
**Elective Courses and Activities
Academic Year 2016-2017**

CALENDAR

DATES	COURSE / ACTIVITY	LECTURER
1, 2 and 3 February 2017	International Marketing (*)	Irena Vida
20, 21 and 22 February 2017	Managing in Emerging Markets	Yusaf Akbar
27, 28 February and 1 March 2017	International Political Analysis	Stefano Pilotto
6, 7 and 8 March 2017	New Product Development (*)	Nicola Redi
23 and 24 March 2017	Inter-Cultural Management	Tim Baxter
27, 28 and 29 March 2017	International Business Law	Alessandro De Nicola Marco Dell'Antonia
3, 4 and 5 April 2017	Financial Derivatives (**)	Joao Amaro De Matos
19 and 20 April 2017	Risk Management (**)	Laura Peressin
25 - 28 April 2017	Munich Study tour	
3, 4 and 5 May 2017	Business Planning and Business Start-Up (*)	Nicola Redi
10, 11 and 12 May 2017	Challenges and Strategies in the Insurance Market (**)	Christopher Parsons
15, 16 and 17 May 2017	Open Innovation Management	Guido Bortoluzzi
22 and 23 May 2017	Lean Transformation	Jorge Larco Elena Bortolan
30, 31 May and 1 June 2017	Integrated Reporting	Massimo Romano
12 - 16 June 2017	London Study tour	

(*) *Compulsory for MBA participants*

(**) *Compulsory for MIRM participants*

1st and 2nd February 2017 from 9.00am to 6.00pm, 3rd February 2017 from 9.00am to 1.00pm

International Marketing

Lecturer: Irena Vida, University of Ljubljana, Slovenia

This course is designed to provide participants with a framework within which international marketing operations can be analyzed, understood, and undertaken. You will recognize in this course that most business issues addressed in the cross-cultural context are somewhat similar to those firms implicitly or explicitly face in their domestic operations.

The main differences between domestic and cross-cultural/multinational operations are usually matters of degree, variation, and complexity of controllable (e.g., marketing mix elements, management issues) and uncontrollable forces (i.e., various aspects of the national and socio-cultural environments). Given the intense nature of this class, the emphasis is on understanding diverse cultural, social and economic contexts in which consumption practices occur, and on translating this knowledge into actionable marketing strategies and practices.

20th, 21st and 22nd February 2017, from 9.00am to 4.00pm

Managing in Emerging Markets

Lecturer: Yusaf Akbar, Central European University, Budapest, Hungary

This course focuses on the challenges and opportunities associated with organizational management and business strategy in emerging markets. The course begins with an examination of the social, political, economic, cultural, and financial conditions that pose special challenges for businesses seeking to export to or invest in these regions and countries. Then the course examines specific organizational strategies firms pursue to overcome these obstacles and exploit opportunities in emerging nations. There is also a focus on cross-functional strategies that integrate management, marketing, financial, and operational approaches, and discuss how both large multinationals and smaller, entrepreneurial firms can benefit from a better understanding of the dynamics of emerging markets.

27th, 28th February and 1st March 2017, from 9.00am to 6.00pm

International Political Analysis

Lecturer: Stefano Pilotto, MIB School of Management

The International Political Analysis course will offer to the participants the chance to analyse the today's reality of the global market, by studying the economic and political characteristics of each continent, with reference to the social, cultural and historical backgrounds, to the international relations, the economic trends, the international trade, the employment and unemployment trends, the strategic and military geopolitical issues.

The course aims to increase the familiarity of the participants with worldwide macroeconomic and political problems, in relation to the business context and to the role that the managers will play in an internationally oriented company, and to transfer the necessary knowledge and tools to strengthen in each participant the capacity to analyze the International Business Environment with criticism and competence. Each participant will be able to evaluate the risk connected with international markets, the delicate balance between public administrations and private sector, the different threats surrounding foreign direct investments and venture capitals, the cultural aspects connected with the today's global scenario.

