entrepreneurial ethic

*Italiano*

## SUGGESTED TEXTBOOKS AND READINGS

*English*

Slides, exercises and documentation used by prof. DeAndreis during lessons will be provided via web to all students.

Books:

M. De Andreis - Key Elements of Business Management, Celid 2015

D. J. Teece - Dynamic capabilities & Strategic management, Oxford Press last ed.

Williamson, Jenkins, Cooke, Moreton - Strategic Management and Business Analysis, Bullerworth-Heinemann last ed.

For Italian Students:

Giuseppe Tardivo e altri autori - Economia e Gestione delle Imprese, Giampichelli Editore, ultima edizione

*Italiano*

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=egrs](https://www.business-management.unito.it/do/corsi.pl/Show?_id=egrs)

# Business organisation - Stream A

## *Business organisation - Stream A*

Academic year:	2019/2020
Course ID:	MAN0272
Teacher:	Laura Broccardo (Lecturer)
Teacher contacts:	+39 011 670 6139, laura.broccardo@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/10 - organizzazione aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *ITALIANO*

L'insegnamento si propone illustrare il nesso tra modello di business e soluzioni organizzative; le principali tipologie di forme organizzative; e alcuni tra i più importanti meccanismi e strumenti di coordinamento e controllo all'interno delle organizzazioni sia pubbliche che private.

#### *ENGLISH*

This class aims to illustrate the link between business model and organizational solutions; the main types of organizational forms; and some of the most important mechanisms and tools for improving coordination and control in organizations.

### **COURSE AIMS**

#### *ITALIANO*

-Conoscenza e capacità di comprensione. Capire le principali soluzioni che le aziende adottano per risolvere i problemi organizzativi e come si collocano i problemi organizzativi nel complesso della più generale problematica dell'amministrazione aziendale.

-Capacità di applicare conoscenza e comprensione. Saper applicare le logiche dell'organizzazione aziendale nell'analisi di casi aziendali opportunamente semplificati.

-Autonomia di giudizio. Saper condurre un'analisi, seppur semplificata, delle problematiche organizzative correlate alla discussione di casi aziendali.

-Abilità comunicative. Imparare a illustrare e discutere specifiche problematiche legate all'organizzazione aziendale, utilizzando appropriati supporti, anche informatici.

-Capacità di apprendimento. Verificare in itinere il grado di apprendimento degli argomenti trattati, attraverso un confronto con la docenza ed eventualmente con altri studenti.

### *ENGLISH*

- Knowledge and understanding: Understanding the main solutions that enterprises and public institutions adopt to address organizational problems, and the role of organizational issues in the wider picture of administrative disciplines.

- Applying knowledge and understanding: Applying organizational concepts and techniques in the analysis of simplified business cases.

- Making judgements. Developing evaluations (although simplified) around the organizational issues implied in concrete business cases.

- Communication skills. Illustrating and discussing, also through digital tools, specific business organization issues.

- Learning skills. Progressively checking the level of learning, through constructive interactions with the teacher and other students.

### **COURSE DELIVERY**

#### *ITALIANO*

L'insegnamento si articola su 42 ore di didattica frontale (6 CFU).

#### *ENGLISH*

This is a 42-hour class (6 CFU).

### **LEARNING ASSESSMENT METHODS**

#### *ITALIANO*

L'esame consiste in due prove scritte.

La prima prova conterrà 12-15 domande a risposta chiusa e assegnerà max. 12-15 punti. Occorre totalizzare almeno il 40% di risposte corrette per poter accedere alla seconda prova.

La seconda prova conterrà 3 domande complesse (commenti guidati a casi aziendali studiati a lezione) e assegnerà max. 16-18 punti, che verranno sommati ai punti guadagnati con la prima prova.

Ulteriori punti aggiuntivi (max. 2-3) potranno essere assegnati con lavori di gruppo.

Il voto verrà assegnato in trentesimi. La lode verrà attribuita a studenti che avranno totalizzato min. 31 punti come somma di prima e seconda prova e eventuali lavori di gruppo.

### *ENGLISH*

The exam consists of two written tests. Only students who pass the first test (minimum 40% of correct answers) can access the second test.

The first test includes 12-15 multi-choice questions (one point for each correct answer).

The second test includes three complex questions (maximum 16-18 points overall): students will conduct guided analyses of three cases studied in class.

Students will be given the possibility to gain additional points (maximum 2-3) by participating in optional activities and/or group works.

The sum of the points gained with the first test and second test will result in the final grade. The maximum grade (30 cum laude) will be given to students who will achieve at least 31 points overall.

### **SUPPORT ACTIVITIES**

#### *ITALIANO*

Discussione di casi aziendali, lavori individuali/di gruppo.

Ricevimento settimanale.

#### *ENGLISH*

Discussion of business cases, individual/group work.

Weekly office hours.

### **SYLLABUS**

#### *ITALIANO*

- Introduzione al modello di business e al business model canvas
- Elementi di analisi delle principali forme organizzative e lettura di organigrammi
- Meccanismi di coordinamento e controllo, con focus sulle implicazioni organizzative della digitalizzazione

- Modelli di management e cultura organizzativa
- Introduzione all'analisi della microstruttura organizzativa, elementi di group work e task management

### *ENGLISH*

- Introduction to the business model canvas
- Introduction to the analysis of the main organizational forms; organizational charts
- Mechanisms for coordination and control
- Information systems and digitalization: organizational implications
- Management style, organizational culture
- Introduction to organizational micro-structure, group work, task management

### **SUGGESTED TEXTBOOKS AND READINGS**

#### *ITALIANO*

JONES J.R., Organizational Theory, Design and Change 7th edition - Pearson

LUCIDI DEL CORSO (verranno messi a disposizione sulla piattaforma Moodle)

#### *ENGLISH*

JONES J.R., Organizational Theory, Design and Change 7th edition – Pearson

Course slides (on Moodle)

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=fkwz](https://www.business-management.unito.it/do/corsi.pl/Show?_id=fkwz)



## Business organisation - Stream B

### *Business organisation - Stream B*

Academic year:	2019/2020
Course ID:	MAN0272
Teacher:	Francesca Ricciardi (Lecturer)
Teacher contacts:	n/d, francesca.ricciardi@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/10 - organizzazione aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *ITALIANO*

L'insegnamento si propone illustrare il nesso tra modello di business e soluzioni organizzative; le principali tipologie di forme organizzative; e alcuni tra i più importanti meccanismi e strumenti di coordinamento e controllo all'interno delle organizzazioni sia pubbliche che private.

#### *ENGLISH*

This class aims to illustrate the link between business model and organizational solutions; the main types of organizational forms; and some of the most important mechanisms and tools for improving coordination and control in organizations.

### **COURSE AIMS**

#### *ITALIANO*

-Conoscenza e capacità di comprensione. Capire le principali soluzioni che le aziende adottano per risolvere i problemi organizzativi e come si collocano i problemi organizzativi nel complesso della più generale problematica dell'amministrazione aziendale.

-Capacità di applicare conoscenza e comprensione. Saper applicare le logiche dell'organizzazione aziendale nell'analisi di casi aziendali opportunamente semplificati.

-Autonomia di giudizio. Saper condurre un'analisi, seppur semplificata, delle problematiche organizzative correlate alla discussione di casi aziendali.

-Abilità comunicative. Imparare a illustrare e discutere specifiche problematiche legate all'organizzazione aziendale, utilizzando appropriati supporti, anche informatici.

-Capacità di apprendimento. Verificare in itinere il grado di apprendimento degli argomenti trattati, attraverso un confronto con la docenza ed eventualmente con altri studenti.

### *ENGLISH*

- Knowledge and understanding: Understanding the main solutions that enterprises and public institutions adopt to address organizational problems, and the role of organizational issues in the wider picture of administrative disciplines.

- Applying knowledge and understanding: Applying organizational concepts and techniques in the analysis of simplified business cases.

- Making judgements. Developing evaluations (although simplified) around the organizational issues implied in concrete business cases.

- Communication skills. Illustrating and discussing, also through digital tools, specific business organization issues.

- Learning skills. Progressively checking the level of learning, through constructive interactions with the teacher and other students.

### **COURSE DELIVERY**

#### *ITALIANO*

L'insegnamento si articola su 42 ore di didattica frontale (6 CFU).

#### *ENGLISH*

This is a 42-hour class (6 CFU).

### **LEARNING ASSESSMENT METHODS**

#### *ITALIANO*

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La prima prova conterrà 12-15 domande a risposta chiusa e assegnerà max. 12-15 punti. Occorre totalizzare almeno il 40% di risposte corrette per poter accedere alla seconda prova.

La seconda prova conterrà 3 domande complesse (commenti guidati a casi aziendali studiati a lezione) e assegnerà max. 16-18 punti, che verranno sommati ai punti guadagnati con la prima

prova.

Ulteriori punti aggiuntivi (max. 2-3) potranno essere assegnati con lavori di gruppo.

Il voto verrà assegnato in trentesimi. La lode verrà attribuita a studenti che avranno totalizzato min. 31 punti come somma di prima e seconda prova e eventuali lavori di gruppo.

### *ENGLISH*

The exam consists of two written tests. Only students who pass the first test (minimum 40% of correct answers) can access the second test.

The first test includes 12-15 multi-choice questions (one point for each correct answer).

The second test includes three complex questions (maximum 16-18 points overall): students will conduct guided analyses of three cases studied in class.

Students will be given the possibility to gain additional points (maximum 2-3) by participating in optional activities and/or group works.

The sum of the points gained with the first test and second test will result in the final grade. The maximum grade (30 cum laude) will be given to students who will achieve at least 31 points overall.

### **SUPPORT ACTIVITIES**

#### *ITALIANO*

Discussione di casi aziendali, lavori individuali/di gruppo.

Ricevimento settimanale.

#### *ENGLISH*

Discussion of business cases, individual/group work.

Weekly office hours.

### **SYLLABUS**

#### *ITALIANO*

- Introduzione al modello di business e al business model canvas

- Elementi di analisi delle principali forme organizzative e lettura di organigrammi
- Meccanismi di coordinamento e controllo, con focus sulle implicazioni organizzative della digitalizzazione
- Modelli di management e cultura organizzativa
- Introduzione all'analisi della microstruttura organizzativa, elementi di group work e task management

### *ENGLISH*

- Introduction to the business model canvas
- Introduction to the analysis of the main organizational forms; organizational charts
- Mechanisms for coordination and control
- Information systems and digitalization: organizational implications
- Management style, organizational culture
- Introduction to organizational micro-structure, group work, task management

### **SUGGESTED TEXTBOOKS AND READINGS**

#### *ITALIANO*

JONES J.R., Organizational Theory, Design and Change 7th edition - Pearson

LUCIDI DEL CORSO (verranno messi a disposizione sulla piattaforma Moodle)

#### *ENGLISH*

JONES J.R., Organizational Theory, Design and Change 7th edition – Pearson

Course slides (on Moodle)

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=9cx7](https://www.business-management.unito.it/do/corsi.pl/Show?_id=9cx7)

# Business Organization History

## *Business Organization History*

Academic year:	2019/2020
Course ID:	MAN0515
Teacher:	Paolo Di Martino (Lecturer)
Teacher contacts:	n/d, paolo.dimartino@unito.it
Year:	3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/12 - storia economica
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

### **Learning objectives**

#### *English*

In modern economies, businesses are organised in a variety of forms, and many very different "models" co-exist. Firms vary in size (micro, small, medium, big), managerial structures (one single owner-manager; various layers of professional managers), and forms of governance (sole-ownership; partnership; incorporated businesses). Some of them focus on a core business and operate in a single nation (or indeed a region or a city), while others are multiproduct and multinational. Some use (or even develop) state-of-the-art technologies, while other rely on cheap labour and very basic techniques.

The aim of the course is to analyse the causes and consequences of the existence of such a variety of models of business and forms of organisation.

To do so, the course investigates the development and functioning of various models of business over time and space, starting with the forms of organisation which dominated the Western world before the beginning of the process of industrialisation, to finish with contemporary phenomena of downsizing and outsourcing. During the course students became familiar with the causes behind the emergence of production in factories, why certain firms grew and other did not, whether models alternative to mass production existed and still do.

The course focuses on the impact of factors such as technology, market structure and financial intermediation, but also regulation and informal cultural norms.

Although the course does not assume students to have any background of economics, it uses ideas derived from various streams of social sciences.

#### *Italiano*

## **COURSE AIMS**

*English*

### **KNOWLEDGE AND UNDERSTANDING**

Understand the features of different models of business, how they evolve, and how they function.

Provide a critical view of various theories of the firm.

### **APPLYING KNOWLEDGE AND UNDERSTANDING**

Apply such theories to the study of the evolution of business structure to show their relative ability to explain the reality of firms' organization and behavior.

### **INDEPENDENT JUDGEMENT**

Critical use of history to understand current issues

### **COMMUNICATION SKILLS**

Presenting material during the class

### **LEARNING SKILLS**

Ability to apply theories to reality

*Italiano*

## **COURSE DELIVERY**

*English*

10 \* 4-hour lectures and seminars

*Italiano*

## **LEARNING ASSESSMENT METHODS**

*English*

Standard method of assessment: 50-minute exam, made of two 500-word length open questions (each one worth 25% of the mark), and 10 multiple choice questions (this section worth 50% of the mark). Students get a positive mark for each exact multiple choice question answered, there is no penalty in case of wrong answer.

Students regularly attending classes can agree with the teacher on an alternative method of assessment: this consists in writing and then discussing in English a 1000-word essay.

*Italiano*

## **SYLLABUS**

*English*

Introduction

Models of business during the industrial revolution

Firms in neoclassical economics.

The rise and development of big businesses in the US

The institutional theory of the firm

Theoretical views on big business

Big business outside the US: the British case

An alternative model of business: networks of firms and industrial districts

Models of business in economic sociology

Beyond the conglomerate: "new" models of business

Business structure and economic performance in Italy

Discussion and revision class.

*Italiano*

## **SUGGESTED TEXTBOOKS AND READINGS**

*English*

Note: Most readings are available in PDF format in the Moodle page

Introduction

Amatori, F. and A. Colli (2011), Business history. Complexities and Comparisons. Abington, Routledge, 2 only

Models of business during the industrial revolution

Key reading

Hudson, P. "Industrial organization and structure", in R. Floud and P. Johnson (eds.), The Cambridge economic history of modern Britain. Vol I. Industrialisation, 1700-1860,

Cambridge, Cambridge University Press, 2004, (there is a more recent edition of this edited book where this essay is no longer included; make sure to consult the 2004 edition; various copies of this book are available in the library)

#### Further readings

Amatori, F. and A. Colli (2011). Business history. Complexities and Comparisons. Abington, Routledge. Chs 4, 5, and 6

Bruland, C. (2004), "Industrialization and technical change", in Floud and P. Johnson (eds.), The Cambridge economic history of modern Britain. Vol I. Industrialisation, 1700-1860, Cambridge, Cambridge University Press. (there is a more recent edition of this edited book where this essay is no longer included; make sure to consult the 2004 edition; various copies of this book are available in the library)

Wilson, J. F. (1995), British Business History 1720-1994, Manchester and New York, Manchester University Press, 2 only

#### Firms in neoclassical economics

##### Key reading:

Harley, K. (2011), "Cotton Textiles and the Industrial Revolution, Competing Models and Evidence of Prices and Profits", Department of Economic, University of Western Ontario working paper, May. (available at:

[https://www.researchgate.net/profile/Knick\\_Harley/publication/228601552\\_Cotton\\_Textiles\\_and\\_the\\_Industrial\\_Revolution\\_Competing\\_Models\\_and\\_Evidence\\_of\\_Prices\\_and\\_Profits/links/02bfe513751816f1e2000000.pdf](https://www.researchgate.net/profile/Knick_Harley/publication/228601552_Cotton_Textiles_and_the_Industrial_Revolution_Competing_Models_and_Evidence_of_Prices_and_Profits/links/02bfe513751816f1e2000000.pdf))

##### Further readings:

Smith, A., An enquiry into the nature and causes of the wealth of nations, any edition, Book 1, chapters 1, 2, and 3 only

Mankiw G. and P. Taylor (2nd Edition, 2011), Economics, Cengage Learning, 14 only.

#### The rise and development of big business in the US

##### Key reading

Chandler, A. (1984), "The emergence of managerial capitalism", Business History Review, volume 58 (issue 4), pp. 473-503.

##### Further readings

John, R. R. (1997), "Elaborations, Revisions, Dissents: Alfred D. Chandler, Jr.'s, The Visible Hand after Twenty Years", Business History Review, volume 71 (issue 2), pp. 151-200.

Chandler, A. (1962), Strategy and structure: chapters in the history of the American industrial enterprise. Cambridge, Mass., Harvard University Press.

Chandler, A. (1977), The visible hand: the managerial revolution in American business. Cambridge, Mass., Harvard University Press.

Hannah, L. (2008), "Logistics, Market Size, and Giant Plants in the Early Twentieth Century: A



Global View", *Journal of Economic History*, volume 68 (issue 1), pp. 46-79.

Hannah, L. (1983). *The rise of the corporate economy*. London and New York, Methuen, ch.2

Amatori, F. and A. Colli (2011). *Business history. Complexities and Comparisons*. Abington, Routledge. Chs 7, 8, and 10

Cassis, Y., "Big business", in Jones G. and J. Zeitlin (eds.), *The Oxford handbook of business history*. Oxford, Oxford University Press, 2007. pp. 171-193

## Institutional theory of the firm

### Key readings

Williamson, O. E. (1979), "Transaction-costs economics: the governance of contractual relations", *Journal of Law and Economics*, volume 22 (issue 2), pp. 233-261.

Williamson, O. E. (1981), "The economics of organization: the transaction cost approach", *American Journal of Sociology*, volume 87 (issue 3), pp. 548-577.

### Further readings

"Transaction cost perspective" in Jenkins, M., Ambrosini, V. and Collier, N. (2007) *Advanced Strategic Management – A Multi-Perspective Approach*, 2nd Edition, Palgrave

## Theoretical views on big business

### Key Readings:

Williamson, O. E. (1981), "The modern corporation: origins, evolutions, attributes", *Journal of Economic Literature*, volume 19 (issue 4), pp.1537-68.

Chandler, A. D. (1992), "Organizational capabilities and the economic history of the industrial enterprise", *Journal of Economic Perspectives*, volume 6, pp. 79-100.

### Further readings

Nelson, R. R. and S. A. Winter (1982), *An evolutionary theory of economic change*. Cambridge MA, Harvard University Press.

Nelson, R. and Winter, S. (2002), "Evolutionary Theorizing in Economics", *Journal of Economic Perspectives*, volume 16 (2), pp. 23-46

Teece, D., Pisano, G. and Shuen, A. (1997), "Dynamic Capabilities and Strategic Management", *Strategic Management Journal*, volume 18 (issue 7), pp. 509-33.

"The cognitive perspective" and "knowledge perspective" in Jenkins, M., Ambrosini, V. and Collier, N. (2007) *Advanced Strategic Management – A Multi-Perspective Approach*, 2nd Edition, Palgrave

## Big business in the UK

### Key Readings

Wilson, J. F. (1995), *British Business History 1720-1994*, Manchester and New York, Manchester University Press, ch.4

Hannah, L. (1983). *The rise of the corporate economy*. London and New York, Methuen, ch.2

## Networks of firms and industrial districts

## Key readings

Carnevali, F. (2004), "'Crooks, thieves, and receivers': transaction costs in nineteenth-century industrial Birmingham", *Economic History Review*, volume LVII (issue 3), pp. 533-550.

Sabel, C. and J. Zeitlin (1985), "Historical Alternatives to Mass Production: Politics, Markets and Technology in Nineteenth-Century Industrialization", *Past and Present*, volume 108 (issue August)

## Further readings

Dei Ottani, G. (2003), "The governance of transactions in the industrial district: the 'community market'", in G. Becattini, M. Bellandi, G. Dei Ottani and F. Sforzi (eds.), *From industrial districts to local development*, Cheltenham, Edward Elgar.

Popp, A. and J. F. Wilson (2003), "Business networking in the industrial revolution: some comments", *Economic History Review*, volume LVI, pp. 355-361.

## Models of business in economic sociology

### Key readings

DiMaggio, P. J. and W. W. Powell (1983), "The iron cage revisited: institutional isomorphism and collective rationality in organizational fields", *American Sociological Review*, volume 48 (issue 2), pp. 147-160.

Granovetter, M. S. (1985), "Economic action, social structure, and embeddedness", *American Journal of Sociology*, volume 91 (issue 3), pp. 481-510.

### Further readings

DiMaggio, P. J. and W. W. Powell, Eds. (1991). *The new institutionalism in organizational analysis*. Chicago and London, University of Chicago Press.

Fligstein, N. (1985), "The spread of the multidivisional form among large firms, 1919-1979", *American Sociological Review*, volume 50 (issue 3), pp. 377-391.

Granovetter, M. S. (2005), "The impact of social structure on economic outcomes", *Journal of economic perspectives*, volume 19 (issue 1), pp. 33-50.

Ingram, P. and V. Nee (1998) "Embeddedness and beyond: Institutions, exchange, and social structure", in M. Brighton and V. Nee (eds.), *The new institutionalism in sociology*, New York, Russell Sage Foundation.

Meyer, J. W. and B. Rowan (1977), "Institutionalized organizations: formal structure as myth and ceremony", *American Journal of Sociology*, volume 83 (issue 2), pp. 340-363.

Nee, V. (1998). *The new institutionalisms in economics and sociology*, in M. Brighton and V. Nee (eds.), *The new institutionalism in sociology*, New York, Russell Sage Foundation.

## Beyond the conglomerate; new models of business

### Key readings

Amatori, F. and A. Colli (2011). *Business history. Complexities and Comparisons*. Abington, Routledge, 19, and 20

### Further readings

Amatori, F. and A. Colli (2011). Business history. Complexities and Comparisons. Abington, Routledge, Chapters 10, 13, 14

Firm structure and economic performance in Italy

#### Readings

Becattini, G., "Italian industrial districts: problems and perspectives", *International studies of management & organization*, 21 (1), 1991.

Di Martino, P. and Vasta, M., "Happy birthday Italy? Institutions and economic performance in Italy since 1861", *Enterprise and Society*, 16 (2), 2015, pp 291-312.

Colli, A, and Rinaldi, A., "Institutions, politics and the corporate economy", *Enterprise and Society*, 16 (2), 2015, pp 249-269.

*Italiano*

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=yyvy](https://www.business-management.unito.it/do/corsi.pl/Show?_id=yyvy)

# China and World Economy

## *China and World Economy*

Academic year:	2019/2020
Course ID:	MAN0519
Teacher:	
Teacher contacts:	
Year:	
Type:	Elective
Credits/recognition:	3
Course SSD (disciplinary sector):	SECS-P/02 - politica economica
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=xpaj](https://www.business-management.unito.it/do/corsi.pl/Show?_id=xpaj)

# Environmental Management Systems - Stream A

## *Environmental Management Systems - Stream A*

Academic year:	2019/2020
Course ID:	MAN0278
Teacher:	Riccardo Beltramo (Lecturer) Stefano Duglio (Lecturer) Paolo Cantore (Tutor)
Teacher contacts:	0116705718, riccardo.beltramo@unito.it
Year:	3rd year
Type:	Distinctive
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/13 - scienze merceologiche
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

None

### **PROPEDEUTIC FOR**

None

### **Learning objectives**

*english*

Nowadays, the environment represents a key factor for companies' competitiveness, independently on their aim, dimension and business sector. The environment, in fact, provides companies with natural resources and materials that feed the production system as inputs to be converted in products or services (output). In doing so, processes also produce unwanted outputs in terms of environmental impacts: air emissions, waste, etc. Minimizing these impacts not only contributes to improve the environmental conditions, but also helps companies in improving their efficiency and profitability.

In order to deal with the environmental variables in the best possible way, companies may rely on international "tools" that can give conceptual frameworks for considering and managing the production processes.

In particular, International standards guide companies in identifying critical processes so that they can implement an Environmental Management System (EMS) as a tool for checking and considering all the different company's units thanks to the adoption of a systemic approach.

International Standards for the environment, as ISO 14001 and the European Regulation EMAS – Eco-Management and Audit Scheme - are helpful for assessing strategies that take into

consideration the new development paradigm of the circular economy, which focus its attention particularly on reduction of material and energy resources.

## **COURSE AIMS**

*english*

The ability in auditing and analysing the relationship between companies' processes and the environment.

The knowledge and the correct use of voluntary and mandatory normative instruments.

## **COURSE DELIVERY**

*english*

Teaching is structured in 63 hours of classroom teaching. The program addresses the foundations of the environment, and aims at providing students the necessary information for identifying the relationships between companies and the environment through the analysis of the environmental aspects of the operation processes.

It also aims to give insight on Life Cycle Thinking and Circular Economy and how they are contributing to change the companies' strategies and operations.

Didactic means are diversified (slides, articles, videos) and designed to encourage active learning.

Frequency is not mandatory, but recommended, and the final exam will be the same for attendants and not.

## **LEARNING ASSESSMENT METHODS**

*english*

Student preparation will be verified with a written exam, consisting of open questions, with a default response space, and a multiple-choice section. The total points (30) will be subdivided as follow: 20 points for the open questions part and 10 for the multiple-choice section.

The duration of the written test is 1 hour and 15 minutes.

## **SYLLABUS**

*english*

The Environment

Bioeconomy, Green economy and Circular economy: concepts and evolution

Life Cycle Thinking

Life Cycle Assessment: concept and examples

International Standards and Management Systems for Organizations and Products

ISO 14001: 2015

Eco-Management and Audit Scheme

Ecolabels for products and services

European ecolabel

## **SUGGESTED TEXTBOOKS AND READINGS**

*english*

be

Suggested readings will be provided during the course

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=zs9c](https://www.business-management.unito.it/do/corsi.pl/Show?_id=zs9c)

# Environmental Management Systems - Stream B

## *Environmental Management Systems - Stream B*

Academic year:	2019/2020
Course ID:	MAN0278
Teacher:	Riccardo Beltramo (Lecturer) Stefano Duglio (Lecturer) Jacopo Fresta (Tutor)
Teacher contacts:	0116705718, riccardo.beltramo@unito.it
Year:	3rd year
Type:	Distinctive
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/13 - scienze merceologiche
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

None

### **PROPEDEUTIC FOR**

None

### **Learning objectives**

*english*

Nowadays, the environment represents a key factor for companies' competitiveness, independently on their aim, dimension and business sector. The environment, in fact, provides companies with natural resources and materials that feed the production system as inputs to be converted in products or services (output). In doing so, processes also produce unwanted outputs in terms of environmental impacts: air emissions, waste, etc. Minimizing these impacts not only contributes to improve the environmental conditions, but also helps companies in improving their efficiency and profitability.

In order to deal with the environmental variables in the best possible way, companies may rely on international "tools" that can give conceptual frameworks for considering and managing the production processes.

In particular, International standards guide companies in identifying critical processes so that they can implement an Environmental Management System (EMS) as a tool for checking and considering all the different company's units thanks to the adoption of a systemic approach.

International Standards for the environment, as ISO 14001 and the European Regulation EMAS – Eco-Management and Audit Scheme - are helpful for assessing strategies that take into consideration the new development paradigm of the circular economy, which focus its attention



particularly on reduction of material and energy resources.

## **COURSE AIMS**

*english*

The ability in auditing and analysing the relationship between companies' processes and the environment.

The knowledge and the correct use of voluntary and mandatory normative instruments.

## **COURSE DELIVERY**

*english*

Teaching is structured in 63 hours of classroom teaching. The program addresses the foundations of the environment, and aims at providing students the necessary information for identifying the relationships between companies and the environment through the analysis of the environmental aspects of the operation processes.

It also aims to give insight on Life Cycle Thinking and Circular Economy and how they are contributing to change the companies' strategies and operations.

Didactic means are diversified (slides, articles, videos) and designed to encourage active learning.

Frequency is not mandatory, but recommended, and the final exam will be the same for attendants and not.

## **LEARNING ASSESSMENT METHODS**

*english*

Student preparation will be verified with a written exam, consisting of open questions, with a default response space, and a multiple-choice section. The total points (30) will be subdivided as follow: 20 points for the open questions part and 10 for the multiple-choice section.

The duration of the written test is 1 hour and 15 minutes.

## **SYLLABUS**

*english*

The Environment

Bioeconomy, Green economy and Circular economy: concepts and evolution

Life Cycle Thinking

Life Cycle Assessment: concept and examples

International Standards and Management Systems for Organizations and Products

ISO 14001: 2015

Eco-Management and Audit Scheme

Ecolabels for products and services

European ecolabel

## **SUGGESTED TEXTBOOKS AND READINGS**

*english*

Suggested readings will be provided during the course

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ptzo](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ptzo)

## Financial Accounting and Business Administration - Integrated course - (on-line)

### *Financial Accounting and Business Administration - Integrated course - (on-line)*

Academic year:	2019/2020
Course ID:	MAN0548
Teacher:	
Teacher contacts:	
Year:	1st year
Type:	Basic
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

Course modules:

Financial Accounting and Business Administration - Modulo Financial Accounting (on-line)

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=vo5g](https://www.business-management.unito.it/do/corsi.pl/Show?_id=vo5g)

## Financial Accounting and Business Administration - Modulo Financial Accounting (on-line)

### *Financial Accounting (on-line)*

Academic year:	2019/2020
Course ID:	MAN0548A
Teachers:	Melchior Emanuele Gromis Di Trana (Lecturer) Laura Corazza (Lecturer)
Teacher contacts:	melchior.gromis@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=26m7](https://www.business-management.unito.it/do/corsi.pl/Show?_id=26m7)

## Financial Accounting and Business Administration - Integrated course - Stream A

### *Financial Accounting and Business Administration - Integrated course - Stream A*

Academic year:	2019/2020
Course ID:	MAN0512
Teacher:	
Teacher contacts:	
Year:	1st year
Type:	Basic
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course modules:

Financial Accounting and Business Administration - Modulo Business Administration - Stream A

Financial Accounting and Business Administration - Modulo Financial Accounting - Stream A

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=2hr4](https://www.business-management.unito.it/do/corsi.pl/Show?_id=2hr4)

## Financial Accounting and Business Administration - Modulo Business Administration - Stream A

### *Business Administration - Stream A*

Academic year:	2019/2020
Course ID:	MAN0512B
Teachers:	Laura Corazza (Lecturer) Daniel Torchia (Lecturer) Dott. Fahimeh Khatami (Tutor) Sepideh Khavarinezhad (Tutor)
Teacher contacts:	0116706086, <a href="mailto:laura.corazza@unito.it">laura.corazza@unito.it</a>
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

**Learning objectives**

*english*

Business Administration (BA) is designed to provide a basic understanding of the general process and functions of a business organisation. It introduces the essential aspects of managing a business in a global environment.

Specifically, it aims at developing knowledge and comprehension about the principles of business administration given the main features of a business entity, with specific regards to some of its functions and processes (i.e. Research & Development, marketing, organisation, accounting and finance, planning and control, etc.). These skills are the basis for a steady comprehension of the topic and should act as input for further studies of the Business & Management degree program (i.e. Managerial Accounting, Marketing, Organisation, Finance, etc.).

*italiano*

Il modulo di Business Administration (BA) è progettato per fornire una comprensione di base dei processi e delle funzioni di che caratterizzano una qualsiasi azienda. Il corso rappresenta un'introduzione agli aspetti essenziali della gestione di un'azienda che opera in un contesto globale.

In particolare, il corso mira a sviluppare la conoscenza e la comprensione dei principi cardine dell'amministrazione aziendale, presentare le caratteristiche di un'azienda, e approfondirne aspetti specifici relativi ad alcune sue funzioni e processi (ad esempio, Ricerca & Sviluppo, marketing, contabilità e finanza, pianificazione e controllo, ecc.). Acquisire queste competenze è fondamentale per lo studente che vuole continuare il suo percorso di studi in Business & Management (ad esempio Managerial accounting, Marketing, Organization, Finance, ecc.).

## **COURSE AIMS**

*english*

Our students will demonstrate knowledge of the fundamentals of business administration:

- being enthusiastic in learning the basic business concepts, principles and techniques essential theories in the field of business administration
- modern aspects of running a business (virtual, AI, Big Data, new forms of entrepreneurship, etc.)
- identify, analyse and solve business problems
- demonstrate excellent communication skills in English in diverse contexts
- work collaboratively in multicultural teams to address business problems
- an embryonic approach to develop and apply further quantitative skills
- becoming future good leaders caring for people and the planet, along with profit

*italiano*

I nostri studenti acquisiranno la conoscenza necessaria dei fondamenti dell'amministrazione aziendale ed inoltre, lo studente tipo del nostro raggiungerà alcuni obiettivi fondamentali tra cui:

- essere entusiasta nell'apprendimento dei concetti, dei principi e delle tecniche di base
- teorie essenziali nel campo dell'amministrazione aziendale
- aspetti moderni della gestione di un'azienda (virtuale, IA, Big Data, nuove forme di imprenditorialità, ecc.)
- identificare, analizzare e risolvere i problemi aziendali
- dimostrare eccellenti capacità di comunicazione in inglese in contesti diversi
- lavorare in modo collaborativo in team multiculturali per affrontare i problemi aziendali
- un approccio embrionale per sviluppare e applicare ulteriori competenze quantitative
- sviluppare le competenze necessarie per diventare futuri manager di azienda che sappiano avere un approccio orientato alla sostenibilità (leader che si prendono cura delle persone e del pianeta, badando anche al raggiungimento del profitto)

## **COURSE DELIVERY**

*english*

Lectures, group works, tutorials. Dynamic lectures will be delivered using the app Kahoot, so please download this app on your mobile device, before joining the class. In case, students will be advised for using other mobile applications to let the course more exciting and profitable

*italiano*

Lezioni, lavori di gruppo, tutorial. Le lezioni potranno essere rese in parte dinamiche utilizzando l'applicazione Kahoot, quindi si prega di scaricare questa applicazione sul dispositivo mobile, prima dell'inizio del corso. Nel caso in cui sia necessario utilizzare altre applicazioni, gli studenti saranno

avvisati con opportune istruzioni al fine di rendere il corso più coinvolgente e proficuo.

## LEARNING ASSESSMENT METHODS

*english*

The exam is written, and it is composed of two different parts: multiple-choice questions and open questions.

The final mark will also consider class participation and weekly tutorials participation. The final exam will account for 70% of the mark, adjusted for class participation 10% and tutorials participation 20%.

Pay attention that BA is a module of the integrated course called Financial Accounting and Business Administration (FA+BA). BA is equal to 50% of the final grade. FA will be held during the spring session.

*italiano*

L'esame è scritto, ed è composto da due parti diverse: domande a scelta multipla e domande aperte.

Il voto finale prenderà in considerazione anche la partecipazione alla lezione e la partecipazione settimanale alle esercitazioni. L'esame finale rappresenterà il 70% del voto finale, includendo anche la partecipazione alla lezione 10% e la partecipazione ai tutorial 20%.

Fate attenzione: BA è un modulo del corso integrato chiamato Financial Accounting and Business Administration. BA è pari al 50% del voto finale. FA si terrà durante la sessione primaverile.

## SUPPORT ACTIVITIES

Weekly tutorials

## SYLLABUS

*english*

1)The business entity as a system.

2) The effect of the environment and its influences (new aspect, digital entrepreneurship, women's and migrant's entrepreneurship, Big Data Analytics for business, AI, Sustainable Business Model).

- 3) The role of Strategic thinking.
- 4) Main functions and processes.
- 5) Focus on specific functions and processes: Research & Development, Marketing, Organization, Finance & Accounting, Planning and control.
- 6) Principles of business ethics for Corporate Social Responsibility.

*italiano*

Tra gli argomenti chiave del corso ci sono:

- 1) L'azienda come sistema.
- 2) L'effetto dell'ambiente e delle sue influenze (nuovi aspetti, imprenditorialità digitale, imprenditorialità di donne e migranti, Big Data Analytics per le imprese, AI, Sustainable Business Model).
- 3) Il ruolo del pensiero strategico.
- 4) Funzioni e processi principali.
- 5) Focus su funzioni e processi specifici: Ricerca & Sviluppo, Marketing, Organizzazione, Finanza e Contabilità, Pianificazione e controllo.
- 6) Principi di etica aziendale per la responsabilità sociale d'impresa.

## SUGGESTED TEXTBOOKS AND READINGS

*english*

Slides and material provided on the Moodle platform

Textbooks: Bové, Till (2017) Business in Action 8ed, Pearson



*italiano*

Slides e materiali verranno resi disponibili sulla piattaforma Moodle

Libri di testo: Bové, Till (2017) Business in Action 8ed, Pearson

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=k1p5](https://www.business-management.unito.it/do/corsi.pl/Show?_id=k1p5)

## Financial Accounting and Business Administration - Modulo Financial Accounting - Stream A

### *Financial Accounting - Stream A*

Academic year:	2019/2020
Course ID:	MAN0512A
Teachers:	Simona Fiandrino (Lecturer) Melchior Emanuele Gromis Di Trana (Lecturer) Francesco Venuti
Teacher contacts:	n/d, simona.fiandrino@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=t9b3](https://www.business-management.unito.it/do/corsi.pl/Show?_id=t9b3)

## Financial Accounting and Business Administration - Integrated Course - Stream B

### *Financial Accounting and Business Administration - Integrated Course - Stream B*

Academic year:	2019/2020
Course ID:	MAN0512
Teacher:	
Teacher contacts:	
Year:	1st year
Type:	Basic
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course modules:

Financial Accounting and Business Administration - Modulo Business Administration - Stream B

Financial Accounting and Business Administration - Modulo Financial Accounting - Stream B

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=2rfn](https://www.business-management.unito.it/do/corsi.pl/Show?_id=2rfn)

## Financial Accounting and Business Administration - Modulo Business Administration - Stream B

### *Business Administration - Stream B*

Academic year:	2019/2020
Course ID:	MAN0512B
Teachers:	Laura Corazza (Lecturer) Daniel Torchia (Lecturer) Valerio Brescia (Tutor) Daniel Iannaci (Tutor)
Teacher contacts:	0116706086, <a href="mailto:laura.corazza@unito.it">laura.corazza@unito.it</a>
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

**Learning objectives**

*english*

Business Administration (BA) is designed to provide a basic understanding of the general process and functions of a business organisation. It introduces the essential aspects of managing a business in a global environment.

Specifically, it aims at developing knowledge and comprehension about the principles of business administration given the main features of a business entity, with specific regards to some of its functions and processes (i.e, Research & Development, marketing, organisation, accounting and finance, planning and control, etc.). These skills are the basis for a steady comprehension of the topic and should act as input for further studies of the Business & Management degree program (i.e. Managerial Accounting, Marketing, Organisation, Finance, etc.).

*italiano*

Il modulo di Business Administration (BA) è progettato per fornire una comprensione di base dei processi e delle funzioni di che caratterizzano una qualsiasi azienda. Il corso rappresenta un'introduzione agli aspetti essenziali della gestione di un'azienda che opera in un contesto globale.

In particolare, il corso mira a sviluppare la conoscenza e la comprensione dei principi cardine dell'amministrazione aziendale, presentare le caratteristiche di un'azienda, e approfondirne aspetti specifici relativi ad alcune sue funzioni e processi (ad esempio, Ricerca & Sviluppo, marketing, contabilità e finanza, pianificazione e controllo, ecc.). Acquisire queste competenze è fondamentale per lo studente che vuole continuare il suo percorso di studi in Business & Management (ad esempio Managerial accounting, Marketing, Organization, Finance, ecc.).

## **COURSE AIMS**

*english*

Our students will demonstrate knowledge of the fundamentals of business administration:

- being enthusiastic in learning the basic business concepts, principles and techniques essential theories in the field of business administration
- modern aspects of running a business (virtual, AI, Big Data, new forms of entrepreneurship, etc.)
- identify, analyse and solve business problems
- demonstrate excellent communication skills in English in diverse contexts
- work collaboratively in multicultural teams to address business problems
- an embryonic approach to develop and apply further quantitative skills
- becoming future good leaders caring for people and the planet, along with profit

*italiano*

I nostri studenti acquisiranno la conoscenza necessaria dei fondamenti dell'amministrazione aziendale ed inoltre, lo studente tipo del nostro raggiungerà alcuni obiettivi fondamentali tra cui:

- essere entusiasta nell'apprendimento dei concetti, dei principi e delle tecniche di base

- teorie essenziali nel campo dell'amministrazione aziendale
- aspetti moderni della gestione di un'azienda (virtuale, IA, Big Data, nuove forme di imprenditorialità, ecc.)
- identificare, analizzare e risolvere i problemi aziendali
- dimostrare eccellenti capacità di comunicazione in inglese in contesti diversi
- lavorare in modo collaborativo in team multiculturali per affrontare i problemi aziendali
- un approccio embrionale per sviluppare e applicare ulteriori competenze quantitative
- sviluppare le competenze necessarie per diventare futuri manager di azienda che sappiano avere un approccio orientato alla sostenibilità (leader che si prendono cura delle persone e del pianeta, badando anche al raggiungimento del profitto)

## COURSE DELIVERY

### *english*

Lectures, group works, tutorials. Dynamic lectures will be delivered using the app Kahoot, so please download this app on your mobile device, before joining the class. In case, students will be advised for using other mobile applications to let the course exciting and profitable.

### *italiano*

Lezioni, lavori di gruppo, tutorial. Le lezioni potranno essere rese in parte dinamiche utilizzando l'applicazione Kahoot, quindi si prega di scaricare questa applicazione sul dispositivo mobile, prima dell'inizio del corso. Nel caso in cui sia necessario utilizzare altre applicazioni, gli studenti saranno avvisati con opportune istruzioni al fine di rendere il corso coinvolgente e proficuo.

## LEARNING ASSESSMENT METHODS

### *english*

The exam is written, and it is composed of two different parts: multiple-choice questions and open questions.

The final mark will also consider class participation and weekly tutorials participation. The final exam will account for 70% of the mark, adjusted for class participation 10% and tutorials participation 20%.

Pay attention that BA is a module of the integrated course called Financial Accounting and Business Administration (FA+BA). BA is equal to 50% of the final grade. FA will be held during the spring session.

*italiano*

L'esame è scritto, ed è composto da due parti diverse: domande a scelta multipla e domande aperte.

Il voto finale prenderà in considerazione anche la partecipazione alla lezione e la partecipazione settimanale alle esercitazioni. L'esame finale rappresenterà il 70% del voto finale, includendo anche la partecipazione alla lezione 10% e la partecipazione ai tutorial 20%.

Fate attenzione: BA è un modulo del corso integrato chiamato Financial Accounting and Business Administration (FA+BA). BA è pari al 50% del voto finale. FA si terrà durante la sessione primaverile.

## **SUPPORT ACTIVITIES**

Tutorials

## **SYLLABUS**

*english*

1)The business entity as a system.

2) The effect of the environment and its influences (new aspect, digital entrepreneurship, women's and migrant's entrepreneurship, Big Data Analytics for business, AI, Sustainable Business Model).

3) The role of Strategic thinking.

4) Main functions and processes.

5) Focus on specific functions and processes: Research & Development, Marketing, Organization, Finance & Accounting, Planning and control.

6) Principles of business ethics for Corporate Social Responsibility.

*italiano*

Tra gli argomenti chiave del corso ci sono:

1)L'azienda come sistema.

2) L'effetto dell'ambiente e delle sue influenze (nuovo aspetti, imprenditorialità digitale, imprenditorialità di donne e migranti, Big Data Analytics per le imprese, AI, Sustainable Business Model).

3) Il ruolo del pensiero strategico.

4) Funzioni e processi principali.

5) Focus su funzioni e processi specifici: Ricerca & Sviluppo, Marketing, Organizzazione, Finanza e Contabilità, Pianificazione e controllo.

6) Principi di etica aziendale per la responsabilità sociale d'impresa.

#### SUGGESTED TEXTBOOKS AND READINGS

##### *english*

Slides and material provided on the Moodle platform

Textbooks: Bové, Till (2017) Business in Action 8ed, Pearson

##### *italiano*

Slides e materiali verranno resi disponibili sulla piattaforma Moodle

Libri di testo: Bové, Till (2017) Business in Action 8ed, Pearson

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=00it](https://www.business-management.unito.it/do/corsi.pl/Show?_id=00it)

## Financial Accounting and Business Administration - Modulo Financial Accounting - Stream B

### *Financial Accounting - Stream B*

Academic year:	2019/2020
Course ID:	MAN0512A
Teachers:	Melchior Emanuele Gromis Di Trana (Lecturer) Silvana Secinaro (Lecturer)
Teacher contacts:	melchior.gromis@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=p3ki](https://www.business-management.unito.it/do/corsi.pl/Show?_id=p3ki)



# Financial Accounting and Business Administration - Modulo Business Administration - Stream A

## *Business Administration - Stream A*

Academic year:	2019/2020
Course ID:	MAN0512B
Teacher:	Laura Corazza (Lecturer) Daniel Torchia (Lecturer) Dott. Fahimeh Khatami (Tutor) Sepideh Khavarinezhad (Tutor)
Teacher contacts:	0116706086, laura.corazza@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *english*

Business Administration (BA) is designed to provide a basic understanding of the general process and functions of a business organisation. It introduces the essential aspects of managing a business in a global environment.

Specifically, it aims at developing knowledge and comprehension about the principles of business administration given the main features of a business entity, with specific regards to some of its functions and processes (i.e. Research & Development, marketing, organisation, accounting and finance, planning and control, etc.). These skills are the basis for a steady comprehension of the topic and should act as input for further studies of the Business & Management degree program (i.e. Managerial Accounting, Marketing, Organisation, Finance, etc.).

#### *italiano*

Il modulo di Business Administration (BA) è progettato per fornire una comprensione di base dei processi e delle funzioni di che caratterizzano una qualsiasi azienda. Il corso rappresenta un'introduzione agli aspetti essenziali della gestione di un'azienda che opera in un contesto globale.

In particolare, il corso mira a sviluppare la conoscenza e la comprensione dei principi cardine dell'amministrazione aziendale, presentare le caratteristiche di un'azienda, e approfondirne aspetti specifici relativi ad alcune sue funzioni e processi (ad esempio, Ricerca & Sviluppo, marketing, contabilità e finanza, pianificazione e controllo, ecc.). Acquisire queste competenze è fondamentale per lo studente che vuole continuare il suo percorso di studi in Business & Management (ad esempio Managerial accounting, Marketing, Organization, Finance, ecc.).

## COURSE AIMS

### *english*

Our students will demonstrate knowledge of the fundamentals of business administration:

being enthusiastic in learning the basic business concepts, principles and techniques  
essential theories in the field of business administration  
modern aspects of running a business (virtual, AI, Big Data, new forms of entrepreneurship, etc.)  
identify, analyse and solve business problems  
demonstrate excellent communication skills in English in diverse contexts  
work collaboratively in multicultural teams to address business problems  
an embryonic approach to develop and apply further quantitative skills  
becoming future good leaders caring for people and the planet, along with profit

### *italiano*

I nostri studenti acquisiranno la conoscenza necessaria dei fondamenti dell'amministrazione aziendale ed inoltre, lo studente tipo del nostro raggiungerà alcuni obiettivi fondamentali tra cui:

- essere entusiasta nell'apprendimento dei concetti, dei principi e delle tecniche di base
- teorie essenziali nel campo dell'amministrazione aziendale
- aspetti moderni della gestione di un'azienda (virtuale, IA, Big Data, nuove forme di imprenditorialità, ecc.)
- identificare, analizzare e risolvere i problemi aziendali
- dimostrare eccellenti capacità di comunicazione in inglese in contesti diversi
- lavorare in modo collaborativo in team multiculturali per affrontare i problemi aziendali
- un approccio embrionale per sviluppare e applicare ulteriori competenze quantitative

- sviluppare le competenze necessarie per diventare futuri manager di azienda che sappiano avere un approccio orientato alla sostenibilità (leader che si prendono cura delle persone e del pianeta, badando anche al raggiungimento del profitto)

## COURSE DELIVERY

*english*

Lectures, group works, tutorials. Dynamic lectures will be delivered using the app Kahoot, so please download this app on your mobile device, before joining the class. In case, students will be advised for using other mobile applications to let the course more exciting and profitable

*italiano*

Lezioni, lavori di gruppo, tutorial. Le lezioni potranno essere rese in parte dinamiche utilizzando l'applicazione Kahoot, quindi si prega di scaricare questa applicazione sul dispositivo mobile, prima dell'inizio del corso. Nel caso in cui sia necessario utilizzare altre applicazioni, gli studenti saranno avvisati con opportune istruzioni al fine di rendere il corso più coinvolgente e proficuo.

## LEARNING ASSESSMENT METHODS

*english*

The exam is written, and it is composed of two different parts: multiple-choice questions and open questions.

The final mark will also consider class participation and weekly tutorials participation. The final exam will account for 70% of the mark, adjusted for class participation 10% and tutorials participation 20%.

Pay attention that BA is a module of the integrated course called Financial Accounting and Business Administration (FA+BA). BA is equal to 50% of the final grade. FA will be held during the spring session.

*italiano*

L'esame è scritto, ed è composto da due parti diverse: domande a scelta multipla e domande aperte.

Il voto finale prenderà in considerazione anche la partecipazione alla lezione e la partecipazione settimanale alle esercitazioni. L'esame finale rappresenterà il 70% del voto finale, includendo anche la partecipazione alla lezione 10% e la partecipazione ai tutorial 20%.

Fate attenzione: BA è un modulo del corso integrato chiamato Financial Accounting and Business Administration. BA è pari al 50% del voto finale. FA si terrà durante la sessione primaverile.

## SUPPORT ACTIVITIES

Weekly tutorials

## SYLLABUS

*english*

- 1) The business entity as a system.
- 2) The effect of the environment and its influences (new aspect, digital entrepreneurship, women's and migrant's entrepreneurship, Big Data Analytics for business, AI, Sustainable Business Model).
- 3) The role of Strategic thinking.
- 4) Main functions and processes.
- 5) Focus on specific functions and processes: Research & Development, Marketing, Organization, Finance & Accounting, Planning and control.
- 6) Principles of business ethics for Corporate Social Responsibility.

*italiano*

Tra gli argomenti chiave del corso ci sono:

- 1) L'azienda come sistema.
- 2) L'effetto dell'ambiente e delle sue influenze (nuovi aspetti, imprenditorialità digitale, imprenditorialità di donne e migranti, Big Data Analytics per le imprese, AI, Sustainable Business Model).
- 3) Il ruolo del pensiero strategico.

4) Funzioni e processi principali.

5) Focus su funzioni e processi specifici: Ricerca & Sviluppo, Marketing, Organizzazione, Finanza e Contabilità, Pianificazione e controllo.

6) Principi di etica aziendale per la responsabilità sociale d'impresa.

#### SUGGESTED TEXTBOOKS AND READINGS

*english*

Slides and material provided on the Moodle platform

Textbooks: Bové, Till (2017) Business in Action 8ed, Pearson

*italiano*

Slides e materiali verranno resi disponibili sulla piattaforma Moodle

Libri di testo: Bové, Till (2017) Business in Action 8ed, Pearson

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=k1p5](https://www.business-management.unito.it/do/corsi.pl/Show?_id=k1p5)

# Financial Accounting and Business Administration - Modulo Business Administration - Stream B

## *Business Administration - Stream B*

Academic year:	2019/2020
Course ID:	MAN0512B
Teacher:	Laura Corazza (Lecturer) Daniel Torchia (Lecturer) Valerio Brescia (Tutor) Daniel Iannaci (Tutor)
Teacher contacts:	0116706086, laura.corazza@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *english*

Business Administration (BA) is designed to provide a basic understanding of the general process and functions of a business organisation. It introduces the essential aspects of managing a business in a global environment.

Specifically, it aims at developing knowledge and comprehension about the principles of business administration given the main features of a business entity, with specific regards to some of its functions and processes (i.e. Research & Development, marketing, organisation, accounting and finance, planning and control, etc.). These skills are the basis for a steady comprehension of the topic and should act as input for further studies of the Business & Management degree program (i.e. Managerial Accounting, Marketing, Organisation, Finance, etc.).

#### *italiano*

Il modulo di Business Administration (BA) è progettato per fornire una comprensione di base dei processi e delle funzioni di che caratterizzano una qualsiasi azienda. Il corso rappresenta un'introduzione agli aspetti essenziali della gestione di un'azienda che opera in un contesto globale.

In particolare, il corso mira a sviluppare la conoscenza e la comprensione dei principi cardine dell'amministrazione aziendale, presentare le caratteristiche di un'azienda, e approfondirne aspetti specifici relativi ad alcune sue funzioni e processi (ad esempio, Ricerca & Sviluppo, marketing, contabilità e finanza, pianificazione e controllo, ecc.). Acquisire queste competenze è fondamentale per lo studente che vuole continuare il suo percorso di studi in Business & Management (ad esempio Managerial accounting, Marketing, Organization, Finance, ecc.).

## COURSE AIMS

### *english*

Our students will demonstrate knowledge of the fundamentals of business administration:

- being enthusiastic in learning the basic business concepts, principles and techniques
- essential theories in the field of business administration
- modern aspects of running a business (virtual, AI, Big Data, new forms of entrepreneurship, etc.)
- identify, analyse and solve business problems
- demonstrate excellent communication skills in English in diverse contexts
- work collaboratively in multicultural teams to address business problems
- an embryonic approach to develop and apply further quantitative skills
- becoming future good leaders caring for people and the planet, along with profit

### *italiano*

I nostri studenti acquisiranno la conoscenza necessaria dei fondamenti dell'amministrazione aziendale ed inoltre, lo studente tipo del nostro raggiungerà alcuni obiettivi fondamentali tra cui:

- essere entusiasta nell'apprendimento dei concetti, dei principi e delle tecniche di base
- teorie essenziali nel campo dell'amministrazione aziendale
- aspetti moderni della gestione di un'azienda (virtuale, IA, Big Data, nuove forme di imprenditorialità, ecc.)
- identificare, analizzare e risolvere i problemi aziendali
- dimostrare eccellenti capacità di comunicazione in inglese in contesti diversi
- lavorare in modo collaborativo in team multiculturali per affrontare i problemi aziendali
- un approccio embrionale per sviluppare e applicare ulteriori competenze quantitative
- sviluppare le competenze necessarie per diventare futuri manager di azienda che sappiano avere un approccio orientato alla sostenibilità (leader che si prendono cura delle persone e del pianeta, badando anche al raggiungimento del profitto)

## COURSE DELIVERY

### *english*

Lectures, group works, tutorials. Dynamic lectures will be delivered using the app Kahoot, so please download this app on your mobile device, before joining the class. In case, students will be advised for using other mobile applications to let the course exciting and profitable.

*italiano*

Lezioni, lavori di gruppo, tutorial. Le lezioni potranno essere rese in parte dinamiche utilizzando l'applicazione Kahoot, quindi si prega di scaricare questa applicazione sul dispositivo mobile, prima dell'inizio del corso. Nel caso in cui sia necessario utilizzare altre applicazioni, gli studenti saranno avvisati con opportune istruzioni al fine di rendere il corso coinvolgente e proficuo.

## **LEARNING ASSESSMENT METHODS**

*english*

The exam is written, and it is composed of two different parts: multiple-choice questions and open questions.

The final mark will also consider class participation and weekly tutorials participation. The final exam will account for 70% of the mark, adjusted for class participation 10% and tutorials participation 20%.

Pay attention that BA is a module of the integrated course called Financial Accounting and Business Administration (FA+BA). BA is equal to 50% of the final grade. FA will be held during the spring session.

*italiano*

L'esame è scritto, ed è composto da due parti diverse: domande a scelta multipla e domande aperte.

Il voto finale prenderà in considerazione anche la partecipazione alla lezione e la partecipazione settimanale alle esercitazioni. L'esame finale rappresenterà il 70% del voto finale, includendo anche la partecipazione alla lezione 10% e la partecipazione ai tutorial 20%.

Fate attenzione: BA è un modulo del corso integrato chiamato Financial Accounting and Business Administration (FA+BA). BA è pari al 50% del voto finale. FA si terrà durante la sessione primaverile.

## **SUPPORT ACTIVITIES**

Tutorials

## **SYLLABUS**

*english*

1)The business entity as a system.

2) The effect of the environment and its influences (new aspect, digital entrepreneurship, women's and migrant's entrepreneurship, Big Data Analytics for business, AI, Sustainable Business Model).



3) The role of Strategic thinking.

4) Main functions and processes.

5) Focus on specific functions and processes: Research & Development, Marketing, Organization, Finance & Accounting, Planning and control.

6) Principles of business ethics for Corporate Social Responsibility.

*italiano*

Tra gli argomenti chiave del corso ci sono:

1) L'azienda come sistema.

2) L'effetto dell'ambiente e delle sue influenze (nuovi aspetti, imprenditorialità digitale, imprenditorialità di donne e migranti, Big Data Analytics per le imprese, AI, Sustainable Business Model).

3) Il ruolo del pensiero strategico.

4) Funzioni e processi principali.

5) Focus su funzioni e processi specifici: Ricerca & Sviluppo, Marketing, Organizzazione, Finanza e Contabilità, Pianificazione e controllo.

6) Principi di etica aziendale per la responsabilità sociale d'impresa.

## SUGGESTED TEXTBOOKS AND READINGS

*english*

Slides and material provided on the Moodle platform

Textbooks: Bové, Till (2017) Business in Action 8ed, Pearson

*italiano*

Slides e materiali verranno resi disponibili sulla piattaforma Moodle

Libri di testo: Bové, Till (2017) Business in Action 8ed, Pearson

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=00it](https://www.business-management.unito.it/do/corsi.pl/Show?_id=00it)

## Financial Accounting and Business Administration - Modulo Financial Accounting (on-line)

### *Financial Accounting (on-line)*

Academic year:	2019/2020
Course ID:	MAN0548A
Teacher:	Melchior Emanuele Gromis Di Trana (Lecturer) Laura Corazza (Lecturer)
Teacher contacts:	melchior.gromis@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=26m7](https://www.business-management.unito.it/do/corsi.pl/Show?_id=26m7)

## Financial Accounting and Business Administration - Modulo Financial Accounting - Stream A

### *Financial Accounting - Stream A*

Academic year:	2019/2020
Course ID:	MAN0512A
Teacher:	Simona Fiandrino (Lecturer) Melchior Emanuele Gromis Di Trana (Lecturer) Francesco Venuti
Teacher contacts:	n/d, simona.fiandrino@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=t9b3](https://www.business-management.unito.it/do/corsi.pl/Show?_id=t9b3)

## Financial Accounting and Business Administration - Modulo Financial Accounting - Stream B

### *Financial Accounting - Stream B*

Academic year:	2019/2020
Course ID:	MAN0512A
Teacher:	Melchior Emanuele Gromis Di Trana (Lecturer) Silvana Secinaro (Lecturer)
Teacher contacts:	melchior.gromis@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=p3ki](https://www.business-management.unito.it/do/corsi.pl/Show?_id=p3ki)

# Financial Markets and Corporate Finance - Stream A

## *Financial Markets and Corporate Finance - Stream A*

Academic year:	2019/2020
Course ID:	MAN0267
Teacher:	Paul De Sury (Lecturer) Francesco Baldi (Lecturer) Niccolò Nirino (Tutor)
Teacher contacts:	011 670 6041, paul.desury@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *english*

The course provides students with an overview of global financial markets and how financial intermediaries operate. It develops knowledge about the technical and economic features of equity, fixed income, foreign exchange and credit financial instruments, in the context of different market models. The course also analyzes central banking and the conduct of monetary policy, provides a focus over the interdependence between macroeconomic factors like interest rates, FX rates, asset prices and the dynamic of transmission of monetary policy strategies to real economy through global financial markets. The last financial and economic crisis has provided evidence that although well-functioning financial markets lead to economic growth, in certain conditions they may originate point of failures with negative effects for corporates and individuals. Understanding the mechanisms of financial markets and the evolution of risk management processes have never been so important, for this reason some lectures will be dedicated to the evolution of the regulatory framework. The course will also provide an introduction to behavioral finance and market efficiency theory. Ethical issues, including ESG investments and impact-investing, will be considered as well.

#### *Italiano*

### **COURSE AIMS**

Students should demonstrate in-depth knowledge and understanding of financial markets and institutions, the regulatory framework in which they operate and how financial institutions are managed. Learning should be 'critical' and active class participation is required: students have the opportunity to discuss real case studies, leveraging on financial press articles.

*italiano*

## **COURSE DELIVERY**

*english*

The course is developed in 42 hours of lessons of theory complemented by exercises and discussion on real financial markets cases.

*Italiano*

## **LEARNING ASSESSMENT METHODS**

*english*

The assessment method consists in a written examination. Students will have 1 hour of time. Questions will consist in questions based on theory as well quantitative exercises.

*Italiano*

## **SUPPORT ACTIVITIES**

*english*

The lecturer suggests and provides students with interesting and recent articles, going beyond the simple program of the course. Where possible, information providers will be used to observe financial markets in real-time conditions and how asset prices change when additional information flows to market participants.

*Italiano*

## **SYLLABUS**

*english*

Overview of the Financial System and Fundamentals of Financial Markets  
Interest and Debt Securities Valuation  
Risk and Term Structure of Interest Rate  
Financial Markets Efficiency Theory  
Fundamentals of Financial Institutions  
The origin of Financial Crisis and Transmission to Real Economy  
Financial Regulation and the Evolution of the Regulatory Framework  
Central Banking and the Conduct of Monetary Policy: The Federal Reserve System  
Conduct of Monetary Policy: Tools, Goals, Strategy, and Tactics  
The Bond market, the Stock market and the FX market  
The International Financial System and the Financial Institutions Industry  
Banking Industry and the Management of Financial Institutions  
Banking Industry: Structure and Competition  
Mutual Fund Industry, Insurance Companies and Pension Funds  
Investment Banks, Security Brokers and Dealers, and Venture Capital Firms  
Behavioral Finance  
Macroeconomic and Industry Analysis

*italiano*

## SUGGESTED TEXTBOOKS AND READINGS

*english*

Frederick Mishkin, Stanley Eakins, Financial Markets and Institutions, Pearson, 2018, 9th edition (chapters 1-10, 12-13 and 15-22 only)  
Zvi Bodie, Alex Kane, Alan Marcus, Investments, McGraw Hill Education, 2018, 11th edition (chapters 3, 12 and 17 – selected paragraph only)  
Additional documentation will be provided by the Professor during the course

*italiano*

## NOTE

*english*

1. The dates and the office hours of Prof. de Sury are indicated online
2. To take the exam, the students must be listed online following the formal procedure defined by the University (deadlines, pre-requisites, ...)

*italiano*

1. Date e orari di ricevimento del Prof. De Sury sono indicati online

2. Per sostenere l'esame gli studenti devono essere iscritti secondo la procedura formale dell'Università (iscrizione regolare online, propedeuticità ...)

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=c8y7](https://www.business-management.unito.it/do/corsi.pl/Show?_id=c8y7)



# Financial Markets and Corporate Finance - Stream B

## *Financial Markets and Corporate Finance - Stream B*

Academic year:	2019/2020
Course ID:	MAN0267
Teacher:	Massimo Giorgini (Lecturer) Niccolò Nirino (Tutor)
Teacher contacts:	n/d, massimo.giorgini@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *english*

The course provides students with an overview of global financial markets and how financial intermediaries operate. It develops knowledge about the technical and economic features of equity, fixed income, foreign exchange and credit financial instruments, in the context of different market models. The course also analyzes central banking and the conduct of monetary policy, provides a focus over the interdependence between macroeconomic factors like interest rates, FX rates, asset prices and the dynamic of transmission of monetary policy strategies to real economy through global financial markets. The last financial and economic crisis has provided evidence that although well-functioning financial markets lead to economic growth, in certain conditions they may originate point of failures with negative effects for corporates and individuals. Understanding the mechanisms of financial markets and the evolution of risk management processes have never been so important, for this reason some lectures will be dedicated to the evolution of the regulatory framework. The course will also provide an introduction to behavioral finance and market efficiency theory. Ethical issues, including ESG investments and impact-investing, will be considered as well.

#### *Italiano*

### **COURSE AIMS**

#### *english*

Students should demonstrate in-depth knowledge and understanding of financial markets and institutions, the regulatory framework in which they operate and how financial institutions are managed. Learning should be 'critical' and active class participation is required: students have the

opportunity to discuss real case studies, leveraging on financial press articles.

*italiano*

## **COURSE DELIVERY**

*english*

The course is developed in 42 hours of lessons of theory complemented by exercises and discussion on real financial markets cases.

*Italiano*

## **LEARNING ASSESSMENT METHODS**

*english*

The assessment method consists in a written examination. Students will have 1 hour of time. Questions will consist in questions based on theory as well quantitative exercises.

*Italiano*

## **SUPPORT ACTIVITIES**

*english*

The lecturer suggests and provides students with interesting and recent articles, going beyond the simple program of the course. Where possible, information providers will be used to observe financial markets in real-time conditions and how asset prices change when additional information flows to market participants.

*Italiano*

## **SYLLABUS**

*english*

Overview of the Financial System and Fundamentals of Financial Markets  
Interest and Debt Securities Valuation  
Risk and Term Structure of Interest Rate  
Financial Markets Efficiency Theory  
Fundamentals of Financial Institutions  
The origin of Financial Crisis and Transmission to Real Economy  
Financial Regulation and the Evolution of the Regulatory Framework  
Central Banking and the Conduct of Monetary Policy: The Federal Reserve System  
Conduct of Monetary Policy: Tools, Goals, Strategy, and Tactics  
The Bond market, the Stock market and the FX market  
The International Financial System and the Financial Institutions Industry  
Banking Industry and the Management of Financial Institutions  
Banking Industry: Structure and Competition  
Mutual Fund Industry, Insurance Companies and Pension Funds  
Investment Banks, Security Brokers and Dealers, and Venture Capital Firms  
Behavioral Finance  
Macroeconomic and Industry Analysis

*italiano*

## SUGGESTED TEXTBOOKS AND READINGS

*english*

Frederick Mishkin, Stanley Eakins, Financial Markets and Institutions, Pearson, 2018, 9th edition (chapters 1-10, 12-13 and 15-22 only)  
Zvi Bodie, Alex Kane, Alan Marcus, Investments, McGraw Hill Education, 2018, 11th edition (chapters 3, 12 and 17 – selected paragraph only)  
Additional documentation will be provided by the Professor during the course

*italiano*

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=uze9](https://www.business-management.unito.it/do/corsi.pl/Show?_id=uze9)

# French Language

## *French Language*

Academic year:	2019/2020
Course ID:	MAN0286
Teacher:	Sylvie Pipari (Lecturer) Magali Dillenseger (Tutor) Beatrice Julien (Tutor)
Teacher contacts:	0116706103, sylvie.pipari@unito.it
Year:	1st year 2nd year 3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	L-LIN/04 - lingua e traduzione - lingua francese
Delivery:	Formal authority
Language:	French
Attendance:	Obligatory
Type of examination:	Written and oral

### **Learning objectives**

#### *english*

The French Language Course is set on three levels. It starts from Beginner Level and, at the end of the didactic course, reaches a level of proficiency equal to Level B2 of the Common European Framework of Reference. The specialized language study will be introduced as of the second level (français des affaires).

#### *italiano*

Il corso di Lingua Francese, organizzato su tre livelli, parte dal livello principiante e perviene, al termine del percorso didattico, al raggiungimento di un livello almeno pari al livello B2 del Quadro di riferimento europeo. A partire dal secondo livello, si introdurrà lo studio della lingua specialistica (français des affaires).

### **COURSE AIMS**

#### *english*

At the end of the didactic course the results will correspond to Level B2 of the Common European Framework of Reference. As to say, ability to comprehend basic ideas of complex texts about concrete and abstract subjects, included technical discussions in his or her field of studies; ability to interact in a spontaneous and easy way; ability to write articulate and well-constructed texts on a wide range of subjects and ability to express his or her opinion on topics about current events, displaying the pros and cons of the different options.

Students will also learn many aspects of social and economical French culture; they will be able to analyze texts and documents in French with specific notions and methods

#### *italiano*

Il corso mira a fornire competenze linguistiche pari al livello B2 del Quadro di riferimento europeo:

capacità di comprendere le idee fondamentali di testi complessi su argomenti sia concreti sia astratti, comprese le discussioni tecniche nel proprio settore di specializzazione; capacità di interagire con relativa scioltezza e spontaneità; capacità di produrre testi chiari e articolati su un'ampia gamma di argomenti e esprimere un'opinione su un argomento d'attualità, esponendo i pro e i contro delle diverse opzioni.

Lo studente acquisisce inoltre conoscenze sulla cultura sociale ed economica francese e dovrà saper analizzare testi e documenti in lingua in maniera autonoma, applicando specifiche nozioni e metodi.

## COURSE DELIVERY

### *english*

Lectures with the aid of power point slides, films and illustrations; language courses and exercises

### *italiano*

Lezioni frontali con l'ausilio di slides, filmati e materiale iconografico; esercitazioni di lingua con esercizi.

## LEARNING ASSESSMENT METHODS

### *english*

## FINAL EXAMINATION

### WRITTEN TEST (3H - 30 points)

Part 1 (1h30 - 15 points): Grammar, lexis and writing skills in business/economic contexts (cloze tests, transforming sentences, etc.) based on our online book "Les douze travaux de Studentix". No dictionaries allowed.

Part 2 (1h30 - 15 points): Reading and writing skills in business/economic context. Open-ended questions on a newspaper article. Monolingual dictionary is allowed

ORAL TEST (30 points - minimum grade in the written exam to be admitted to the oral examination: 18/30)

Part 1: discussion on an unknown newspaper article provided by the assistant.

Part 2: (attending students) discussion on topics presented during the classroom course OR (non-attending students) discussion on 5 chapters of the book L'économie française 2019, OFCE - Éditions La Découverte

The final grade is the average of the results obtained in the written and oral examinations.

### *italiano*

## ESAME FINALE

## SCRITTO

La prova scritta, della durata di tre ore e valutata su 30 punti, è articolata in due parti:

- 1) una prova pluriattività (1h30 - 15 punti) comprendente elementi di grammatica, di lessico, e di produzione scritta su documenti professionali. La tipologia degli esercizi comprende la trasformazione e il completamento di frasi, come pure la produzione libera, e fa riferimento alle attività proposte in tutte le unità del testo online *Les douze travaux de Studentix*. Non è ammesso l'uso del dizionario;
- 2) una prova di comprensione testuale (1h30 - 15 punti), a partire da un testo di stampa economica francese, con un questionario a risposta aperta. È ammesso l'uso del dizionario monolingue.

ORALE (previo superamento dello scritto con almeno 18/30)

La prova orale, valutato su 30 punti, consiste in:

- 1) un colloquio su un articolo di attualità consegnato al momento dell'orale
- 2a) un colloquio sugli argomenti oggetto del corso ufficiale di terzo anno e sui testi analizzati, secondo le indicazioni fornite dal docente durante l'anno (studenti frequentanti); oppure
- 2b) un colloquio su 5 capitoli del volume *L'économie française 2019* a cura dell'OFCE - Éditions La Découverte (studenti non frequentanti).

Il voto finale risulta dalla media tra i voti dello scritto e dell'orale

## SUPPORT ACTIVITIES

### *english*

Courses on three levels ( beginner - intermediate - advanced): for each course there will be a two-hour weekly class.

### *italiano*

Esercitazioni / Corsi di lingua su tre livelli (principiante-intermedio-avanzato) di durata annuale (per ogni corso è prevista una lezione settimanale di due ore)

## SYLLABUS

### *english*

Grammar and lexical activities, comprehension and written production, comprehension and oral production carried out during the three levels of the course, make reference to the Units of the online book "*Les douze travaux de Studentix*".

The official course offers:

- a reflection on social and economic culture specificities of France and Francophone Countries referring to the international context. For completing the study a dossier made up by press articles and other suitable documents will be available for the students.
- Elements of linguistics, so as to supply the essential instruments for carrying out analysis activities on the articles and documents proposed by the teacher.

### *italiano*

Alla preparazione prettamente linguistica, che verte su contenuti linguistici e grammaticali della langue des affaires, svolti nei tre livelli di esercitazioni, si aggiunge il corso ufficiale (studenti frequentanti) o, in alternativa, la preparazione individuale su un volume specificato oltre

Studenti Frequentanti:

Al terzo anno viene impartito il "corso ufficiale" (2h/settimana) organizzato in moduli su argomenti economici e sociali relativi alla Francia, con l'ausilio di slides e articoli aggiuntivi distribuiti in aula. Il programma si arricchisce inoltre di attività di analisi del testo economico o della pubblicità a partire da alcune lezioni teoriche e dalla successiva applicazione a testi concreti. Il programma d'esame è costituito dagli appunti delle lezioni e dalle analisi dei testi e delle pubblicità - alcune delle quali realizzate direttamente dallo studente.

Studenti Non Frequentanti:

Il programma è costituito dal volume L'économie française 2019 (Edito dall'OFCE - Observatoire Français des Conjonctures Economiques presso le edizioni La Découverte - Paris, e pubblicato a inizio dicembre 2018).

## SUGGESTED TEXTBOOKS AND READINGS

*english*

language training and practising

S. Pipari-C. Vigna, online book "Les douze travaux de Studentix", available on Moodle « Français en ligne »: <http://elearning.moodle2.unito.it/esomas/course/view.php?id=243>

Final examination

OFCE (Observatoire Français des Conjonctures Economiques), L'Economie française 2019, éd. La Découverte, Paris, 2018 (non-attending students only)

French Monolingual dictionary (recommended)

Le Nouveau Petit Robert de la langue française, 2010 (éditions Le Robert)

*italiano*

Per la preparazione linguistica:

S. Pipari-C. Vigna, corso online "Les douze travaux de Studentix" disponibile su moodle: <http://elearning.moodle2.unito.it/esomas/course/view.php?id=243>

Per l'esame finale, inoltre:

OFCE (Observatoire Français des Conjonctures Economiques), L'Economie française 2019, éd. La Découverte, Paris, 2018 (esclusivamente per l'orale non frequentanti)

Dizionario monolingue consigliato:

Le Nouveau Petit Robert de la langue française, 2010 (éditions Le Robert)

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=acaw](https://www.business-management.unito.it/do/corsi.pl/Show?_id=acaw)



# German Language

## *German Language*

Academic year:	2019/2020
Course ID:	MAN0288
Teacher:	Caterina Saracco (Lecturer)
Teacher contacts:	n/d, caterina.saracco@unito.it
Year:	1st year 2nd year 3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	L-LIN/14 - lingua e traduzione - lingua tedesca
Delivery:	Formal authority
Language:	German
Attendance:	Optional
Type of examination:	Written and oral (optional)

### **PREREQUISITES**

Basic knowledge of grammatical terminology

### **Learning objectives**

Students must reach the A2 level of language proficiency (written and oral)

### **COURSE AIMS**

Students must reach the A2 level of language proficiency (written and oral)

### **COURSE DELIVERY**

The final examination consists of a written test (grammar + reading comprehension + writing) at the end of the course and of an oral exam. The oral exam focuses on the explanation of a socio-economic text taken from the German, Austrian or Swiss press, which the student must prepare independently before the test.

### **LEARNING ASSESSMENT METHODS**

Lessons and exercises with native teachers during the entire academic year

### **SUPPORT ACTIVITIES**

In addition to the official German language course, students will have to attend the lessons taught by the native instructors. These lessons will be necessary in order to prepare in a better way the oral exam.

### **SYLLABUS**

The course includes the acquisition of basic grammatical skills (phonology, morphology, syntax and vocabulary) up to the A2 level of the CEFR.

## SUGGESTED TEXTBOOKS AND READINGS

The following manual will be used in the classroom for the official course. This text is for the complete preparation of the written exam.

Bonelli / Pavan (2012) Grammatica attiva della lingua tedesca. Hoepli editore.

For further exercises we recommend the following text (not mandatory):

PONS 250 Grammatik-Übungen Deutsch als Fremdsprache: Für Anfänger und Fortgeschrittene. Mit ausführlichen Lösungen

The following text will be used for the tutorial lessons:

PONS Der große Sprachkurs Deutsch als Fremdsprache: Erfolgreich vom Anfänger zum Profi mit über 160 Minuten Hörtraining auf MP3-CD

Other materials will be distributed in class by the teacher or uploaded in the "teaching material" section located at the bottom of this page.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=0c16](https://www.business-management.unito.it/do/corsi.pl/Show?_id=0c16)

# Intermediate Financial Accounting - Stream A

## *Intermediate Financial Accounting - Stream A*

Academic year:	2019/2020
Course ID:	MAN0268
Teacher:	Silvana Secinaro (Lecturer) Melchior Emanuele Gromis Di Trana (Lecturer) Maha Mohamed Radwan Ahmed Salem (Tutor) Davide Calandra (Tutor) Federico Chmet (Tutor)
Teacher contacts:	silvana.secinaro@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

This course aims at developing advanced skills required to interpret, analyze and assess financial information presented Financial Statements, prepared according to EU rules.

### **COURSE AIMS**

1) Knowledge and understanding: improvement of knowledge about financial statements and development of basic knowledge about its analysis will be reached by the student. In addition, students will be able to understand and gain knowledge about the regulatory and professional requirements related to the preparation and presentation of the Financial Statements.

2) Applying knowledge and understanding: students will be able to analyse and interpret the financial statements.

3) Making judgements: the student will be able to evaluate the main variables concerning preparation of financial statements and its analysis. Students will be able to gain consistent knowledge in order to identify key influencing factors in assessing companies' financial performance.

4) Communication skills: ability to handle and communicate useful information related to the preparation of Financial Statements.

5) Learning skills: the student will develop autonomous and yet not standardised learning skills, focused to critically and constructively approach managerial issues in a quantitative way. Successful learning will be linked to a deep understanding of companies' structure and strong knowledge according to the regulatory and professional requirements needed in the preparation

and presentation of the Financial Statements.

## **COURSE DELIVERY**

The course is articulated in 42 hours of formal in-class lecture time, and in at least as many hours of at-home work solving practical exercises.

## **LEARNING ASSESSMENT METHODS**

The exam consists in:

- a written exam with open questions and exercises based on accounting principles, on financial analysis and on financial interpretation;

- weekly quizzes valuing 10% of the total mark.

The final mark is the sum of the mark achieved in the written test and the quizzes.

## **SUPPORT ACTIVITIES**

Homework sets will be assigned, and their solutions will be discussed in class and published on Moodle.

## **SYLLABUS**

Contents

This course presents main issues related to the preparation and the analysis of general purposes financial statements. Course outline:

A) Objectives of general purposes financial statement:

Users of financial statement

The elements of financial statement

Recognition of the elements of financial statement

B) Measurement of the elements of financial statement

Intangible assets

Properties, plants and equipments

Financial assets

Inventories

Receivables

Provisions

C) Tools and sources for financial statement analysis:

Ratio analysis of financial statement: capital structure and solvency; asset composition; capital composition

Capital structure measure for solvency analysis: short-term liquidity (working capital analysis; liquidity ratio; quick ratio);

Profitability analysis (Return on sales; Return on invested capital; Return on equity);

D) Cash-flow analysis

#### **SUGGESTED TEXTBOOKS AND READINGS**

Cisi. M., Giacosa E., Financial Statements Analysis - Theory and cases. CELID, Torino, 2016

Scagenelli S., Gromis di Trana M., Venuti F., Introduction to Financial Accounting, Giappichelli Editore, Torino, 2018.

#### **NOTE**

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=woz6](https://www.business-management.unito.it/do/corsi.pl/Show?_id=woz6)

# Intermediate Financial Accounting - Stream B

## *Intermediate Financial Accounting - Stream B*

Academic year:	2019/2020
Course ID:	MAN0268
Teacher:	Melchior Emanuele Gromis Di Trana (Lecturer) Maha Mohamed Radwan Ahmed Salem (Tutor) Chiara Crovini (Tutor)
Teacher contacts:	melchior.gromis@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

This course aims at developing advanced skills required to interpret, analyze and assess financial information presented Financial Statements, prepared according to EU rules.

### **COURSE AIMS**

1) Knowledge and understanding: improvement of knowledge about financial statements and development of basic knowledge about its analysis will be reached by the student. In addition, students will be able to understand and gain knowledge about the regulatory and professional requirements related to the preparation and presentation of the Financial Statements.

2) Applying knowledge and understanding: students will be able to analyse and interpret the financial statements.

3) Making judgements: the student will be able to evaluate the main variables concerning preparation of financial statements and its analysis. Students will be able to gain consistent knowledge in order to identify key influencing factors in assessing companies' financial performance.

4) Communication skills: ability to handle and communicate useful information related to the preparation of Financial Statements.

5) Learning skills: the student will develop autonomous and yet not standardised learning skills, focused to critically and constructively approach managerial issues in a quantitative way. Successful learning will be linked to a deep understanding of companies' structure and strong knowledge according to the regulatory and professional requirements needed in the preparation and presentation of the Financial Statements.

## **COURSE DELIVERY**

The course is articulated in 42 hours of formal in-class lecture time, and in at least as many hours of at-home work solving practical exercises.

## **LEARNING ASSESSMENT METHODS**

The exam consists in:

- a written exam with open questions and exercises based on accounting principles, on financial analysis and on financial interpretation;
- weekly quizzes valuing 10% of the total mark.

The final mark is the sum of the mark achieved in the written test and the quizzes.

## **SUPPORT ACTIVITIES**

Homework sets will be assigned, and their solutions will be discussed in class and published on Moodle.

## **SYLLABUS**

Contents

This course presents main issues related to the preparation and the analysis of general purposes financial statements. Course outline:

A) Objectives of general purposes financial statement:

Users of financial statement

The elements of financial statement

Recognition of the elements of financial statement

B) Measurement of the elements of financial statement

Intangible assets

Properties, plants and equipments

Financial assets

Inventories

Receivables

Provisions

C) Tools and sources for financial statement analysis:

Ratio analysis of financial statement: capital structure and solvency; asset composition; capital composition

Capital structure measure for solvency analysis: short-term liquidity (working capital analysis; liquidity ratio; quick ratio);

Profitability analysis (Return on sales; Return on invested capital; Return on equity);

D) Cash-flow analysis

### **SUGGESTED TEXTBOOKS AND READINGS**

Cisi. M., Giacosa E., Financial Statements Analysis - Theory and cases. CELID, Torino, 2016

Scagenelli S., Gromis di Trana M., Venuti F., Introduction to Financial Accounting, Giappichelli Editore, Torino, 2018.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=3n1n](https://www.business-management.unito.it/do/corsi.pl/Show?_id=3n1n)



# International Marketing

## *International Marketing*

Academic year:	2019/2020
Course ID:	MAN0281
Teacher:	Rebecca Pera (Lecturer)
Teacher contacts:	n/d, rebecca.pera@unito.it
Year:	3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

### **Learning objectives**

The business world has been facing over the last decades considerable development challenges as a result of a changing global economy, new emerging markets and globalization. Companies are called upon to act and to identify new markets, find solutions to emerging competition, match their products and services to consumers in different countries, and finally grow in an environment of global, yet local attitudes.

After a solid refresh of the key marketing concepts, attendants will gain exposure to the company challenge of setting up international production or sales operations and study related concepts such as:

- Global competitive marketing strategies
- Culture, management styles and business systems in emerging markets
- How countries compete for globalization
- Consumer behavior across cultures
- Market entry and exit strategies
- Standardization VS adaptation issues in international marketing
- Global branding and international advertising
- Negotiating with international customers, partners and regulators

### **COURSE AIMS**

**Creativity and innovation:** Upon completion of this course students will be able to develop winning international product strategies through creative and innovative market strategy design after a thorough analysis of the new, international market needs.

**Team management:** Upon completion of the course, students will know how companies are reorganized and international teams managed in order to meet the requirements of international expansion.

Anticipation to Change: Students would have the ability to anticipate situations and discover new trends and business opportunities in the market.

Customer focus: Upon completion of the course students will understand how culture and management differences influence business and customer requirements and be able to adjust a product offer to match these different needs to the company's advantage.

Ethical Commitment: At the end of the course, students will become more of global citizens and will learn how to identify the economic and social impact of globalization and develop market strategies sensitive to wellbeing of the local citizens.

Strategic thinking: At the end of the course students will be able to know which strategic marketing adjustments are necessary in order to effectively enter international markets and how market entry strategies should be conceived and managed. More concretely students will know: how to identify high potential markets, how to study international markets and how to compete in international markets.

## COURSE DELIVERY

42-hour class (6 CFU)

## LEARNING ASSESSMENT METHODS

Course candidates will be assessed on a continuous basis, with a strong focus on class participation. Class participation will be judged on quantity and quality of interventions in class. Students will be provided numerous occasions of oral participation during each session.

EVALUATION SYSTEM	Percentage	For the
A. Continuous assessment (exercises/case studies, discussions, participation)	40%	team
B. Project and presentation	25%	
C. Written class tests	35%	

assignments, the class will be divided in small teams of 3-5 students.

## SYLLABUS

Session 1 - Content:

- Introduction and basic concepts in Global Marketing
- Market segmentation and positioning strategies
- Case

Learning objective: Introduction to global market strategies.

Session 2 - Content:

- Managing the product over time
- Strategic Planning in Marketing
- Case

Learning objective: market selection criteria and mode of entry strategies.

Session 3 - Content:

- Product, product line and brand Decisions
- Pricing Decisions
- Case

Learning objective: Implementing decisions in heterogeneous markets

Session 4 - Content:

- Marketing Communications
- Distribution decisions
- Case

Learning objective: Appropriateness of different marketing communication and distribution strategies in different markets

Session 5

- MIDTERM
- Presentation and discussion of previous cases

Session 6

In this section we will host a Marketing Manager of an International Company. You will be also assigned a product launch project.

Learning objectives: From a company's experience, we understand the factors that may lead to a disappointing performance, including size, location, pricing, cultural gap, localization, product positioning and product offerings. To become aware of the importance of observing local culture and customs and the pros and cons of standardization versus localization, and standardization versus differentiation in the global expansion of a company.

Session 7

- Studying the environment
- Local and global communication
- Case

Learning objectives: decide which strategy to take in different environments; planning an adequate communication.

Session 8 - Content:

- Revenue Management and Pricing in international markets
- Cultural factors
- Case

Learning objectives: understand different pricing strategies and how different consumers react to these new strategies. Exploration of value pricing, fairness, price discrimination, brand equity, new product development, communications, and marketing strategy in a global setting.

Session 9 - Content:

- Maximize sales in International Markets
- Discussion and solution of previous case
- Learning by doing: the use of Excel for marketing decisions

Learning objectives: Implementing decision in practice, discussion on how to maximize revenues

when dealing with different specific market.

#### Session 10

In this section we will host a researcher in the area consumer behavior.

Learning objectives: From an international perspective, we understand the factors that may lead companies to engage and retain customers depending on their country of origin.

#### Session 11 - Content:

- FINAL EXAM
- Presentation Final Project

#### Session 12

In this section we will host a Consultant of an International Company. You will be engaged in the discussion and you will have the opportunity to ask questions about the issues a consultant may face in the international competitive setting.

Learning objectives: From a real experience, we understand the determinants of a successful career in International Marketing Strategy.

#### SUGGESTED TEXTBOOKS AND READINGS

Palmatier, R.W., & Sridhar, S. (2017). Marketing strategy: Based on first principles and data analytics. Macmillan

Doole, I., & Lowe, R. (2012). International Marketing Strategy. London: Cengage Learning.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=sgiw](https://www.business-management.unito.it/do/corsi.pl/Show?_id=sgiw)

# Introduction to Psychology and Behavioral Management - Stream A

## *Introduction to Psychology and Behavioral Management - Stream A*

Academic year:	2019/2020
Course ID:	MAN0247
Teacher:	Cecilia Casalegno (Lecturer) Remigia Spagnolo (Tutor)
Teacher contacts:	cecilia.casalegno@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	7
Course SSD (disciplinary sector):	M-PSI/01 - psicologia generale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

The course aims at teaching the fundamentals of the strategy related to human resources management. Managing people is not just about providing for their salaries, nor means applying on them an evaluation an end in itself. Managing people in any organization means first be aware that the human being is in continuous development and the company will give people the chance to develop, the more it will grow with the people who work there inside. The course objective is therefore to ensure that the student can assimilate as much as possible those theoretical knowledge on the subject that may have real feedback and applications.

### **COURSE AIMS**

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

- Rework knowingly theoretical teachings that academic studies consider as fundamental;
- Apply theoretical concepts related to the strategic management of human resources in specific instances;
- Understand what is the best, fairest and effective people management strategy in an organizations;
- Attend a job interview, considering what has been said over the subject in the classroom.

### **COURSE DELIVERY**

Lectures, practical applications through case studies, current events analysis and testimonials from Entrepreneurs and Managers

## LEARNING ASSESSMENT METHODS

Written exam (1 hour). Open questions. The number of the questions depends on how complex is to answer to each question.

## SUPPORT ACTIVITIES

Announcement of seminars about the topic and insights through web platforms (with the students, who are asked for interaction)

## SYLLABUS

- Business strategies and human resources
- The value of the cycle of human resources
- People, motivations and skills
- How to program the people to grow with them
- Labour markets
- The right people in the right place
- From The collective agreement to the individual contract
- From the contract to commitment
- How to develop human capital
- How to organize the workplace
- Managing the performance
- Assessing human resources

## SUGGESTED TEXTBOOKS AND READINGS

Armstrong, M., & Taylor, S. (2017). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=4f6c](https://www.business-management.unito.it/do/corsi.pl/Show?_id=4f6c)

# Introduction to Psychology and Behavioral Management - Stream B

## *Introduction to Psychology and Behavioral Management - Stream B*

Academic year:	2019/2020
Course ID:	MAN0247
Teacher:	Cecilia Casalegno (Lecturer) Remigia Spagnolo (Tutor)
Teacher contacts:	cecilia.casalegno@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	7
Course SSD (disciplinary sector):	M-PSI/01 - psicologia generale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

The course aims at teaching the fundamentals of the strategy related to human resources management. Managing people is not just about providing for their salaries, nor means applying on them an evaluation an end in itself. Managing people in any organization means first be aware that the human being is in continuous development and the company will give people the chance to develop, the more it will grow with the people who work there inside. The course objective is therefore to ensure that the student can assimilate as much as possible those theoretical knowledge on the subject that may have real feedback and applications.

### **COURSE AIMS**

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

- Rework knowingly theoretical teachings that academic studies consider as fundamental;
- Apply theoretical concepts related to the strategic management of human resources in specific instances;
- Understand what is the best, fairest and effective people management strategy in an organizations;
- Attend a job interview, considering what has been said over the subject in the classroom.

### **COURSE DELIVERY**

Lectures, practical applications through case studies, current events analysis and testimonials from Entrepreneurs and Managers

## LEARNING ASSESSMENT METHODS

Written exam (1 hour). Open questions. The number of the questions depends on how complex is to answer to each question.

## SUPPORT ACTIVITIES

Announcement of seminars about the topic and insights through web platforms (with the students, who are asked for interaction)

## SYLLABUS

- Business strategies and human resources
- The value of the cycle of human resources
- People, motivations and skills
- How to program the people to grow with them
- Labour markets
- The right people in the right place
- From The collective agreement to the individual contract
- From the contract to commitment
- How to develop human capital
- How to organize the workplace
- Managing the performance
- Assessing human resources

## SUGGESTED TEXTBOOKS AND READINGS

Armstrong, M., & Taylor, S. (2017). Armstrong's handbook of human resource management practice. Kogan Page Publishers.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=0xia](https://www.business-management.unito.it/do/corsi.pl/Show?_id=0xia)



# Italian Language

## *Italian Language*

Academic year:	2019/2020
Course ID:	MAN0291
Teacher:	Paolo Nitti (Lecturer) Marie Vezzoli (Tutor) Giorgia Tiengo (Tutor)
Teacher contacts:	paolo.nitti@unito.it
Year:	1st year
Type:	For the final degree and for the knowledge of foreign language
Credits/recognition:	6
Course SSD (disciplinary sector):	L-FIL-LET/12 - linguistica italiana
Delivery:	Formal authority
Language:	Italian
Attendance:	Optional
Type of examination:	Practice test

### **SUGGESTED TEXTBOOKS AND READINGS**

Class handouts.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=3mph](https://www.business-management.unito.it/do/corsi.pl/Show?_id=3mph)

# Labelling (Food and non food products)

## *Labelling (Food and non food products)*

Academic year:	2019/2020
Course ID:	MAN0207
Teacher:	Erica Varese (Lecturer)
Teacher contacts:	011 - 670 57 91, erica.varese@unito.it
Year:	3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/13 - scienze merceologiche
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Quiz

### **Learning objectives**

#### *english*

The course will provide students with an advanced knowledge of food and non-food labelling within the European Union.

#### *italiano*

Il corso permette di acquisire conoscenze e capacità di comprensione in materia di etichettatura dei prodotti (alimentari e non) nell'Unione europea.

### **COURSE AIMS**

#### *english*

Students will learn how to connect issues discussed in the course with the main themes concerning labelling of foodstuffs and non-food products.

The area encompassing a label is regulated by law. For manufacturers, complying with these rules is compulsory. For consumers, understanding them allows aware choices.

Knowledge and understanding

- describe the development of EU legislation on labelling, advertising and presentation of foodstuffs;
- describe the development of EU legislation on nutrition and health claims appearing on foodstuffs;
- list and describe mandatory information required by EU legislation on food information to consumers;

- illustrate the characteristics of some vertical rules on food labelling;
- illustrate the characteristics of some vertical rules on non-food labelling.

#### Making judgements

- Evaluate the accuracy of information appearing in food and non-food labelling.

#### Communication skills

At the end of the course, students will be able to use the technical language for providing consumers with information on food and non-food products.

#### *italiano*

Gli studenti acquisiscono la capacità di collegare gli argomenti trattati nel corso con le principali tematiche relative all'etichettatura dei prodotti (alimentari e non).

L'etichettatura dei prodotti (alimentari e non) è disciplinata da una specifica normativa. Gli operatori professionali sono obbligati a rispettare la normativa prevista. I consumatori, conoscendola, possono effettuare scelte consapevoli.

#### Conoscenza e capacità di comprensione

- descrivere l'evoluzione della normativa unionale sull'etichettatura, la presentazione e la pubblicità degli alimenti;
- descrivere l'evoluzione della normativa unionale relativa indicazioni nutrizionali e sulla salute fornite sui prodotti alimentari;
- elencare e descrivere le informazioni obbligatorie previste dalla normativa della Ue sulla fornitura di informazioni sugli alimenti ai consumatori;
- illustrare le caratteristiche di alcune normative verticali sull'etichettatura degli alimenti;
- illustrare le caratteristiche di alcune normative verticali sull'etichettatura dei prodotti non alimentari

#### Autonomia di giudizio

Effettuare delle valutazioni sulla correttezza delle indicazioni presenti sull'etichettatura degli alimenti e dei prodotti non alimentari.

#### Abilità comunicative

Alla fine dell'insegnamento, lo studente dovrà sapere utilizzare il linguaggio tecnico relativo alla

fornitura di informazioni sui prodotti alimentari e non.

## COURSE DELIVERY

### *english*

The course consists in 42 hours of lectures in class.

If possible, seminars held by qualified experts and company visits will be organised

### *italiano*

Il corso consiste in 42 ore di didattica frontale in aula.

Se possibile, saranno organizzati seminari tenuti da esperti e visite aziendali.

## LEARNING ASSESSMENT METHODS

### *english*

Intermediate checking on the learning process is accomplished by answering questions similar to the exam questions; they do not count for the final grade, but help students evaluate their personal level of learning.

In order to verify achievement of the course objectives, periodical group work (or individual) activities will be organized for the students in class.

The knowledge would be evaluated by a final written exam, composed by multiple-choice and/or open questions (with a limited space for answers).

The topics of the exams will be the ones indicated in the programme.

### *italiano*

La verifica in itinere dell'apprendimento avviene rispondendo a domande analoghe a quelle dell'esame, senza valore per la valutazione finale, ma utili allo studente per valutare il personale grado di apprendimento.

Per verificare il raggiungimento degli obiettivi dell'insegnamento, saranno organizzati in aula per gli studenti dei lavori di gruppo (o dei lavori individuali).

La verifica della preparazione degli studenti avverrà con esame scritto composto da domande a risposta chiusa e/o aperta (con spazio di risposta predefinito).

Gli argomenti oggetto d'esame rifletteranno quelli trattati durante l'insegnamento e presenti nel programma.

## SYLLABUS

### *english*

- The provision of food information to consumers (General provisions; General principles on food

information; General food information requirements and responsibilities of food business operators; Mandatory food information; Voluntary food information);

- Marketing communication and food labelling (Antitrust Authority - AGCM - and Institute of Marketing Communication Self-Regulation - IAP);

- "Vertical" labelling legislation on specific products (eggs, oil, cocoa and chocolate, ...);

- Labelling rules for non-food products (cosmetics, textiles, ...)

#### *italiano*

- La fornitura di informazioni sugli alimenti ai consumatori (Disposizioni generali; Principi generali delle informazioni sugli alimenti; Requisiti generali relativi all'informazione sugli alimenti e responsabilità degli operatori del settore alimentare; Informazioni obbligatorie sugli alimenti; Informazioni volontarie sugli alimenti);

- Pubblicità ed etichettatura dei prodotti alimentari (Autorità garante della concorrenza e del mercato - AGCM - e Istituto dell'autodisciplina pubblicitaria - IAP)

- Etichettatura di specifici alimenti (uova, olio, cacao e cioccolato etc.);

- Etichettatura di prodotti non alimentari (cosmetici, tessili etc.).

#### **SUGGESTED TEXTBOOKS AND READINGS**

#### *english*

Educational materials and scientific papers will be loaded on moodle.

#### *italiano*

I materiali utili per la preparazione al corso saranno caricati su moodle.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=f010](https://www.business-management.unito.it/do/corsi.pl/Show?_id=f010)

# Logistic Trade

## *Logistic Trade*

Academic year:	2019/2020
Course ID:	MAN0516
Teacher:	Mario Gay (Lecturer)
Teacher contacts:	n/d, mario.gay@unito.it
Year:	3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

### **Learning objectives**

The course objective is to provide the students with an operative framework to successfully operate in the Emerging Markets.

The course is articulated more like an "operative survival manual" than an academic course trying to highlight the practical aspect of doing business in the Emerging Markets.

The Course will develop around the risks and the opportunities and will try to create a framework on how to manage the daily challenges of doing business in an international environment where the business difficulties are coupled with the cultural differences and expectations.

### **COURSE AIMS**

Ability to read the global international agenda.

Knowledge of the BKM (best know methods) in doing business in the emerging markets, with the presentation of practical cases of the multinational company that have operated in these markets for many years

A framework on the basic principles of management and leadership in the emerging markets.

What it works and what is not working

How to manage the risk. Credit Risk, Financial Risk, Operational risk

### **COURSE DELIVERY**

As per above

### **LEARNING ASSESSMENT METHODS**

Case Study in class, participation at the group study, and final exam in multiple-choice.

## SYLLABUS

Day 1: Reading the Geopolitical International Agenda

Middle East - Continue Crisis  
The Modern Silk Road and the role of China  
The Role of Russia

Day 2: Go to Market Strategies

Practical aspect on how to enter in an emerging markets  
Some legal framework  
Logistics and International trade - basic aspects

Day 3: How to manage the risks

Credit & Financial risks - Credit Insurance - Letter of Credit - How to manage the exposure  
Operational Risks  
How to structure a solid reporting scheme and how to assess the

Day 4: How to drive from a managerial and leadership point of view

How to declinate the academic model of management in different emerging market cultures.  
What it works what are the most common mistakes.

Day 5: Case Study.

Putting everything together.  
Analyze real case study in the light of what has been presented during the previous days

## SUGGESTED TEXTBOOKS AND READINGS

Slides presented in class

Several websites of geopolitical analysis, OPEC report, PWC reports presented during the class

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=0c18](https://www.business-management.unito.it/do/corsi.pl/Show?_id=0c18)

## Macroeconomics (on-line)

### *Macroeconomics (on-line)*

Academic year:	2019/2020
Course ID:	MAN0553
Teacher:	Teodoro Togati (Lecturer)
Teacher contacts:	0116706187, dario.togati@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ywsc](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ywsc)



# Macroeconomics - Stream A

## *Macroeconomics - Stream A*

Academic year:	2019/2020
Course ID:	MAN0269
Teacher:	Teodoro Togati (Lecturer) Alessandro Stanchi (Tutor)
Teacher contacts:	0116706187, dario.togati@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

Endow students with the basic instruments to understand: the macroeconomic environment; the interconnections between economic variables and relationships (such as the consumption function); the tradeoff between different uses of resources; the tendency towards market equilibria which can be very unsatisfactory from a social point of view (such as the notion of equilibrium unemployment); the complexity of economic adjustments and the difference between their action in the short, medium and long run. Finally, to understand the role of macroeconomic policies, especially the fiscal and monetary policies.

### **COURSE AIMS**

I expect that students can at least read economic news and understand economic debates and policies. And that they can make use of the notions they have learnt in their future activity.

### **COURSE DELIVERY**

Lectures and exercises

### **LEARNING ASSESSMENT METHODS**

Written examination, followed by a voluntary oral examination

### **SYLLABUS**

- What is the macroeconomics and why it is useful
  - &nbsp;   p;            i.        Output growth, unemployment and inflation
  - &nbsp;   p;            ii.       Business cycles and Economic growth
- 2. Aggregate demands, aggregate supply and business cycles
  - &nbsp;   p;            i.        Aggregate demand

- &nbsp; p;            ii.        The goods market (IS curve) and the money market (LM curve)
- &nbsp; p;            iii.        Equilibrium and adjustment mechanisms
- &nbsp; p;            iv.        Aggregate supply
- &nbsp; p;            v.        Supply side in an imperfectly competitive model
- &nbsp; p;            vi.        Aggregate demand and aggregate supply
- 3. Inflation, unemployment and monetary rules
  - &nbsp; p;            i.        Inflation and the Phillips curve
  - &nbsp; p;            ii.        Monetary rules and the three equation IS-LM-MR model
  - &nbsp; p;            iii.        Inflation and the medium run equilibrium
- 4. Labour market and supply side policies
  - &nbsp; p;            i.        Supply side structures, policies and shocks
  - &nbsp; p;            ii.        Factors that shift the WS and PS curve
  - &nbsp; p;            iii.        Unions, wage setting arrangements and the equilibrium unemployment
  - &nbsp; p;            iv.        The Beveridge approach to unemployment
- 5. Monetary policy
  - &nbsp; p;            i.        Inflation, disinflation and deflation
  - &nbsp; p;            ii.        Monetary policy paradigms
  - &nbsp; p;            iii.        Credibility, time consistency and rules versus discretion in monetary policy
  - &nbsp; p;            i.        The automatic stabilizers
  - &nbsp; p;            ii.        Discretionary fiscal policy
  - &nbsp; p;            iii.        Deficits and debt
  - &nbsp; p;            iv.        Monetizing the debt: seignorage and hyperinflation
  - &nbsp; p;            i.        Basic intertemporal choice models: the life cycle and permanent income hypotheses
  - &nbsp; p;            ii.        Investment in the theory of the firm
  - &nbsp; p;            i.        Growth and growth rates
  - &nbsp; p;            ii.        The Solow-Swann model
  - &nbsp; p;            iii.        Solow growth accounting
  - &nbsp; p;            iv.        Technological progress in the S-S model
  - &nbsp; p;            v.        Economic convergence
- Fiscal policy
- Consumption and investment
- Exogenous growth theory

#### SUGGESTED TEXTBOOKS AND READINGS

Blanchard, Amighini and Giavazzi, Macroeconomics: A European Perspective, Pearson 2014.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=6swt](https://www.business-management.unito.it/do/corsi.pl/Show?_id=6swt)

# Macroeconomics - Stream B

## *Macroeconomics - Stream B*

Academic year:	2019/2020
Course ID:	MAN0269
Teacher:	Elsa Maria Fornero (Lecturer) Dott. Piotr Tomasz Bialowolski (Lecturer) Salvatore Carrozzo (Tutor) Marcello Matranga (Tutor)
Teacher contacts:	elsa.fornero@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

This course provides students with key macroeconomic tools and models, useful to understand the working of economic systems and the behaviour of the main macroeconomic variables, such as gross domestic product, employment, consumption and inflation. After completing the course, students will be able to understand the main economic indicators and their complex interrelations

### **COURSE AIMS**

- Knowledge and understanding. Knowing the functioning of a macroeconomic model, and understanding the relationships between the main economic variables.
- Applying knowledge and understanding. A good knowledge of macroeconomic relationships represents an important element for a better professional performance
- Making judgements. Being able to apply a suitable model in order to understand and explain the logic of the macroeconomic system.
- Communication skills. Translating with simple words the models, learning the rigorous reasoning through the use of graphs and formulae.
- Learning skills. For a successful learning, students must acquire a good familiarity with economic concepts, principles and mechanism

### **COURSE DELIVERY**

Lectures with frequent interactions between teachers and students .

Invitation to show up during office hours for clarifications and control of the preparation acquired.

### **LEARNING ASSESSMENT METHODS**

The exam is written (with the possibility of an additional oral examination) and allows the student to get up to 30/30 marks. Students are required to answer four open questions (marks: 7,5 each) which include 1) exercises concerning national accounting and income expenditure models; 2) IS-LM-BP; 3) questions concerning theoretical issues; 4) comments to texts (newspaper articles). Time:

1.5 hours. It is possible to seat for this exam up to three time per academic year.

## **SUPPORT ACTIVITIES**

Office hours for clarifications and control of the preparation acquired .

## **SYLLABUS**

- Introduction to Macroeconomics: What is Macroeconomics. Variables, relations and macroeconomic models. National Accounts.
- The short run: The demand for goods. The determination of equilibrium output. Financial Markets. The IS-LM model.
- The medium run: The labour market. The AS-AD model. The Phillips curve. Inflation, activity, and money growth.
- Expectations: the basic tools. Financial markets and expectations. Expectations, consumption, and investment.
- The long run: the facts of growth. Savings, capital accumulation and growth. Technological progress and growth.
- The open economy: Openness in goods and financial markets. Output, the interest rate, and the exchange rate. Exchange rates: adjustments, crises, and regimes. The European Monetary Union.
- Pathologies and policy: Inflation, unemployment and public debt. Monetary policy. Fiscal policy.

## **SUGGESTED TEXTBOOKS AND READINGS**

Blanchard, Macroeconomics, 7th edition.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=mipj](https://www.business-management.unito.it/do/corsi.pl/Show?_id=mipj)

# Managerial Accounting - Stream A

## *Managerial Accounting - Stream A*

Academic year:	2019/2020
Course ID:	MAN0270
Teacher:	Francesca Culasso (Lecturer) Elisa Truant (Lecturer) Peter Clarke (Lecturer)
Teacher contacts:	0116706014, francesca.culasso@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

The course aims to study the logic, the responsibility centres and the tools of the management control in the enterprises, with particular attention to the manufacturing ones. The purpose of the course is to provide students with the knowledge and understanding about the mechanisms of the managerial system, useful to guide and empower managers to the global objectives of the firm, side by side in an initial capacity to apply this knowledge and understanding in simple practical case studies. The course enables graduates to acquire the necessary skills to his joining the company, where through the study and understanding of all business processes, will become a figure of reference for the activities of management control and support to operational managers in their decision making. The course also allows the graduate who will specialize in some other area of management to acquire the basic skills for programming and monitoring of its actions in key economic and financial.

### **COURSE AIMS**

At the end of the course student is expected to be capable of:

- knowing and understanding the logic of management control as a directional process and its mechanisms and technical - accounting tools;
- applying knowledge about the management control logic and tools to the planning, budgeting and reporting issues;
- making judgements to critically analyse the issue and selected solutions discussed in the business cases study;
- using communication skills to discuss in the classroom the business cases studied in the individual and team work, using appropriate supports;

- using learning skills to verify ongoing the learning degree of the managerial logic, also and in particular through the business cases study and discussion.

## **COURSE DELIVERY**

The course is articulated in 42 hours of formal and interactive in-class lecture, and in at least many hours of at-home work solving practical exercises.

## **LEARNING ASSESSMENT METHODS**

The course grade is determined solely on the basis of a written examination. The examination (2 hours) is articulated in two parts:

- 3/4 theoretical open questions, through which verify both the knowledge about concepts and results developed in the course and the ability to use effectively the concepts and the result to solve simple case-study problems;

- some practical and quantitative exercises, through which verify the ability of the students to apply technical financial and non financial tools to analytical business problems.

## **SUPPORT ACTIVITIES**

Homework exercises will be assigned, and their solution will be discussed in class (if time allows) or uploaded on the website.

## **SYLLABUS**

Main topics:

- The logic and the contents of the strategic planning and management control in the enterprises

- Economic analysis for the management control ( Cost-Volume Profit Analysis, Break- Even Point Analysis, Economic convenience and differential reasoning)

- The budget and its drawing up processes

- Economic variances and Reporting.

## **SUGGESTED TEXTBOOKS AND READINGS**

CULASSO F., Management Accounting Systems, Giappichelli Editore, 2012.

SEZIONE DI RAGIONERIA - DIPARTIMENTO DI MANAGEMENT, Slides of Management Accounting.

SEZIONE DI RAGIONERIA - DIPARTIMENTO DI MANAGEMENT, Exercises of Management Accounting.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=4oi0](https://www.business-management.unito.it/do/corsi.pl/Show?_id=4oi0)

# Managerial Accounting - Stream B

## *Managerial Accounting - Stream B*

Academic year:	2019/2020
Course ID:	MAN0270
Teacher:	Laura Broccardo (Lecturer) Elisa Truant (Lecturer) Peter Clarke (Lecturer)
Teacher contacts:	+39 011 670 6139, laura.broccardo@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *English*

The course aims to study the logic, the responsibility centres and the tools of the management control in the enterprises, with particular attention to the manufacturing ones. The purpose of the course is to provide students with the knowledge and understanding about the mechanisms of the managerial system, useful to guide and empower managers to the global objectives of the firm, side by side in an initial capacity to apply this knowledge and understanding in simple practical case studies. The course enables graduates to acquire the necessary skills to his joining the company, where through the study and understanding of all business processes, will become a figure of reference for the activities of management control and support to operational managers in their decision making. The course also allows the graduate who will specialize in some other area of management to acquire the basic skills for programming and monitoring of its actions in key economic and financial.

#### *Italiano*

Il corso si propone di studiare la logica, i centri di responsabilità e gli strumenti del controllo di gestione nelle imprese, con particolare attenzione alle aziende di produzione. Lo scopo del corso è fornire agli studenti la conoscenza e la comprensione dei meccanismi del sistema manageriale, utili a guidare e responsabilizzare i manager verso gli obiettivi globali dell'azienda, applicando questa conoscenza a semplici casi di studio pratici. Il corso consente agli studenti di acquisire le competenze necessarie al suo ingresso in azienda, dove attraverso lo studio e la comprensione di tutti i processi aziendali, diventerà una figura di riferimento per le attività di controllo di gestione e di supporto ai responsabili operativi nel loro processo decisionale. Il corso consente anche l'acquisizione di competenze di base per la programmazione e il monitoraggio di azioni in chiave economica e finanziaria.



## COURSE AIMS

### *English*

At the end of the course student is expected to be capable of:

- knowing and understanding the logic of management control as a directional process and its mechanisms and technical - accounting tools;
- applying knowledge about the management control logic and tools to the planning, budgeting and reporting issues;
- making judgements to critically analyse the issue and selected solutions discussed in the business cases study;
- using communication skills to discuss in the classroom the business cases studied in the individual and team work, using appropriate supports;
- using learning skills to verify ongoing the learning degree of the managerial logic, also and in particular through the business cases study and discussion.

### *Italiano*

Alla fine del corso lo studente sarà in grado di:

- conoscere e comprendere la logica del controllo di gestione come processo direzionale, i suoi meccanismi e gli strumenti tecnico-contabili;
- applicare la conoscenza della logica e degli strumenti di controllo di gestione ai problemi di pianificazione, definizione del budget e reporting;
- formulare giudizi per analizzare criticamente il problema e le soluzioni selezionate discusse nello studio dei casi aziendali;
- utilizzare capacità comunicative per discutere in classe i casi aziendali durante i lavori individuali e di gruppo, utilizzando adeguati supporti ;
- utilizzare capacità di apprendimento per verificare il grado di apprendimento della logica gestionale, anche e in particolare attraverso lo studio e la discussione dei casi aziendali.

## COURSE DELIVERY

### *English*

The course is articulated in 42 hours of formal and interactive in-class lecture, and in at least many hours of at-home work solving practical exercises.

*Italiano*

Il corso si articola in 42 ore di lezione frontale e interattiva e richiede alcune ore di lavoro a casa per risolvere esercizi pratici.

## **LEARNING ASSESSMENT METHODS**

*English*

The course grade is determined solely on the basis of a written examination. The examination (2 hours) is articulated in two parts:

- 3/4 theoretical open questions, through which verify both the knowledge about concepts and results developed in the course and the ability to use effectively the concepts and the result to solve simple case-study problems;
- some practical and quantitative exercises, through which verify the ability of the students to apply technical financial and non financial tools to analytical business problems.

*Italiano*

Il voto del corso è determinato sulla base di un esame scritto. L'esame (2 ore) è articolato in due parti:

- 3/4 domande teoriche aperte, attraverso le quali viene verificata la conoscenza dei concetti sviluppati nel corso e la capacità di utilizzare efficacemente i concetti per risolvere semplici problemi applicativi;
- alcuni esercizi pratici e quantitativi, attraverso i quali verificare la capacità degli studenti di applicare strumenti tecnico- finanziari e non a problemi analitici.

## **SUPPORT ACTIVITIES**

*English*

Homework exercises will be assigned, and their solution will be discussed in class (if time allows) or uploaded on the website.

*Italiano*

Verranno assegnati esercizi a casa e la loro soluzione sarà discussa in classe (se il tempo lo consente) o caricata sul sito web.

## **SYLLABUS**

*English*

Main topics:

- The logic and the contents of the strategic planning and management control in the enterprises
- Economic analysis for the management control ( Cost-Volume Profit Analysis, Break- Even Point Analysis, Economic convenience and differential reasoning)
- The budget and its drawing up processes
- Economic variances and Reporting.

*Italiano*

Argomenti principali:

- La logica e il contenuto della pianificazione strategica e del controllo di gestione nelle imprese
- Analisi economica per il controllo di gestione (Analisi Costi - Volumi - Profitto , analisi del punto di pareggio, convenienza economica e ragionamento differenziale)
- Il budget e i suoi processi di elaborazione
- Analisi degli Scostamenti e Reporting.

#### **SUGGESTED TEXTBOOKS AND READINGS**

*English*

SEZIONE DI RAGIONERIA - DIPARTIMENTO DI MANAGEMENT, Slides of Management Accounting.

*Italiano*

SEZIONE DI RAGIONERIA - DIPARTIMENTO DI MANAGEMENT, Exercises of Management Accounting.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ky8](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ky8)

## Marketing (on-line)

### *Marketing (on-line)*

Academic year:	2019/2020
Course ID:	MAN0549
Teacher:	Cecilia Casalegno (Lecturer) Fabrizio Mosca (Lecturer)
Teacher contacts:	cecilia.casalegno@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=27jq](https://www.business-management.unito.it/do/corsi.pl/Show?_id=27jq)

# Marketing - Stream A

## *Marketing - Stream A*

Academic year:	2019/2020
Course ID:	MAN0271
Teacher:	Cecilia Casalegno (Lecturer)
Teacher contacts:	cecilia.casalegno@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

The marketing course has the purpose to define the role of the marketing function inside a company and illustrate its principles and rules.

### **COURSE AIMS**

The objective is to professionalize students with the necessary notions in order to become a marketing manager and work in a marketing team.

### **COURSE DELIVERY**

Frontal lectures

### **LEARNING ASSESSMENT METHODS**

written test - open questions

### **SUPPORT ACTIVITIES**

Kotler, P., Armstrong, G., Harris, L. C., & Piercy, N. (2019). Principles of Marketing. European edition. Essex: Pearson Education Limited.

### **SYLLABUS**

- Marketing basics

Evolution of the marketing function inside a company – Marketing: classic and modern definition -  
Micromarketing and macromarketing - Marketing related to other functional areas in a company -  
Marketing and company framework generic and specific.

- Strategic planning and marketing planning

Strategic planning – Strategic analysis and its utility for marketing - Marketing and strategies development - Marketing and competitive strategies – Marketing strategies in a company – From corporate strategy to marketing strategy – Different marketing strategies linked to company market position.

- The market

Customer behavior – Organization behavior – Competitive analysis – Market researches and information technology

- Segmentation - Positioning.

Second session

- Marketing mix variables

Product and service policies – New products/services development – Price determination methods

– Market prices in specific conditions – Distribution channel choice, distribution intensity, channel

managing - Logistics – Promotion strategies – The role of employees in sales, advertisement and

public relation - Internet marketing: application fields and managing strategies – Marketing

strategies plan e management – Quantitative aspects

Third session

- Case studies, company presentations and exercise

The used educational method includes classroom debate about case studies, companies presentations with speakers with a great marketing experience.

## **SUGGESTED TEXTBOOKS AND READINGS**

Kotler's books

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=o22x](https://www.business-management.unito.it/do/corsi.pl/Show?_id=o22x)

## Marketing - Stream B

### *Marketing - Stream B*

Academic year:	2019/2020
Course ID:	MAN0271
Teacher:	Fabrizio Mosca (Lecturer)
Teacher contacts:	011 670 6058, fabrizio.mosca@unito.it
Year:	2nd year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=c8x3](https://www.business-management.unito.it/do/corsi.pl/Show?_id=c8x3)

# Mathematics for Business and Finance - Stream A

## *Mathematics for Business and Finance - Stream A*

Academic year:	2019/2020
Course ID:	MAN0263
Teacher:	Prof. Alberto Albano (Lecturer) Luisa Tibiletti (Lecturer) Mariacristina Uberti (Lecturer) Alessia Cafferata (Tutor) Federica Bellando (Tutor) Silvia Likavec (Tutor)
Teacher contacts:	0116702890, alberto.albano@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-S/06 - metodi matematici dell'economia e delle scienze att. e finanz.
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

#### *ENGLISH*

Successful course completion requires knowledge of the following topics: elementary calculus, polynomials and their operations, equations and inequalities (linear and quadratic, radical, rational, exponential, logarithmic, absolute-value), analytic geometry, solution of elementary linear systems. Elements of logic and set theory.

#### *ITALIANO*

Per una proficua frequenza dell'insegnamento è necessaria la conoscenza dei seguenti argomenti: calcolo letterale, polinomi e loro operazioni, risoluzione di equazioni e disequazioni (1° e 2° grado, con radicali, razionali fratte, con esponenziali, con logaritmi, con valore assoluto), geometria analitica, risoluzione di sistemi lineari elementari. Elementi di logica e teoria degli insiemi.

### **Learning objectives**

#### *ENGLISH*

The aim of the course is to present a tool-kit to face economic and financial environments, putting stress on business applications.

#### *ITALIANO*

L'insegnamento si propone di presentare gli strumenti matematici di base da impiegare nelle applicazioni economiche e finanziarie, soffermandosi in particolare su quelle di natura aziendale.

### **COURSE AIMS**

#### *ENGLISH*

Through an intuitive and direct explanation of concepts and mathematical tools, the course allows students to acquire basic knowledge for approaching the study of main economic and business



problems. In particular, at the end of the course, the student is expected to be capable of:

- knowing the techniques and the basic mathematical tools commonly used in the solution of problems of economic and financial nature;
- using such techniques and tools to formalize and solve problems;
- being able to communicate the results obtained using a clear and appropriate mathematical notation and language.

#### *ITALIANO*

L'insegnamento consente di acquisire la capacità di utilizzare le tecniche matematiche di base per l'analisi di problemi riguardanti le scienze economiche ed aziendali, e di impiegare tali tecniche per la costruzione di modelli matematici utilizzati nella soluzione dei problemi. In particolare, al termine del corso, lo studente deve essere in grado di:

- riconoscere le tecniche e gli strumenti matematici di base utilizzati comunemente nella soluzione di problemi di natura economica e finanziaria;
- utilizzare tali tecniche e strumenti per la formalizzazione dei problemi e la loro soluzione;
- comunicare i risultati ottenuti utilizzando una notazione matematica ed un linguaggio chiari e appropriati.

#### **COURSE DELIVERY**

##### *ENGLISH*

The course is organized into 84 hours of lectures.

##### *ITALIANO*

L'insegnamento è articolato in 84 ore di lezioni frontali.

#### **LEARNING ASSESSMENT METHODS**

##### *ENGLISH*

The exam consists in a compulsory written test (lasting about 1 hour and 30 minutes) and it is aimed at ascertaining the students' ability to:

- 1) briefly introduce the main concepts and tools developed in the course;
- 2) use these tools to solve practical exercises.

This aim is achieved through the formulation of:

- 1) two open-ended questions, of a theoretical nature, with the purpose of illustrating one or more concepts developed during lessons

2) twelve multiple choice questions, with the purpose of carrying out short numerical exercises that require the application of the acquired competences.

The answers must be crossed on the question paper. In addition, it is mandatory to give on a white sheet a detailed report about the given answers.

### *ITALIANO*

L'esame è costituito da una prova scritta obbligatoria (della durata indicativa di un'ora e trenta minuti) ed è volta ad accertare la capacità degli studenti di:

- 1) presentare brevemente i principali concetti e strumenti sviluppati nel corso;
- 2) usare questi strumenti per risolvere esercizi di natura applicativa.

Questo viene raggiunto attraverso:

- 1) la formulazione di due domande a risposta aperta, di natura teorica e applicativa, con lo scopo di illustrare uno o più concetti sviluppati durante le lezioni;
- 2) la formulazione di dodici domande a risposta multipla, con lo scopo di svolgere brevi esercizi di natura numerica che richiedono l'applicazione dei concetti presentati durante le lezioni.

Le risposte vanno indicate tutte sul foglio delle domande mentre la giustificazione delle risposte, ossia lo svolgimento, deve essere riportata obbligatoriamente su un foglio bianco distribuito all'inizio della prova.

## **SUPPORT ACTIVITIES**

### *ENGLISH*

During the course, tutoring activities will be carried out. Students are encouraged to pose questions on unclear topics delivered during the lessons.

### *ITALIANO*

Durante l'insegnamento, verranno svolte attività di tutorato durante le quali gli studenti saranno invitati a porre quesiti su quanto non compreso durante le lezioni.

## **SYLLABUS**

### *ENGLISH*

## **MATHEMATICS**

Functions of one variable

Definition, domain, codomain, image, graph of a function. Elementary functions and injective, surjective, inverse, composite functions. Bounded, monotone, convex functions. Maximum and minimum of a function.

## Limits and continuity

Notion of limit. Computation of limits and fundamental theorems. Important limits and indeterminate forms. Continuous functions and theorems.

## Differential calculus and applications

Notion of derivative and its geometrical meaning, higher-order derivatives, rules of derivation. Derivatives of elementary functions, of inverse functions and composite functions. Theorems of differential calculus. Monotonicity and convexity tests. Optimum problems. Study of functions.

## FINANCIAL MATHEMATICS

### Notions of linear algebra

Vectors, matrices and operations.

### Functions of two variables

Definition and domain. Graph and level curves. Continuity and derivability. Partial derivatives and gradient. Differentiability and tangent plane. Problems of unconstrained optimum.

### Economic and business applications.

Fixed costs, variable costs and revenues. Demand function. Income taxes. Production optimization. Profit maximization. Elasticity.

### Financial calculus

Accumulation and discount. Standard systems of financial laws. Annuities and amortization plans.

## *ITALIANO*

## MATEMATICA GENERALE

### Funzioni di una variabile.

Definizione, dominio, codominio, immagine, grafico. Funzioni elementari. Funzioni iniettive, suriettive, inverse, composte. Funzioni limitate, monotone, convesse. Punti di ottimo di una funzione.

### Limiti e continuità.

Concetto di limite. Calcolo di limiti e teoremi fondamentali. Limiti notevoli e forme indeterminate. Funzioni continue e teoremi relativi.

### Calcolo differenziale e applicazioni.

Concetto di derivata e suo significato geometrico, derivate successive, regole di derivazione. Derivazione delle funzioni elementari, della funzione inversa e della funzione composta. Teoremi del calcolo differenziale. Test di monotonia, test di convessità. Problemi di ottimo. Studio di funzione.

## MATEMATICA FINANZIARIA

### Cenni di calcolo vettoriale e matriciale.

Vettori, matrici e operazioni.

Funzioni di due variabili.

Definizione e dominio. Grafici e curve di livello. Continuità e derivabilità. Derivate parziali, vettore gradiente e matrice hessiana. Differenziale e piano tangente. Problemi di ottimo libero.

Applicazioni aziendali.

Costi fissi, costi variabili e fatturato. Funzione di domanda. Imposte sul reddito.

Ottimizzazione della produzione. Massimizzazione del profitto. Materie prime, semilavorati e prodotti finiti. Elasticità.

Calcolo finanziario.

Capitalizzazione e attualizzazione. Regimi finanziari usuali (capitalizzazione semplice, capitalizzazione composta, capitalizzazione a interessi semplici anticipati). Valutazione di rendite a rate costanti e a rate variabili.

Applicazioni finanziarie.

Costituzione di un capitale. Ammortamento di un prestito: ammortamento italiano e ammortamento francese. Ammortamenti a tasso d'interesse variabile. Titoli senza cedole.

## SUGGESTED TEXTBOOKS AND READINGS

### *ENGLISH*

PECCATI L., SALSA S., SQUELLATI A.M., Mathematics for Economics and Business, EGEA, Milano, 2016.

MATTALIA C., TIBILETTI L., UBERTI M., Basic Finance for Business, E-book McGraw Hill, 2014, ISBN 9788838674549.

TIBILETTI L., UBERTI M., Basic Applied Calculus for Business, Lulu Press, Inc., St. Raleigh, NC 27607 USA, 2018, ISBN 978-0-244-39668-8.

Further reading on Financial calculus:

E. CASTAGNOLI, M. CIGOLA, L. PECCATI, Financial Calculus with Applications, Milano, EGEA, 2013

### *ITALIANO*

PECCATI L., SALSA S., SQUELLATI A.M., Mathematics for Economics and Business, EGEA, Milano, 2016.

MATTALIA C., TIBILETTI L., UBERTI M., Basic Finance for Business, E-book McGraw Hill, 2014, ISBN 9788838674549.

TIBILETTI L., UBERTI M., Basic Applied Calculus for Business, Lulu Press, Inc., St. Raleigh, NC 27607 USA, 2018, ISBN 978-0-244-39668-8.

Ulteriori testi di calcolo finanziario:

E. CASTAGNOLI, M. CIGOLA, L. PECCATI, Financial Calculus with Applications, Milano, EGEA, 2013

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=18ec](https://www.business-management.unito.it/do/corsi.pl/Show?_id=18ec)

# Mathematics for Business and Finance - Stream B

## *Mathematics for Business and Finance - Stream B*

Academic year:	2019/2020
Course ID:	MAN0263
Teacher:	Prof. Alberto Albano (Lecturer) Luisa Tibiletti (Lecturer) Mariacristina Uberti (Lecturer) Paolo Rosano (Tutor) Valentina Bellando (Tutor) Elisa Quaglia (Tutor) Alessandro Stanchi (Tutor)
Teacher contacts:	0116702890, alberto.albano@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-S/06 - metodi matematici dell'economia e delle scienze att. e finanz.
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

#### *ENGLISH*

Successful course completion requires knowledge of the following topics: elementary calculus, polynomials and their operations, equations and inequalities (linear and quadratic, radical, rational, exponential, logarithmic, absolute-value), analytic geometry, solution of elementary linear systems. Elements of logic and set theory.

#### *ITALIANO*

Per una proficua frequenza dell'insegnamento è necessaria la conoscenza dei seguenti argomenti: calcolo letterale, polinomi e loro operazioni, risoluzione di equazioni e disequazioni (1° e 2° grado, con radicali, razionali fratte, con esponenziali, con logaritmi, con valore assoluto), geometria analitica, risoluzione di sistemi lineari elementari. Elementi di logica e teoria degli insiemi.

### **Learning objectives**

#### *ENGLISH*

The aim of the course is to present a tool-kit to face economic and financial environments, putting stress on business applications.

#### *ITALIANO*

L'insegnamento si propone di presentare gli strumenti matematici di base da impiegare nelle applicazioni economiche e finanziarie, soffermandosi in particolare su quelle di natura aziendale.

### **COURSE AIMS**

#### *ENGLISH*

Through an intuitive and direct explanation of concepts and mathematical tools, the course allows

students to acquire basic knowledge for approaching the study of main economic and business problems. In particular, at the end of the course, the student is expected to be capable of:

- knowing the techniques and the basic mathematical tools commonly used in the solution of problems of economic and financial nature;
- using such techniques and tools to formalize and solve problems;
- being able to communicate the results obtained using a clear and appropriate mathematical notation and language.

#### *ITALIANO*

L'insegnamento consente di acquisire la capacità di utilizzare le tecniche matematiche di base per l'analisi di problemi riguardanti le scienze economiche ed aziendali, e di impiegare tali tecniche per la costruzione di modelli matematici utilizzati nella soluzione dei problemi. In particolare, al termine del corso, lo studente deve essere in grado di:

- riconoscere le tecniche e gli strumenti matematici di base utilizzati comunemente nella soluzione di problemi di natura economica e finanziaria;
- utilizzare tali tecniche e strumenti per la formalizzazione dei problemi e la loro soluzione;
- comunicare i risultati ottenuti utilizzando una notazione matematica ed un linguaggio chiari e appropriati.

#### **COURSE DELIVERY**

##### *ENGLISH*

The course is organized into 84 hours of lectures.

##### *ITALIANO*

L'insegnamento è articolato in 84 ore di lezioni frontali.

#### **LEARNING ASSESSMENT METHODS**

##### *ENGLISH*

The exam consists in a compulsory written test (lasting about 1 hour and 30 minutes) and it is aimed at ascertaining the students' ability to:

- 1) briefly introduce the main concepts and tools developed in the course;
- 2) use these tools to solve practical exercises.

This aim is achieved through the formulation of:

- 1) two open-ended questions, of a theoretical nature, with the purpose of illustrating one or more concepts developed during lessons

2) twelve multiple choice questions, with the purpose of carrying out short numerical exercises that require the application of the acquired competences.

The answers must be crossed on the question paper. In addition, it is mandatory to give on a white sheet a detailed report about the given answers.

### *ITALIANO*

L'esame è costituito da una prova scritta obbligatoria (della durata indicativa di un'ora e trenta minuti) ed è volta ad accertare la capacità degli studenti di:

- 1) presentare brevemente i principali concetti e strumenti sviluppati nel corso;
- 2) usare questi strumenti per risolvere esercizi di natura applicativa.

Questo viene raggiunto attraverso:

- 1) la formulazione di due domande a risposta aperta, di natura teorica e applicativa, con lo scopo di illustrare uno o più concetti sviluppati durante le lezioni;
- 2) la formulazione di dodici domande a risposta multipla, con lo scopo di svolgere brevi esercizi di natura numerica che richiedono l'applicazione dei concetti presentati durante le lezioni.

Le risposte vanno indicate tutte sul foglio delle domande mentre la giustificazione delle risposte, ossia lo svolgimento, deve essere riportata obbligatoriamente su un foglio bianco distribuito all'inizio della prova.

## **SUPPORT ACTIVITIES**

### *ENGLISH*

During the course, tutoring activities will be carried out. Students are encouraged to pose questions on unclear topics delivered during the lessons.

### *ITALIANO*

Durante l'insegnamento, verranno svolte attività di tutorato durante le quali gli studenti saranno invitati a porre quesiti su quanto non compreso durante le lezioni.

## **SYLLABUS**

### *ENGLISH*

## **MATHEMATICS**

Functions of one variable

Definition, domain, codomain, image, graph of a function. Elementary functions and injective, surjective, inverse, composite functions. Bounded, monotone, convex functions. Maximum and minimum of a function.



## Limits and continuity

Notion of limit. Computation of limits and fundamental theorems. Important limits and indeterminate forms. Continuous functions and theorems.

## Differential calculus and applications

Notion of derivative and its geometrical meaning, higher-order derivatives, rules of derivation. Derivatives of elementary functions, of inverse functions and composite functions. Theorems of differential calculus. Monotonicity and convexity tests. Optimum problems. Study of functions.

## FINANCIAL MATHEMATICS

### Notions of linear algebra

Vectors, matrices and operations.

### Functions of two variables

Definition and domain. Graph and level curves. Continuity and derivability. Partial derivatives and gradient. Differentiability and tangent plane. Problems of unconstrained optimum.

### Economic and business applications.

Fixed costs, variable costs and revenues. Demand function. Income taxes. Production optimization. Profit maximization. Elasticity.

### Financial calculus

Accumulation and discount. Standard systems of financial laws. Annuities and amortization plans.

## *ITALIANO*

## MATEMATICA GENERALE

### Funzioni di una variabile.

Definizione, dominio, codominio, immagine, grafico. Funzioni elementari. Funzioni iniettive, suriettive, inverse, composte. Funzioni limitate, monotone, convesse. Punti di ottimo di una funzione.

### Limiti e continuità.

Concetto di limite. Calcolo di limiti e teoremi fondamentali. Limiti notevoli e forme indeterminate. Funzioni continue e teoremi relativi.

### Calcolo differenziale e applicazioni.

Concetto di derivata e suo significato geometrico, derivate successive, regole di derivazione. Derivazione delle funzioni elementari, della funzione inversa e della funzione composta. Teoremi del calcolo differenziale. Test di monotonia, test di convessità. Problemi di ottimo. Studio di funzione.

## MATEMATICA FINANZIARIA

### Cenni di calcolo vettoriale e matriciale.

Vettori, matrici e operazioni.

Funzioni di due variabili.

Definizione e dominio. Grafici e curve di livello. Continuità e derivabilità. Derivate parziali, vettore gradiente e matrice hessiana. Differenziale e piano tangente. Problemi di ottimo libero.

Applicazioni aziendali.

Costi fissi, costi variabili e fatturato. Funzione di domanda. Imposte sul reddito.

Ottimizzazione della produzione. Massimizzazione del profitto. Materie prime, semilavorati e prodotti finiti. Elasticità.

Calcolo finanziario.

Capitalizzazione e attualizzazione. Regimi finanziari usuali (capitalizzazione semplice, capitalizzazione composta, capitalizzazione a interessi semplici anticipati). Valutazione di rendite a rate costanti e a rate variabili.

Applicazioni finanziarie.

Costituzione di un capitale. Ammortamento di un prestito: ammortamento italiano e ammortamento francese. Ammortamenti a tasso d'interesse variabile. Titoli senza cedole.

## SUGGESTED TEXTBOOKS AND READINGS

### *ENGLISH*

PECCATI L., SALSA S., SQUELLATI A.M., Mathematics for Economics and Business, EGEA, Milano, 2016.

MATTALIA C., TIBILETTI L., UBERTI M., Basic Finance for Business, E-book McGraw Hill, 2014, ISBN 9788838674549.

TIBILETTI L., UBERTI M., Basic Applied Calculus for Business, Lulu Press, Inc., St. Raleigh, NC 27607 USA, 2018, ISBN 978-0-244-39668-8.

Further reading on Financial calculus:

E. CASTAGNOLI, M. CIGOLA, L. PECCATI, Financial Calculus with Applications, Milano, EGEA, 2013

### *ITALIANO*

PECCATI L., SALSA S., SQUELLATI A.M., Mathematics for Economics and Business, EGEA, Milano, 2016.

MATTALIA C., TIBILETTI L., UBERTI M., Basic Finance for Business, E-book McGraw Hill, 2014, ISBN 9788838674549.

TIBILETTI L., UBERTI M., Basic Applied Calculus for Business, Lulu Press, Inc., St. Raleigh, NC 27607 USA, 2018, ISBN 978-0-244-39668-8.

Ulteriori testi di calcolo finanziario:

E. CASTAGNOLI, M. CIGOLA, L. PECCATI, Financial Calculus with Applications, Milano, EGEA, 2013

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=u9tt](https://www.business-management.unito.it/do/corsi.pl/Show?_id=u9tt)

# Microeconomics - Stream A

## *Microeconomics - Stream A*

Academic year:	2019/2020
Course ID:	MAN0259
Teacher:	Mariacristina Rossi (Lecturer)
Teacher contacts:	011 6706078, mariacristina.rossi@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

Basic Math knowledge

### **Learning objectives**

*english*

The course is an introduction to economic analysis through elementary microeconomics.

Consumer decisions and firm choices are presented and discussed aiming at the understanding of a free market based system, particularly price formation and efficiency. The easiest models of oligopoly and monopolistic competition are presented as an introduction to more realistic tools for the knowledge of the real world of enterprises.

The course aims at introducing the logic of rational behaviour of consumers and firms, which is useful to recognize and understand relationships among economic agents.

### **COURSE AIMS**

*english*

Elementary knowledge of concepts and methods of efficient decision making, graphic analysis of simple economic phenomena.

- Use of elementary but abstract microeconomic models, to judge what can happen in the real world of imperfect markets.
- Translate the logic of maximizing behaviour into the day-to-day language. Use of formulas and graphic analysis to explain possible consequences of economic phenomena.

### **COURSE DELIVERY**

*english*

Lectures and exercise classes included

## LEARNING ASSESSMENT METHODS

*english*

Written exam. Multiple choice 20 minutes, 3 exercises 70 minutes

The format allows to assess the achievement of the desired goals. More precisely the format foresees an initial part consisting of multiple choices questions, which are intended to test the knowledge of the theoretical concepts and definitions, and then it features three open questions (exercises), which allow students to apply the appropriate tools (analytical and graphical analysis combined with economic intuition) to more specific problems.

The exam follows the following rules which will be strictly enforced with the goal of ensuring a fair evaluation process

- The exam lasts 90 minutes
  
- Registration via the ESSE3 system is required;
  
- Each student can take the exam three times in an academic year (from May to February);
  
- It is not possible to use books, handouts, notes, etc. during the exam. Only a simple calculator is admitted;
  
- During the exam it is not allowed going out of the room, talking to other students or to the teachers. Student should use at their best all the available information to answer the exam questions.

## SUPPORT ACTIVITIES

*english*

Exercises in class

## SYLLABUS

*english*

- Preliminaris, basic concept
  
- Demand and supply
  
- Consumer behaviour
  
- Individual and market demand
  
- Production
  
- Costs

- Profit maximisation
- Competitive markets
- Monopoly and monopsony
- Pricing with market power
- Oligopoly

#### SUGGESTED TEXTBOOKS AND READINGS

*english*

Microeconomics / Robert S. Pindyck, Daniel L. Rubinfeld.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ec3e](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ec3e)

# Microeconomics - Stream B

## *Microeconomics - Stream B*

Academic year:	2019/2020
Course ID:	MAN0259
Teacher:	Mariacristina Rossi (Lecturer)
Teacher contacts:	011 6706078, mariacristina.rossi@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	9
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

Basic Math knowledge

### **Learning objectives**

*english*

The course is an introduction to economic analysis through elementary microeconomics.

Consumer decisions and firm choices are presented and discussed aiming at the understanding of a free market based system, particularly price formation and efficiency. The easiest models of oligopoly and monopolistic competition are presented as an introduction to more realistic tools for the knowledge of the real world of enterprises.

The course aims at introducing the logic of rational behaviour of consumers and firms, which is useful to recognize and understand relationships among economic agents.

### **COURSE AIMS**

*english*

Elementary knowledge of concepts and methods of efficient decision making, graphic analysis of simple economic phenomena.

- Use of elementary but abstract microeconomic models, to judge what can happen in the real world of imperfect markets.
- Translate the logic of maximizing behaviour into the day-to-day language. Use of formulas and graphic analysis to explain possible consequences of economic phenomena.

### **COURSE DELIVERY**

*english*

Lectures and exercise classes included

## LEARNING ASSESSMENT METHODS

*english*

Written exam. Multiple choice 20 minutes, 3 exercises 70 minutes

The format allows to assess the achievement of the desired goals. More precisely the format foresees an initial part consisting of multiple choices questions, which are intended to test the knowledge of the theoretical concepts and definitions, and then it features three open questions (exercises), which allow students to apply the appropriate tools (analytical and graphical analysis combined with economic intuition) to more specific problems.

The exam follows the following rules which will be strictly enforced with the goal of ensuring a fair evaluation process

- The exam lasts 90 minutes
- Registration via the ESSE3 system is required;
- Each student can take the exam three times in an academic year (from May to February);
- It is not possible to use books, handouts, notes, etc. during the exam. Only a simple calculator is admitted;
- If the final mark is lower than 11/30, the student cannot resit at the following exam;
- During the exam it is not allowed going out of the room, talking to other students or to the teachers. Student should use at their best all the available information to answer the exam questions.

## SUPPORT ACTIVITIES

*english*

Exercises in class

## SYLLABUS

*english*

- Preliminaris, basic concept
- Demand and supply
- Consumer behaviour
- Individual and market demand
- Production



- Costs
- Profit maximisation
- Competitive markets
- Monopoly and monopsony
- Pricing with market power
- Oligopoly

#### SUGGESTED TEXTBOOKS AND READINGS

*english*

Microeconomics / Robert S. Pindyck, Daniel L. Rubinfeld.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=wwm1](https://www.business-management.unito.it/do/corsi.pl/Show?_id=wwm1)

# Operations Management - Stream A

## *Operations Management - Stream A*

Academic year:	2019/2020
Course ID:	MAN0264
Teacher:	Marco Bechis (Lecturer)
Teacher contacts:	0116705719, marco.bechis@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/13 - scienze merceologiche
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *english*

The achievement of an adequate grade of knowledge about technical and managerial aspects with reference to processes for the production of goods and/or services focused to the improvement in productivity and to the establishment of a competitive advantage in business according to the international normative.

### **COURSE AIMS**

#### *english*

The ability in assessing, auditing, analysing and improving a business-managerial process.

The ability in elaborating a technical-managerial project (with ref. to a manufacturing or a service process).

The knowledge and the correct use of voluntary and mandatory normative instruments.

The application to real cases of the International System of Units (SI).

### **COURSE DELIVERY**

#### *english*

The course is articulated in 35 hours of interactive lecture time and includes the development of practical exercises as homework.

### **LEARNING ASSESSMENT METHODS**

#### *english*

Written exam articulated in open, multiple choice questions and exercises with reference to the

above expected learning results. Tests in itinere are foreseen.

The evaluation of the written exam is expressed in 30/30.

## SYLLABUS

### *english*

The course deals with the principal phases of the processes for the production of goods and/or the realization of services, with particular reference to technical and managerial aspects, effectiveness-efficiency of the processes, (human and material) resources and stakeholder satisfaction.

Operations management and supply chain management includes different processes and a high level of interfunctional integration.

In particular the course is articulated in the following parts:

- the International System of Units (SI);
- operations and supply chain management;
- strategy, policies and project management;
- design and analysis of processes/products/services;
- manufacturing and service processes;
- supply chain processes and productive capacity management;
- quality methodologies and quality costs;
- total quality management (TQM), TQC, JIT, BPR, SPC, 6 $\sigma$ , DOE, FMEA, QFD, VA/VE and ERP;
- operations management systems;
- international bodies, normative and standardization;
- conformity assessment, certification and accreditation;
- sustainable development and (corporate) social responsibility.

## SUGGESTED TEXTBOOKS AND READINGS

- Preparatory Activities (mandatory for the Course and the Exam): ability to do the 4 Operations (+, -, \*, /) manually (i.e. without a computer) and ability to use the Prefixes (i.e. decimal multiples and submultiples) and to convert the Units of measurements (e.g. from Mbyte to Gbyte, from km/h to m/s).

- Core Documents (from 1 to n "mandatory" for the Exam): Documents present in MOODLE Platform.

- Integrative Documents (present in Moodle P.): useful to deepen "Core Documents".

- International normative (detailed during lecture time).

- Useful Text (not mandatory): F. Robert Jacobs, Richard B. Chase, Operations and supply chain management, Global Edition.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=psxe](https://www.business-management.unito.it/do/corsi.pl/Show?_id=psxe)

# Operations Management - Stream B

## *Operations Management - Stream b*

Academic year:	2019/2020
Course ID:	MAN0264
Teacher:	Enrica Vesce (Lecturer) Stefano Duglio (Lecturer)
Teacher contacts:	011.670.57.11, enrica.vesce@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/13 - scienze merceologiche
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *english*

The achievement of an adequate grade of knowledge about technical and managerial aspects with reference to processes for the production of goods and/or services focused to the improvement in productivity and to the establishment of a competitive advantage in business according to the international normative.

### **COURSE AIMS**

#### *english*

The ability in auditing, analysing and improving a business process.

The ability in elaborating a technical-managerial project (with ref. to a manufacturing or a service process).

The knowledge and the correct use of voluntary and mandatory normative instruments.

### **COURSE DELIVERY**

#### *english*

The course is articulated in 35 hours of interactive lecture time and includes the development of practical exercises as homework.

### **LEARNING ASSESSMENT METHODS**

#### *english*

Written exam articulated in open, multiple choice questions and exercises with reference to the above expected learning results. Tests in itinere are foreseen.

The evaluation of the written exam is expressed in 30/30.

## SYLLABUS

### *english*

The course deals with the principal phases of the processes for the production of goods and/or the realization of services, with particular reference to technical aspects, effectiveness-efficiency of the processes, (human and material) resources and stakeholder satisfaction.

Operations management includes different processes and a high level of interfunctional integration.

In particular the course is articulated in the following parts:

- strategy, products and capacity;
- design of products and services;
- project management;
- manufacturing and service processes;
- process design and analysis;
- total quality management;
- Six Sigma approach and methodology;
- productive capacity management;
- international normative;
- lean production system;
- material requirements planning.

## SUGGESTED TEXTBOOKS AND READINGS

### *english*

F. Robert Jacobs, Richard B. Chase, Operations and supply chain management, Global Edition.

International normative (detailed during lecture time).

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=3edr](https://www.business-management.unito.it/do/corsi.pl/Show?_id=3edr)

## Private Law (on-line)

### *Private Law (on-line)*

Academic year:	2019/2020
Course ID:	MAN0551
Teacher:	Nadia Coggiola (Lecturer)
Teacher contacts:	nadia.coggiola@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/01 - diritto privato
Delivery:	Formal authority
Language:	English
Attendance:	Online
Type of examination:	Written

### **Learning objectives**

#### *italiano*

L'insegnamento ha lo scopo di fornire una conoscenza basilare del linguaggio, dei concetti e degli istituti del diritto civile italiano e di dare agli studenti gli strumenti necessari per intraprendere studi giuridici più approfonditi ed essere capaci di comprendere e redigere semplici documenti giuridici

#### *english*

The aim of the course is to give a basic knowledge of the language, the concepts and the institutions of Italian Private Law and to give the students the tools to further their legal studies and the ability to understand and write simple legal documents

### **COURSE AIMS**

#### *italiano*

Conoscenza degli istituti fondamentali e delle linguaggio del diritto privato italiano. Capacità di comprendere le norme del diritto privato italiano e di applicarle a casi concreti, individuando gli elementi rilevanti del fatto e le norme a questo applicabili. Capacità di spiegare problemi giuridici, utilizzando il corretto linguaggio tecnico. Capacità di apprendere nozioni giuridiche specialistiche

#### *english*

Knowledge of the fundamental institutions and language of the Italian private law. Ability to understand the rules of the Italian private law and to apply them to cases, by identifying the relevant elements of the fact and the rules that could be applied. Ability to explain legal problems

with the right technical language. Ability to learn advanced legal concepts.

## **COURSE DELIVERY**

### *italiano*

6 lezioni online, ciascuna dedicata ad un argomento, composte da 1 video di presentazione dell'argomento, contenente le regole generali e da una serie di schede, contenenti le regole di dettaglio. Al termine di ogni lezione una serie di casi pratici con quiz di autovalutazione consentiranno allo studente di verificare il proprio livello di preparazione.

Gli argomenti trattati nell'insegnamento saranno i seguenti

Introduzione al diritto privato

Fonti del diritto

Persone fisiche

Persone giuridiche

Beni, proprietà, diritti reali

Possesso

Contratto (parte generale)

I principali contratti

Responsabilità extracontrattuale

La protezione dei consumatori

### *english*

6 online lessons, each of them devoted to one topic, made of 1 presentation video, dealing with the general rules, and by a number of sheets, devoted to detailing the rules. At the end of each lesson the student will be able to verify his or her level of knowledge, with the help of cases and self-evaluation quiz.

The topics of the lessons will be the following:

Introduction to private law

Sources of the law

Natural persons

Natural persons

Legal persons

Goods, property, real rights

Possession

Contracts (general rules)

Torts

Consumer protection

## **LEARNING ASSESSMENT METHODS**

### *italiano*

L'esame finale consiste in un test online, composto di 30 domande a risposta multipla, della durata di 30 minuti. Ogni risposta giusta vale 1 punto.



Il risultato dell'esame è positivo quando lo studente totalizza almeno 25 risposte esatte

*english*

The final examination is an online test, made of 30 multiple choice questions, lasting 30 minutes.  
Every correct answer counts 1 point.

The passing score of the student is of 25 right answers.

## **SYLLABUS**

*italiano*

Introduzione al diritto privato  
Fonti del diritto  
Persone fisiche  
Persone giuridiche  
Beni, proprietà, diritti reali  
Possesso  
Contratto (parte generale)  
Responsabilità extracontrattuale  
La protezione dei consumatori

*english*

Introduction to private law  
Sources of the law  
Natural persons  
Legal persons  
Goods, property, real rights  
Possession  
Contracts (general rules)  
Torts  
Consumer protection

## **SUGGESTED TEXTBOOKS AND READINGS**

*italiano*

CENINI, CERCHIA, Cases and materials on Italian private law, Giuffrè, Milano, last edition

Un codice civile aggiornato a scelta, ad esempio Giuffrè, Simone, CEDAM

*english*

CENINI, CERCHIA, Cases and materials on Italian private law, Giuffr , Milano, last edition

An updated civil code, for example Giuffr , Simone, CEDAM

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=lq85](https://www.business-management.unito.it/do/corsi.pl/Show?_id=lq85)

# Private Law - Stream A

## *Private Law - Stream A*

Academic year:	2019/2020
Course ID:	MAN0260
Teacher:	Nadia Coggiola (Lecturer) Alberto Gianola (Lecturer)
Teacher contacts:	nadia.coggiola@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/01 - diritto privato
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written followed by oral

### **Learning objectives**

#### *english*

The aim of the course is to give a basic knowledge of the language, the concepts and the institutions of Private Law and to give the students the tools to further their legal studies and the ability to understand and write simple legal documents

#### *italiano*

L'insegnamento ha lo scopo di fornire una conoscenza basilare del linguaggio, dei concetti e degli istituti del diritto civile e di dare agli studenti gli strumenti necessari per intraprendere studi giuridici più approfonditi ed essere capaci di comprendere e redigere semplici documenti giuridici

### **COURSE AIMS**

#### *english*

Knowledge of the fundamental institutions and language of private law. Ability to understand the rules of private law and to apply them to cases, by identifying the relevant elements of the fact and the rules that could be applied. Ability to explain legal problems with the right technical language. Ability to learn advanced legal concepts.

#### *italiano*

Conoscenza degli istituti fondamentali e delle linguaggio del diritto privato. Capacità di comprendere le norme del diritto privato e di applicarle a casi concreti, individuando gli elementi rilevanti del fatto e le norme a questo applicabili. Capacità di spiegare problemi giuridici, utilizzando il corretto linguaggio tecnico. Capacità di apprendere nozioni giuridiche specialistiche

### **COURSE DELIVERY**

#### *english*

42 lesson hours, with the help of slides.

After the explanation of the general rules of each institute, real or imaginary cases will be tackled, and the students will be encouraged to single out the relevant elements of the case and the legal rules that could be applied to it.

The topics of the lessons will be the following:

Introduction to private law

Sources of the law

Legal systems and legal formants

Rights, interests, relations

Natural persons

Legal persons

Goods, property, real rights

Possession

Contract (general rules)

Special contracts

Torts

Vienna Convention on the selling of movables (Prof. Alberto Gianola)

*italiano*

42 ore di lezione frontale, con ausilio di slides. Dopo avere spiegato le regole generali di ciascun istituto si affronteranno casi pratici reali o fittizi, e gli studenti saranno incoraggiati a distinguere gli elementi rilevanti del caso e ad individuare le norme di diritto applicabili.

Gli argomenti trattati nell'insegnamento saranno i seguenti

Introduzione al diritto privato

Fonti del diritto

Sistemi giuridici e formanti del diritto

Diritti, interessi, relazioni

Persone fisiche

Persone giuridiche

Beni, proprietà, diritti reali

Possesso

Contratto (parte generale)

I principali contratti

Responsabilità extracontrattuale

La Convenzione di Vienna sulla vendita dei beni mobili (Prof. Alberto Gianola)

## LEARNING ASSESSMENT METHODS

*english*

The examination is divided in two stages.

The first stage is a multiple choice quiz of 30 questions, in 30 minutes, that is aimed to verify the knowledge of the basic notions of private law.

Every correct answer counts 1 point, every missing or wrong answer counts 0 points.

Only the students that correctly answer 18 question are admitted to the second stage of the examination.

The second stage of the examination is an oral examination. This second stage of the examination is aimed to verify the linguistic abilities and the understanding of the concepts and institutions of private law and the ability to apply the learned concepts to a concrete case.

The final mark shall be calculated on the basis of the results of the two stages of the examination.

### *italiano*

L'esame è diviso in due parti.

La prima parte consiste in un quiz a risposta multipla di 30 domande, da sostenersi in 30 minuti, atto a verificare l'apprendimento delle nozioni basilari del diritto privato.

Ogni risposta corretta vale 1 punto, ogni risposta mancante o sbagliata 0 punti.

Solo gli studenti che rispondono correttamente ad almeno 18 domande sono ammessi alla seconda parte dell'esame.

La seconda parte dell'esame consiste in un orale. Tale seconda prova ha lo scopo di verificare le capacità linguistiche e la comprensione dei concetti e degli istituti del diritto privato, e la capacità di applicare i concetti appresi ad un caso pratico.

Il voto finale è calcolato sulla base dei risultati ottenuti nelle due prove.

## **SYLLABUS**

### *english*

Introduction to private law

Sources of the law

Legal systems and legal formants

Rights, interests, relations

Natural persons

Legal persons

Goods, property, real rights

Possession

Contract (general rules)

Special contracts

Torts

Vienna Convention on the selling of movables (Prof. Alberto Gianola)

### *italiano*

Introduzione al diritto privato

Fonti del diritto

Sistemi giuridici e formanti del diritto

Diritti, interessi, relazioni

Persone fisiche

Persone giuridiche

Beni, proprietà, diritti reali

Possesso

Contratto (parte generale)

I principali contratti

Responsabilità extracontrattuale

La Convenzione di Vienna sulla vendita dei beni mobili (Prof. Alberto Gianola)

## SUGGESTED TEXTBOOKS AND READINGS

*english*

CENINI, CERCHIA, Cases and materials on Italian private law, Giuffré, Milano, last edition  
Papers and documents supplied by the professor

An updated civil code, for example Giuffré, Simone, CEDAM

*italiano*

CENINI, CERCHIA, Cases and materials on Italian private law, Giuffré, Milano, last edition  
Materiali forniti dal docente

Un codice civile aggiornato a scelta, per esempio Giuffré, Simone, CEDAM

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=us88](https://www.business-management.unito.it/do/corsi.pl/Show?_id=us88)

# Private Law - Stream B

## *Private Law - Stream B*

Academic year:	2019/2020
Course ID:	MAN0260
Teacher:	Nadia Coggiola (Lecturer) Alberto Gianola (Lecturer) Stefano Balzola (Tutor)
Teacher contacts:	nadia.coggiola@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/01 - diritto privato
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written followed by oral

### **Learning objectives**

#### *english*

The aim of the course is to give a basic knowledge of the language, the concepts and the institutions of Private Law and to give the students the tools to further their legal studies and the ability to understand and write simple legal documents

#### *italiano*

L'insegnamento ha lo scopo di fornire una conoscenza basilare del linguaggio, dei concetti e degli istituti del diritto civile e di dare agli studenti gli strumenti necessari per intraprendere studi giuridici più approfonditi ed essere capaci di comprendere e redigere semplici documenti giuridici

### **COURSE AIMS**

#### *english*

Knowledge of the fundamental institutions and language of private law. Ability to understand the private law rules and to apply them to cases, by identifying the relevant elements of the fact and the rules that could be applied. Ability to explain legal problems with the right technical language. Ability to learn advanced legal concepts.

#### *italiano*

Conoscenza degli istituti fondamentali e delle linguaggio del diritto privato. Capacità di comprendere le norme del diritto privato e di applicarle a casi concreti, individuando gli elementi rilevanti del fatto e le norme a questo applicabili. Capacità di spiegare problemi giuridici, utilizzando il corretto linguaggio tecnico. Capacità di apprendere nozioni giuridiche specialistiche

### **COURSE DELIVERY**

*english*

42 lesson hours, with the help of slides.

After the explanation of the general rules of each institute, real or imaginary cases will be tackled, and the students will be encouraged to single out the relevant elements of the case and the legal rules that could be applied to it.

The topics of the lessons will be the following: Introduction to private law

Sources of the law

Legal systems and legal formants

Rights, interests, relations

Natural persons

Natural persons

Legal persons

Goods, property, real rights

Possession

Contract (general rules)

Special contracts

Torts

Vienna Convention on the selling of movables (Prof. Alberto Gianola)

*italiano*

42 ore di lezione frontale, con ausilio di slides. Dopo avere spiegato le regole generali di ciascun istituto si affronteranno casi pratici reali o fittizi, e gli studenti saranno incoraggiati a distinguere gli elementi rilevanti del caso e ad individuare le norme di diritto applicabili.

Gli argomenti trattati nell'insegnamento saranno i seguenti

Introduzione al diritto privato

Fonti del diritto

Sistemi giuridici e formanti del diritto

Diritti, interessi, relazioni

Persone fisiche

Persone giuridiche

Beni, proprietà, diritti reali

Possesso

Contratto (parte generale)

I principali contratti

Responsabilità extracontrattuale

La Convenzione di Vienna sulla vendita dei beni mobili (Prof. Alberto Gianola)

## **LEARNING ASSESSMENT METHODS**

*english*

The examination is divided in two stages.

The first stage is a multiple choice quiz of 30 questions, in 30 minutes, that is aimed to verify the knowledge of the basic notions of private law.

Every correct answer counts 1 point, every missing or wrong answer counts 0 points.

Only the students that correctly answer 18 question are admitted to the second stage of the examination.

The second stage of the examination is an oral examination. This second stage of the examination is



aimed to verify the linguistic abilities and the understanding of the concepts and institutions of private law and the ability to apply the learned concepts to a concrete case.

The final mark shall be calculated on the basis of the results of the two stages of the examination.

### *italiano*

L'esame è diviso in due parti.

La prima parte consiste in un quiz a risposta multipla di 30 domande, da sostenersi in 30 minuti, atto a verificare l'apprendimento delle nozioni basilari del diritto privato. Ogni risposta corretta vale 1 punto, ogni risposta mancante o sbagliata 0 punti.

Solo gli studenti che rispondono correttamente ad almeno 18 domande sono ammessi alla seconda parte dell'esame.

La seconda parte dell'esame consiste in un orale. Tale seconda prova ha lo scopo di verificare le capacità linguistiche e la comprensione dei concetti e degli istituti del diritto privato, e la capacità di applicare i concetti appresi ad un caso pratico.

Il voto finale è calcolato sulla base dei risultati ottenuti nelle due prove.

## **SYLLABUS**

### *english*

Introduction to private law

Sources of the law

Legal systems and legal formants

Rights, interests, relations

Natural persons

Natural persons

Legal persons

Goods, property, real rights

Possession

Contract (general rules)

Special contracts

Torts

Vienna Convention on the selling of movables (Prof. Alberto Gianola)

### *italiano*

Introduzione al diritto privato

Fonti del diritto

Sistemi giuridici e formanti del diritto

Diritti, interessi, relazioni

Persone fisiche

Persone giuridiche  
Beni, proprietà, diritti reali  
Possesso  
Contratto (parte generale)  
I principali contratti  
Responsabilità extracontrattuale  
La Convenzione di Vienna sulla vendita dei beni mobili (Prof. Alberto Gianola)

## SUGGESTED TEXTBOOKS AND READINGS

### *english*

CENINI, CERCHIA, Cases and materials on Italian private law, Giuffré, Milano, last edition  
Papers and documents supplied by the professor

An updated civil code, for example Giuffré, Simone, CEDAM

### *italiano*

CENINI, CERCHIA, Cases and materials on Italian private law, Giuffré, Milano, last edition  
Materiali forniti dal docente

Un codice civile aggiornato a scelta, per esempio Giuffré, Simone, CEDAM

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=1uvu](https://www.business-management.unito.it/do/corsi.pl/Show?_id=1uvu)

## Public Law for Economics (on-line)

### *Public Law for Economics (on-line)*

Academic year:	2019/2020
Course ID:	MAN0550
Teacher:	Claudia Sartoretti (Lecturer)
Teacher contacts:	claudia.sartoretti@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/05 - diritto dell'economia
Delivery:	E-learning
Language:	English
Attendance:	Online
Type of examination:	Written

### **Learning objectives**

#### *italiano*

Il presente insegnamento si propone di far apprendere agli studenti il funzionamento del sistema italiano approfondendo l'esame delle sue istituzioni e con una particolare attenzione all'analisi delle fonti del diritto nazionali e alla tutela dei diritti e delle libertà

Un'attenzione particolare verrà poi prestata anche all'ordinamento giuridico sovranazionale ( in particolare al diritto dell'Unione Europea), internazionale e sovrastatale, anche al fine di poter comprendere le dinamiche delle vicende politico-costituzionali del nostro Paese, nonché i più recenti sviluppi del diritto pubblico al di là delle frontiere dello Stato nazionale, in una prospettiva anche comparata.

Una parte del corso del corso sarà dedicata alla disamina dei concetti introduttivi del rapporto diritto pubblico ed economia

#### *english*

This course aims to teach students how the Italian system works by examining its institutions in depth and paying particular attention to the analysis of national law sources and the protection of rights and freedoms

Particular attention will also be paid to the supranational legal order (in particular to the law of the European Union), international and supra-sovereign, also in order to be able to understand the dynamics of the political and constitutional vicissitudes of our country, as well as the most recent developments of public law beyond the frontiers of the nation state, even from a comparative perspective.

A part of the course will be dedicated to the introductory concepts of the relationship between public law and economics

## **COURSE AIMS**

### *italiano*

Gli studenti devono dare piena prova di conoscere il sistema giuridico italiano, con particolare riferimento alla forma di governo italiana, alle fonti del diritto nazionali e alle situazioni giuridiche soggettive contemplate nella nostra Costituzione, oltre a dimostrare di conoscere le nozioni base del diritto del Unione europea

### *english*

Students must fully demonstrate their knowledge of the Italian legal system, with particular reference to the form of Italian government, the sources of national law and the subjective legal situations contemplated in our Constitution, as well as demonstrating knowledge of the basic notions of European Union law.

## **COURSE DELIVERY**

### *italiano*

Lezioni frontali

### *english*

Lectures

## **LEARNING ASSESSMENT METHODS**

### *italiano*

Esame scritto a risposta multipla

### *english*

Written multiple choice exam

## **SYLLABUS**

### *italiano*

Il presente insegnamento si propone di trasmettere agli studenti le nozioni base del diritto pubblico e di far conoscere loro il funzionamento delle istituzioni statali italiane, con qualche accenno anche

agli organismi di diritto europeo e con un approccio che permetta anche il confronto con altri ordinamenti per quanto riguarda la forma di governo, il complesso equilibrio istituzionale e la tutela dei diritti.

Una particolare attenzione verrà prestata all'approfondimento delle fonti del diritto nazionale ed europeo.

*english*

The present teaching aims to convey to students the basic notions of public law and to make them aware of the functioning of Italian state institutions, with some reference also to European law bodies and with an approach that also allows comparison with other legal systems as far as it concerns the form of government, the complex institutional balance and the protection of rights.

Particular attention will be paid to deepening the sources of national and European law.

## SUGGESTED TEXTBOOKS AND READINGS

*italiano*

Il materiale necessario alla preparazione dell'esame sarà indicato a lezione

*english*

The material necessary for exam preparation will be indicated in class

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=tifj](https://www.business-management.unito.it/do/corsi.pl/Show?_id=tifj)

## Public Law for Economics - Stream A

### *Public Law for Economics - Stream A*

Academic year:	2019/2020
Course ID:	MAN0520
Teacher:	Claudia Sartoretti (Lecturer)
Teacher contacts:	claudia.sartoretti@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/05 - diritto dell'economia
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *italiano*

Il presente insegnamento si propone di far apprendere agli studenti il funzionamento del sistema italiano approfondendo l'esame delle sue istituzioni e con una particolare attenzione all'analisi delle fonti del diritto nazionali e alla tutela dei diritti e delle libertà

Un'attenzione particolare verrà poi prestata anche all'ordinamento giuridico sovranazionale ( in particolare al diritto dell'Unione Europea), internazionale e sovranazionale, anche al fine di poter comprendere le dinamiche delle vicende politico-costituzionali del nostro Paese, nonché i più recenti sviluppi del diritto pubblico al di là delle frontiere dello Stato nazionale, in una prospettiva anche comparata.

Una parte del corso del corso sarà dedicata alla disamina dei concetti introduttivi del rapporto diritto pubblico ed economia

#### *english*

This course aims to teach students how the Italian system works by examining its institutions in depth and paying particular attention to the analysis of national law sources and the protection of

rights and freedoms

Particular attention will also be paid to the supranational legal order (in particular to the law of the European Union), international and supra-sovereign, also in order to be able to understand the dynamics of the political and constitutional vicissitudes of our country, as well as the most recent developments of public law beyond the frontiers of the nation state, even from a comparative perspective.

A part of the course will be dedicated to the introductory concepts of the relationship between public law and economics

## **COURSE AIMS**

*italiano*

Gli studenti devono dare piena prova di conoscere il sistema giuridico italiano, con particolare riferimento alla forma di governo italiana, alle fonti del diritto nazionali e alle situazioni giuridiche soggettive contemplate nella nostra Costituzione, oltre a dimostrare di conoscere le nozioni base del diritto del Unione europea

*english*

Students must fully demonstrate their knowledge of the Italian legal system, with particular reference to the form of Italian government, the sources of national law and the subjective legal situations contemplated in our Constitution, as well as demonstrating knowledge of the basic notions of European Union law

## **COURSE DELIVERY**

*italiano*

Lezioni frontali

*english*

Lectures

## **LEARNING ASSESSMENT METHODS**

*italiano*

Esame scritto a risposta multipla

*english*

Written exam based on a multiple choice test

## SYLLABUS

### *italiano*

Il presente insegnamento si propone di trasmettere agli studenti le nozioni base del diritto pubblico e di far conoscere loro il funzionamento delle istituzioni statali italiane, con qualche accenno anche agli organismi di diritto europeo e con un approccio che permetta anche il confronto con altri ordinamenti per quanto riguarda la forma di governo, il complesso equilibrio istituzionale e la tutela dei diritti.

Una particolare attenzione verrà prestata all'approfondimento delle fonti del diritto nazionale ed europeo.

### *english*

The present teaching aims to convey to students the basic notions of public law and to make them aware of the functioning of Italian state institutions, with some reference also to European law bodies and with an approach that also allows comparison with other legal systems as far as it concerns the form of government, the complex institutional balance and the protection of rights.

Particular attention will be paid to deepening the sources of national and European law.

## SUGGESTED TEXTBOOKS AND READINGS

### *italiano*

Il materiale necessario alla preparazione dell'esame sarà indicato a lezione

### *english*

The material necessary for exam preparation will be indicated in class

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=i4gd](https://www.business-management.unito.it/do/corsi.pl/Show?_id=i4gd)



## Public Law for Economics - Stream B

### *Public Law for Economics - Stream B*

Academic year:	2019/2020
Course ID:	MAN0520
Teacher:	Claudia Sartoretti (Lecturer)
Teacher contacts:	claudia.sartoretti@unito.it
Year:	1st year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/05 - diritto dell'economia
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *italiano*

Il presente insegnamento si propone di far apprendere agli studenti il funzionamento del sistema italiano approfondendo l'esame delle sue istituzioni e con una particolare attenzione all'analisi delle fonti del diritto nazionali e alla tutela dei diritti e delle libertà

Un'attenzione particolare verrà poi prestata anche all'ordinamento giuridico sovranazionale ( in particolare al diritto dell'Unione Europea), internazionale e sovranazionale, anche al fine di poter comprendere le dinamiche delle vicende politico-costituzionali del nostro Paese, nonché i più recenti sviluppi del diritto pubblico al di là delle frontiere dello Stato nazionale, in una prospettiva anche comparata.

Una parte del corso del corso sarà dedicata alla disamina dei concetti introduttivi del rapporto diritto pubblico ed economia

#### *english*

This course aims to teach students how the Italian system works by examining its institutions in depth and paying particular attention to the analysis of national law sources and the protection of rights and freedoms

Particular attention will also be paid to the supranational legal order (in particular to the law of the European Union), international and supra-sovereign, also in order to be able to understand the dynamics of the political and constitutional vicissitudes of our country, as well as the most recent developments of public law beyond the frontiers of the nation state, even from a comparative perspective.

A part of the course will be dedicated to the introductory concepts of the relationship between public law and economics

## **COURSE AIMS**

### *italiano*

Gli studenti devono dare piena prova di conoscere il sistema giuridico italiano, con particolare riferimento alla forma di governo italiana, alle fonti del diritto nazionali e alle situazioni giuridiche soggettive contemplate nella nostra Costituzione, oltre a dimostrare di conoscere le nozioni base del diritto del Unione europea

### *english*

Students must fully demonstrate their knowledge of the Italian legal system, with particular reference to the form of Italian government, the sources of national law and the subjective legal situations contemplated in our Constitution, as well as demonstrating knowledge of the basic notions of European Union law

## **COURSE DELIVERY**

### *italiano*

Lezioni frontali

### *english*

Lectures

## **LEARNING ASSESSMENT METHODS**

### *italiano*

Esame scritto a risposta multipla

### *english*

Written exam based on a multiple choice test

## **SYLLABUS**

### *italiano*

Il presente insegnamento si propone di trasmettere agli studenti le nozioni base del diritto pubblico e di far conoscere loro il funzionamento delle istituzioni statali italiane, con qualche accenno anche

agli organismi di diritto europeo e con un approccio che permetta anche il confronto con altri ordinamenti per quanto riguarda la forma di governo, il complesso equilibrio istituzionale e la tutela dei diritti.

*english*

The present teaching aims to convey to students the basic notions of public law and to make them aware of the functioning of Italian state institutions, with some reference also to European law bodies and with an approach that also allows comparison with other legal systems as far as it concerns the form of government, the complex institutional balance and the protection of rights.

Particular attention will be paid to deepening the sources of national and European law.

#### **SUGGESTED TEXTBOOKS AND READINGS**

*italiano*

Il materiale necessario alla preparazione dell'esame sarà indicato a lezione

*english*

The material necessary for exam preparation will be indicated in class

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=unf2](https://www.business-management.unito.it/do/corsi.pl/Show?_id=unf2)

## Public Management and Public Economics

### *Public Management and Public Economics*

Academic year:	2019/2020
Course ID:	MAN0514
Teacher:	Valerio Brescia (Lecturer) Francesco Figari (Lecturer)
Teacher contacts:	n/d, valerio.brescia@unito.it
Year:	
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=qeeh](https://www.business-management.unito.it/do/corsi.pl/Show?_id=qeeh)

# Soft Skills in Business

## *Soft Skills in Business*

Academic year:	2019/2020
Course ID:	MAN0283
Teacher:	Anna Cugno (Lecturer)
Teacher contacts:	0116706092, anna.cugno@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SPS/07 - sociologia generale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **PREREQUISITES**

#### *english*

Students should have the knowledge of the main socio-economic concepts.

#### *italiano*

Gli studenti devono conoscere i principali concetti socio-economici.

### **Learning objectives**

#### *english*

In the Fourth industrial revolution soft skills are essential means, in combination with the specific knowledge and competences of the disciplines in which the participants have chosen to specialize, in order: to manage the functional passages at the entrance in the world of work (for example, selection procedures), and to face the challenges of their future profession in the most effective way.

Therefore, the course program focuses on:

- the definition and the characteristics of soft skills;
- the role and the importance of soft skills in life and work contexts as well as in the global socio-economic scenario;
- the reason why this growing relevance emerges; and
- the most suitable strategies for their development and/or consolidation.

#### *italiano*

Nella quarta rivoluzione industriale le competenze trasversali costituiscono, insieme alle competenze tecniche del settore nel quale i partecipanti al corso hanno scelto di specializzarsi, una risorsa per gestire i passaggi chiave di un funzionale ingresso nel mercato del lavoro (a esempio le procedure di selezione) e affrontare le sfide della carriera lavorativa.

L'insegnamento si propone pertanto di analizzare criticamente:

- la definizione e le caratteristiche delle competenze trasversali;
- il ruolo e l'importanza delle competenze trasversali nella vita sociale e nel contesto lavorativo così come negli scenari socio-economici globali;
- le ragioni per le quali tale crescente rilevanza emerge;

le strategie più promettenti per lo sviluppo delle competenze trasversali e il loro consolidamento.

## COURSE AIMS

### *english*

Each student completing the program should acquire:

- the awareness of the role of soft skills in social inclusion, job placement and career management and economic development;
- the capability to recognize and handle soft skills and their applicability to different contexts and circumstances;
- the basic tools for self-assessment of personal soft skills;
- the propensity to integrate and / or strengthening of individual soft skills;
- the competences to define punctually an action plan aimed at developing weaker skills.

### *italiano*

Grazie all'insegnamento lo studente acquisirà:

- la consapevolezza del ruolo delle competenze trasversali nella definizione del grado di inclusione sociale, dell'inserimento lavorativo e nella progressione di carriera, nello sviluppo economico;
- la capacità di riconoscere e gestire le competenze trasversali e il loro utilizzo in differenti contesti e circostanze;
- gli strumenti di base per l'autovalutazione delle proprie competenze trasversali;
- la propensione a integrare e rafforzare le competenze trasversali individuali;
- l'abilità di definire puntualmente un piano di azione teso a sviluppare le competenze in difetto.

## COURSE DELIVERY

### *english*

Lectures runs as seminar.

### *italiano*

Le lezioni sono caratterizzati da un approccio seminariale.

## LEARNING ASSESSMENT METHODS

### *english*

The final evaluation is based on a written test on all course topics. It is managed as an in-class, closed-notes and closed-books assessment and consists of forty multiple choices, true or false, filling gap questions. Students have sixty minutes to answer.

### *italiano*

La prova finale è strutturata nella forma del test su tutti gli argomenti del corso. La verifica si svolgerà in classe e non sarà permesso consultare appunti e/o saggi. Gli studenti avranno sessanta minuti per rispondere a quaranta domande a risposta multipla, vero o falso, con un testo da completare.

## SYLLABUS

*english*

After a short introduction about the Fourth Industrial Revolution, the course program will analyse twelve core themes.

- Soft skills description
- Soft skills evaluation and measurement
- Soft skills and the Industry 4.0 paradigm
- Soft skills in the international policy agenda
- Soft skills and national competitiveness
- Soft skills and the organisational performances
- Soft skills and individual innovativeness
- Soft skills and education
- Soft skills and employability
- Soft skills and entrepreneurship
- Soft skills and human resources management
- Soft skills and lifelong learning

*italiano*

Dopo una breve introduzione dei tratti distintivi della Quarta rivoluzione industriale, le lezioni analizzeranno dodici temi:

- La descrizione delle competenze trasversali
- Le modalità di valutazione e misure delle competenze trasversali
- Le competenze trasversali e il paradigma Industry 4.0
- Le competenze trasversali nell'agenda politica internazionale
- Le competenze trasversali e la competitività nazionale
- Le competenze trasversali e i risultati organizzativi
- Le competenze trasversali e la propensione all'innovatività
- Le competenze trasversali nei percorsi educativi
- Le competenze trasversali e l'occupabilità
- Le competenze trasversali e l'imprenditorialità
- Le competenze trasversali e la gestione delle risorse umane.
- Le competenze trasversali e l'apprendimenti permanente

## SUGGESTED TEXTBOOKS AND READINGS

*english*

Slides and in-depth materials will be made available on the Moodle platform before each lectures.

*italiano*

I lucidi delle lezioni e le letture di approfondimento saranno pubblicate sulla piattaforma Moodle prima di ogni lezione.

## NOTE

*english*

Students who have passed the exam with at least 27 out of 30 points will be able to apply for the graduation report on the topics presented in the program or on related topics. The paper must be structured according to the short essay layout, with a length between 40,000 and 60,000 characters. The evaluation of the text will reward the degree of depth and the critical sense shown in the analysis.

*italiano*

Gli studenti che hanno inserito l'insegnamento in piano di studi e superato l'esame con un voto non inferiore a 27/30 potranno richiedere di svolgere la relazione di laurea su uno degli argomenti presenti in programma o su temi correlati. L'elaborato dovrà essere strutturato secondo gli schemi del saggio breve, della lunghezza compresa tra i 40.000 e i 60.000 caratteri. La valutazione del testo premierà la pertinenza e il grado di approfondimento del fenomeno indagato, nonché il senso critico dimostrato nell'analisi.

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=hfs7](https://www.business-management.unito.it/do/corsi.pl/Show?_id=hfs7)



# Spanish Language

## *Spanish Language*

Academic year:	2019/2020
Course ID:	MAN0287
Teacher:	Patricia Concepcion Gamez (Lecturer) Elena Spadavecchia (Tutor) Maria Del Rosario Rodriguez Huesca (Tutor)
Teacher contacts:	patriciaconcepcion.gamez@unito.it
Year:	1st year 2nd year 3rd year
Type:	Elective
Credits/recognition:	6
Course SSD (disciplinary sector):	L-LIN/07 - lingua e traduzione - lingua spagnola
Delivery:	Formal authority
Language:	Spanish
Attendance:	Obligatory
Type of examination:	Written and oral

### **Learning objectives**

È una mira molto lontana da una competenza linguistica generale e una più specifica dal mondo del lavoro e dall'economia. Lo studente sarà in grado di interagire in situazioni quotidiane, sviluppando le quattro abilità di base attiva e passiva:

- comprensione orale (lettura e sufficiente captazione della fonologia)
- produzione orale (capacità di riproduzione e interazione comunicativa)
- comprensione scritta (interpretazione di testi )
- produzione scritta (capacità di riprodurre strutture di base equivalenti alle diverse funzioni comunicative).

### **COURSE AIMS**

Lo studente è in grado di esprimersi in modo più strutturato sul quotidiano e sul mondo del lavoro; scrive brevi testi articolati con l'uso di connettori; è in grado di comprendere e interagire in discorsi più complessi anche in ambito più settoriale; comprende testi di media complessità con tematiche relative all'economia; può produrre documenti specifici (lettere e CV).

### **COURSE DELIVERY**

Lezioni della durata di 42 ore complessive (6 CFU) che si svolgono in aula come lezioni frontali con l'ausilio di proiezioni o esercitazioni che permettono agli studenti di svolgere elaborati scritti che vengono poi corretti e commentati dalla docente.

Verranno utilizzati video per migliorare le capacità di ascolto.

Le lezioni si svolgono in lingua spagnola.

## LEARNING ASSESSMENT METHODS

La prova scritta prevede esercizi di morfosintassi da completare, una breve produzione scritta su traccia relativa al mondo delle imprese e dell'economia e la redazione di un'email; traduzione dall'italiano allo spagnolo, con lessico di microlingua.

La prova orale consiste nella discussione di una tematica selezionata dalla studente (3 articoli economico – commerciale)

Il risultato finale è dato dalla media delle due prove.

Grammatica: 12 punti, 30 minuti

Redazione testo ed email: 10 punti, 45 minuti

Traduzione: 8 punti, 40 minuti

## SYLLABUS

Il programma svolto durante il corso di Lingua Spagnola si articola in una serie di lezioni in aula per l'apprendimento della lingua. Tale metodo si basa su strumenti innovativi di didattica cognitiva, il cui punto di forza è il ruolo attivo che ha lo studente nel processo di apprendimento (Si tratta inoltre di parametri di riferimento previsti dal Quadro Comune del Consiglio d'Europa (Quadro comune europeo di riferimento per le lingue) e tiene in considerazione la strutturazione del portafoglio europeo delle lingue .

Programma

-Repaso: grammatica e léxico de base

-Comparativos y superlativos Imperativo di 2ª pers. (reg. e irreg.)

- Imperativo + pronombres. Interrogativos

- Dar y recibir instrucciones.

- Pedir y expresar the opinión. Las tiendas.

- Indefinido (reg.). Por / para.

- Indefinido (irreg.). Hablar del pasado.

- Marcadore temporales. La biografía

- Perífrasis del infinitivo.
- Futuro. Marcadores temporales.
- Condicional.
- Discorsi di Ordenar: piani e proiezioni.
- Presente de subjuntivo (reg). Imper. formale.
- Presente de subjuntivo (irr.). La Empresa.
- La carta commerciale: teoria e pratica.
  
- El informe. Escribir un informe según los objetivos.
- La negociación. Hacer un pedido.
  
- El correo electrónico
- Economía española: glosario específico.
  
- Comprender un testo commerciale ed economico

## SUGGESTED TEXTBOOKS AND READINGS

Il testo adottato è:

Todo el mundo - habla español - COMPACTO - Método comunicativo, M. Santos, C.Ramos

De Agostini

¡Trato Hecho! - Laura Pierozzi, Sonia Campos, Manuela Salvaggio - Zanichelli Editore - 2019

Bibliografía consagrada:

- P. Gamez Cagnasso, E. Malaffo, MR Rodríguez Huesca, E. Spadavecchia, ¡Vamos al grano! Manuale di spagnolo commerciale e socio-economico per gli italiani , Seconda Edizione G. Giappichelli Editore, Torino 2017
- HERDER Diccionarios, Italiano / Español - Español / Italiano, Barcellona 1998, 3ª edizioni o seg.
  
- Silvia Cuenca Barrero, María de la Paz San Sebastian Alvarez, Silvia Mazzetti, Nueva Agenda de Gramática, Minerva Scuola, 2016

Link ad altre informazioni e siti internet di interesse

[www.cervantes.es](http://www.cervantes.es)  
[www.elpais.com](http://www.elpais.com)  
[www.elmundo.es](http://www.elmundo.es)

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=d0ea](https://www.business-management.unito.it/do/corsi.pl/Show?_id=d0ea)

# Statistics for Business - Stream A

## *Statistics for Business - Stream A*

Academic year:	2019/2020
Course ID:	MAN0261
Teacher:	Simonetta Longhi (Lecturer)
Teacher contacts:	n/d, simonetta.longhi@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-S/01 - statistica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

*english*

The aim of the course is to provide advanced statistical concepts and quantitative methods common in business applications.

### **COURSE AIMS**

*english*

The goal is to introduce a new way of thinking about data, and to help students to gain an understanding of how to use, communicate, and interpret statistics. It is a foundation course required of all business majors because statistics is an integral part of the structure and functions of business. The knowledge and skills acquired will help the students in advanced business courses and their business career.

### **SYLLABUS**

*english*

Main topics should include:

- Data collection; Presenting data in tables and charts
- Numerical descriptive measures

- Probability
- Sampling distributions
- Confidence interval estimation
- Hypothesis testing
- Statistical inferences based on two samples

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=2geh](https://www.business-management.unito.it/do/corsi.pl/Show?_id=2geh)

# Statistics for Business - Stream B

## *Statistics for Business - Stream B*

Academic year:	2019/2020
Course ID:	MAN0261
Teacher:	Lisa Sella (Lecturer) Simonetta Longhi (Lecturer)
Teacher contacts:	lisa.sella@unito.it
Year:	1st year
Type:	Basic
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-S/01 - statistica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

*english*

The aim of the course is to provide advanced statistical concepts and quantitative methods common in business applications.

### **COURSE AIMS**

*english*

The goal is to introduce a new way of thinking about data, and to help students to gain an understanding of how to use, communicate, and interpret statistics. It is a foundation course required of all business majors because statistics is an integral part of the structure and functions of business. The knowledge and skills acquired will help the students in advanced business courses and their business career.

### **SYLLABUS**

*english*

Main topics should include:

- Data collection; Presenting data in tables and charts
- Numerical descriptive measures
- Probability

- Sampling distributions
- Confidence interval estimation
- Hypothesis testing
- Statistical inferences based on two samples

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=jb49](https://www.business-management.unito.it/do/corsi.pl/Show?_id=jb49)



# Strategic Management

## *Strategic Management*

Academic year:	2019/2020
Course ID:	MAN0322
Teacher:	Bernardo Bertoldi (Lecturer)
Teacher contacts:	011 670 6056, <a href="mailto:bernardo.bertoldi@unito.it">bernardo.bertoldi@unito.it</a>
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

### **Learning objectives**

The objectives of the course are to:

- develop participants' capabilities to make strategic choices for their organisation and understand how to develop a competitive advantage;
- enhance critical thinking and decision making for strategic management, at both individual and collective levels;
- encourage participants to make connections between theory and practice through real life innovative cases;
- show participants the fundamental dimensions of any strategy: what is the business model? What is the competitive advantage? What is the scope? In general, what key questions they need to answer;
- enable participants to fully diagnose a strategic business unit inside their organisation, providing them with key strategic frameworks and concepts.

### **COURSE AIMS**

At the end of the course, participants should be able to:

- Understand key frameworks and concepts in strategic management;
- Link vision, competitive advantage, objectives, business model to strategy;
- Master tools for strategic analysis and design (such as the value chain, the 5Forces, VRIO analysis or SWOT, TOWS, Core Challenges, etc.);
- Formulate corporate level strategies as well as business-level and selected functional strategies;
- Anticipate the consequences of strategy formulation for strategy implementation;
- Understand key success factors in strategy execution.

### **COURSE DELIVERY**

The course will leverage a variety of delivery modes and teaching methods, blending:

interactive face-to-face  
discussion and debates  
groupwork  
Individual work

All this will be supported by:

teaching materials on Blackboard  
pre-readings  
mini-videos  
case studies

## LEARNING ASSESSMENT METHODS

Assessment of group works  
final written exam

## SYLLABUS

The course is structured in four parts:

- An introduction to strategy, its origins, why it is important today;
- The strategic position: analysing the environment, resources and capabilities, expectations and purposes (corporate governance, cultural web,);
- Strategic choices: corporate-level strategy, business-level strategy, strategic guidelines and initiatives, directions and methods of development (alliances, mergers and acquisitions, diversification,);
- Strategy implementation: organising, strategic enablers, strategic change.

Main topics addressed will be:

Knowledge and understanding

Competitive advantage  
Mission, vision, values, level of ambition  
External situation, core competences  
Cost, differentiation strategies  
The mindset of thinking strategically  
Key steps of the strategic process  
Core challenges, must-win battles  
Business model, disruptive and innovative  
Other frameworks: Blue Ocean Strategy, Porter's 5 forces, 3 Horizons, 7 Degrees of Freedom, Business Model Canvas, Operating Model, etc.

Skills

Problem solving leadership  
Critical reasoning (e.g. 5 Why's)  
Creative and imaginative thinking  
Compelling communication for change  
Think out of the box and triangulation

#### Values and attitudes

Curiosity  
Passion  
Ethics  
Professional values  
Diversity  
Equality

#### **SUGGESTED TEXTBOOKS AND READINGS**

##### Preparatory Work and Required readings

There are no mandatory readings nor preparatory work, except for notes and case studies that will be used in class and communicated in due course.

During the course, you will receive a full list of useful references. For those of you interested in optional pre-readings, the recommended books are:

Johnson / Whittington / Angwin / Regner / Scholes (2014): Exploring Strategy (Pearson)  
Sola / Couturier (2013): How to Think Strategically – Your Roadmap to Innovation and Results (Financial Times Series, Pearson)

##### Additional recommended readings

D'Aveni R., Gunther R., Hypercompetition: Managing the Dynamics of Strategic Manoeuvring, The Free Press  
Baghai M., Coley S., White D., The Alchemy of Growth, Perseus Publishing  
Bossidy L., Charan R., Execution – The Discipline of Getting Things Done, Random House  
Collins J., Good to Great: Why Some Companies Make the Leap... and Others Don't, New York Harper-Business  
Grant R., Contemporary Strategy Analysis, Blackwell Business  
Hamel G., Prahalad C., Competing for the Future, Harvard Business School Press  
Kim W.C., Mauborgne R., Blue Ocean Strategy, Harvard Business School Press  
Mintzberg H., The Rise and Fall of Strategic Planning, Prentice Hall  
Osterwalder A., Pigneur Y., Business Model Generation, Wiley  
Porter M., Competitive Advantage, The Free Press  
Rumelt R., Good Strategy Bad Strategy, Profile Books

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=9ajx](https://www.business-management.unito.it/do/corsi.pl/Show?_id=9ajx)

# Sustainability Accounting & Accountability

## *Sustainability Accounting & Accountability*

Academic year:	2019/2020
Course ID:	MAN0285
Teacher:	Laura Corazza (Lecturer)
Teacher contacts:	0116706086, laura.corazza@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

### **Learning objectives**

#### *English*

This course aims to develop knowledge and understanding of the main theories and practices of sustainability accounting and accountability. The course will adopt a critical stance in examining the past and the future of sustainability accounting and accountability. Also, the emerging practice in the broad field of non-financial disclosure such as Sustainable Development Goals (SDGs), regulation and mandatory disclosure will be critically examined. An overview of specific sustainability reporting guidelines will be displayed privileging the one of Global Reporting Initiative. Another reporting framework, such as the Integrated Reporting Framework will be also discussed.

Students will acquire basic theoretical knowledge, as well as elements of the modern and current debate in the field of sustainability accounting and accountability. In particular, they will be used as supplementary readings papers from journals considered primarily critical to the development of scientific research including: Accounting, Audit and Accountability Journal, Critical Perspective on Accounting, Accounting Forum, Accounting Horizons, Meditari, Business Strategy and Environment, Corporate Social Responsibility And Environmental Management, Journal of Cleaner Production, Sustainability.

Furthermore, professional knowledge of the Global Reporting Initiative Standards will enrich the personal backgrounds of the learners, and it will build a valuable strength for the student's curriculum. The critical stance will lead the learners to a transformation from being simple learners to be future conscious managers.

#### *Italiano*

Questo corso ha lo scopo di presentare le principali teorie e pratiche di sustainability accounting and accountability, ed esaminare in maniera critica il passato e il futuro delle pratiche professionali, come ad esempio, l'utilizzo di standard e linee guida per rendicontare le performance di un'azienda in ambito di sostenibilità. Si presenteranno le moderne evoluzioni in tema di rendicontazione non-

finanziaria e i legami tra essa e i Sustainable Development Goals, l'obbligatorietà della disclosure delle informazioni non finanziarie, e i legami con gli standard quali ad esempio, Global Reporting Initiative Standards e il framework dell'Integrated Reporting.

Gli studenti acquisiranno conoscenze teoriche di base, nonché elementi del dibattito moderno. Inoltre, verranno presentate conoscenze di base della ricerca scientifica, come l'utilizzo di articoli tratti dalle principali riviste come ad esempio:

Accounting, Audit and Accountability Journal, Critical Perspective on Accounting, Accounting Forum, Accounting Horizons, Meditari, Business Strategy and Environment, Corporate Social Responsibility And Environmental Management, Journal of Cleaner Production, Sustainability

Lo studente che apprenderà come utilizzare gli Standards del GRI potrà arricchire il suo curriculum di valore aggiunto. Il corso è anche pensato in ottica trasformativa ossia il discente imparerà a maturare il senso critico necessario per diventare un domani, un manager responsabile.

## COURSE AIMS

### *English*

The main results of our courses will be:

Understanding and applying theories in the field of sustainability accounting and accountability for private, public, social enterprises and not-for-profit organisations;  
Abstracting and interpreting facts accounted under such theories;  
Discovering the most important frameworks and guidelines in the field of sustainability accounting and accountability;  
Determining how to apply such a framework in a business context;  
Analysing the content of sustainability reports and deriving conclusion;  
Being open-minded in dealing with accounting for grand challenges such as poverty, hungry, climate change, discrimination, emancipation, etc.  
Adopting an open mindset in learning basic concepts and definitions taken from other disciplines among which there are environmental economics, physics, chemistry, biology, social sciences.

### *Italiano*

Obiettivi del corso:

comprendere e applicare teorie nel campo della rendicontazione della sostenibilità nelle imprese private, pubbliche, sociali e le organizzazioni no profit;  
acquisire la capacità di astrarre da fatti concreti una particolare teoria, come processo inferenziale;  
apprendere il funzionamento delle principali linee guida in ambito di reporting di sostenibilità e saperle applicare;  
determinare i contesti di applicazione delle linee guida a livello aziendale;  
sapere analizzare il contenuto e saperlo criticare;  
desiderare cambiare e aprire la propria formazione alla discussione critica delle grandi sfide globali e capire come la contabilità può aiutare a rappresentare la grandezza e la complessità

di tali sfide come ad esempio, la povertà, la fame, il cambiamento climatico, la discriminazione, l'emancipazione, ecc.

avere voglia di mettersi in gioco apprendendo concetti base tratti da altre discipline tra cui economia ambientale, fisica, chimica, biologia, scienze sociali.

## **COURSE DELIVERY**

### *English*

Highly interactive lectures and group discussions and works carried out in the class, analysis of real case studies, presentations by students on theoretical and practical topics.

### *Italiano*

Lezioni frontali si alterneranno a discussioni di gruppo e lavori svolti in classe, si analizzeranno report di sostenibilità di aziende reali al fine di elaborare le presentazioni finali

## **LEARNING ASSESSMENT METHODS**

### *English*

The final grade is defined considering group work aimed at delivering the final presentations (50%) and a final written exam (50%).

### *Italiano*

Il voto finale è definito considerando il lavoro di gruppo volto a realizzare presentazioni finali (50%) e un esame scritto finale (50%).

## **SYLLABUS**

### *English*

Introduction to sustainability accounting and accountability

Reasons for sustainability accounting and accountability

Theoretical background

International standards and framework for-profit, public, social enterprises and not-for-profit organisations

Accounting for social impact

Mandatorily profiles in sustainability accounting and accountability

Assurance

Environmental, Social and Governance data

*Italiano*

Introduzione a sustainability accounting and accountability

Background teorico

Norme, linee guida e framework internazionali per aziende private, pubbliche, no profit e imprese sociali

Evoluzione tra volontarietà e obbligatorietà della rendicontazione sociale

Assurance dei dati

Informazioni e dati ambientali, sociali e di governance

## SUGGESTED TEXTBOOKS AND READINGS

*English*

Handouts will be uploaded on moodle in time for each class

Additional lectures will be delivered directly along with handouts

The adoption of a book will be communicated asap

To grasp an initial idea of what sustainability accounting is you can refer to this post

<http://csearweb.blogspot.com/2019/08/can-accountants-save-world.html>

*Italiano*

Le slide utilizzate dalla docente saranno caricate su moodle in tempo per ogni lezione

Ulteriore materiale aggiuntivo verrà fornito direttamente insieme alle dispense

L'eventuale adozione di un libro sarà comunicata il prima possibile

Per avere un'idea iniziale di cosa parleremo vi consiglio di guardare questo post

<http://csearweb.blogspot.com/2019/08/can-accountants-save-world.html>

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=7b02](https://www.business-management.unito.it/do/corsi.pl/Show?_id=7b02)

# Tax Law in an International and European Perspective

## *Tax Law in an International and European Perspective*

Academic year:	2019/2020
Course ID:	MAN0282
Teacher:	Dr. Leopoldo Parada, Ll.m. (Lecturer) Alessandro Terzuolo (Tutor)
Teacher contacts:	+39 011/670.6110, leopoldo.parada@unito.it
Year:	3rd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

### **Learning objectives**

#### *English*

The course has the purpose to provide the students the main tools to understand the general aspects from tax law both from international and European law perspective. The foregoing includes the study of international tax law principles, such as ability-to-pay and neutrality; issues of international double taxation and double non-taxation; the role of multinationals enterprises within the international tax system; international tax avoidance and tax evasion and the challenges generated by the digitalization of businesses.

#### *Italiano*

### **COURSE AIMS**

#### *English*

The course should prepare the students with the necessary tools to develop a critical approach on the current international tax law developments, including a tax policy approach to international and European tax problems.

#### *Italiano*

### **COURSE DELIVERY**



*English*

The course is a 100% face-to-face course, which requires the assistance of students and their participation with questions and opinions during the class. Each section of the course has minimum lectures assigned, which are expected to be read before the class.

*Italiano*

## LEARNING ASSESSMENT METHODS

*English*

The course will have a final written exam.

*Italiano*

## SUPPORT ACTIVITIES

*English*

Supporting activities might be arranged and will be informed to the students during the course. Guest lectures may also come to provide a brief lecture on specific topics.

*Italiano*

## SYLLABUS

*English*

- Introduction
  - Tax Sovereignty
  - Tax Collection
  - Tax Expenditure
- General Principles Governing Tax Law
  - Legality
  - Neutrality
  - Ability-to-pay
  - Single Taxation
- Taxation of Cross-Border Business Activities
  - Business activities in general
  - Basic Notions of Double Tax Conventions

The role of tax treaties  
Active Business Activities  
Passive Investment  
International Tax Evasion and Tax Avoidance  
Digital Business Taxation  
The role of EU Tax Law in the International Context  
Introduction  
Fundamental Freedoms and Tax Law  
State Aid and Tax Law  
Tax Policy and the Design of International Tax Rules  
Importance of Good Tax Policies  
OECD, UN and other international actors  
Multilateralism v. Bilateralism  
International Tax Governance

## SUGGESTED TEXTBOOKS AND READINGS

Minimum reading materials:

### Introduction

Ault H., Some Reflections on the OECD and the Sources of International Tax Principles, 70 Tax Notes Int'l 12 (2013).

### General Principles Governing Tax Law

Avi-Yonah R., The International Tax Regime: A Centennial Reconsideration, University of Michigan Public Law Research Paper No. 462 (2015).

Shaviro D., The Two Faces of the Single Tax Principle, New York University Law and Economics Working Papers. Paper 419 (2015).

### Taxation of Cross-Border Business Activities

Dagan T., The Tax Treaty Myth, 32 N.Y.U. J. Int'l L. Pol. 939 (2000).

Parada L., Double Non-Taxation: A Conceptual Analysis, (Chapter 1, "Double Non-Taxation and the Use of Hybrid Entities", Kluwer Law International 2018).

Rosenbloom H. D., Cross-Border Arbitrage: The Good, The Bad and the Ugly, Taxes—The Tax Magazine, Vol. 85 (2007).

### The role of EU Tax Law in the International Context

Helminen M., Concepts and Basic Principles of EU Tax Law (Chapter 1), EU Tax Law, Direct Taxation, IBFD (2019).

Mason R. and Parada L., Digital Battlefield in the Tax Wars, 92 Tax Notes Int'l 12 (2018).

Course webpage: [https://www.business-management.unito.it/do/corsi.pl/Show?\\_id=ctom](https://www.business-management.unito.it/do/corsi.pl/Show?_id=ctom)