6th, 7th March 2017 from 9.00am to 7.00pm and 8th March 2017, from 9.00am to 4.00pm

New Product Development

Lecturer: Nicola Redi, Vertis SGR

The course aims at highlighting the most relevant methodologies used in identifying successful new product or service ideas and bringing them into the market. Participants will understand the importance of cross-functional team working and how different functional expertise are used in the innovation process, having an understanding of the latest innovation theories. In particular, by the end of this course, students will be able to: manage customers' needs in order to include them in product characteristics, develop and select product concepts, design and manage a new product development process, make early risk identification, understand the basic concepts of open innovation and its impact on companies' organisation and business.

23rd and 24th March 2017, from 9.00am to 6.00pm

Inter-cultural Management

Lecturer: Tim Baxter, MIB School of Management

Intercultural Management looks at the three stages necessary to work successfully in diverse contexts. We begin with cultural awareness – culture as an 'invisible glue' that binds group behavior. Next we move to cultural sensitivity - understanding when and how different cultural approaches clash and impact on relationships and situations. Finally, we look at a number of key cultural models that allow us to create tools to manage difference and leverage synergy. The course includes elements of team dynamics, conflict management and communication techniques. The objective is to move towards an approach that sees difference as an essential element to be explored, understood and utilized. This 'global mindset' is not designed to create an in depth knowledge of any single culture as in cross-cultural communication, but rather a general attitude towards diversity and change. A variety of simulations and exercises will be used to allow participants to move quickly from theory to controlled practice and align themselves with the needs of the specific context.

27th, 28th and 29th March 2017, from 9.00am to 4.00pm

International Business Law

Lecturers: Alessandro De Nicola, Marco Dell'Antonia - Orrick, Herrington and Sutcliffe

Course contents will include four different arguments:

- International Commercial Law: Analysis of the basic characteristics of international trade agreements, as well as the ancillary provisions thereof. The module will focus on the practical problems that arise in the field of international trade.
- Intellectual Property Law: Analysis of the opportunities for the management of intangible assets and the exclusive rights tout court as sources of value, as well as their protection for the pursuit of the interests of innovation, corporate identity and image in the light of a proper economic competition.
- Corporate Governance: Examination of critical issues arising from the adoption of a model compared to others. The module also aims at highlighting the indications and future trends in corporate governance.

- M&A: Examination of the legal framework that regulates shareholdings' acquisitions, discussion about the legal issues surrounding the transaction and presentation of an overview of how these processes are managed in practice. The module also aims at transferring knowledge based on the presentation of certain case studies.

3rd, 4th April 2017 from 9.00am to 5.00pm and 5th April 2017, from 9.00am to 1.00pm

Financial Derivatives

Lecturer: Joao Amaro de Matos, Universidad Nova de Lisboa, Lisbon, Portugal

The objective of this course is to introduce the notion of options in discrete and continuous-time, relating it to the basic principles of Corporate Finance and to the design of debt instruments.

Main topics that will be covered:

- Options' payoffs and strategies
- Options' value and absence of arbitrage
- Options' value in discrete time: the Binomial Model
- Applications: Real options and the valuation of projects
- Options' value in continuous-time: the Black-Scholes model
- Warrants valuation
- Callable debt

19th April 2017 from 9.00am to 1.00pm and 20th April 2017, from 9.00am to 4.00pm ()*

Risk Management

Lecturer: Laura Peressin, MIB School of Management

This course is designed to provide an introduction to risk management. At the end of this course all students will have a foundation in the main logical approaches and tools used in different kind of business in order to control and manage risk. Emphasis is given on an integrated approach to risk at corporate level. The intended learning outcomes are the following:

- Understanding how the main kind of derivatives work
- Using derivatives for hedging risks
- Identifying the main risks in a company
- Understanding how risk management may help a company's value creation
- Understanding the relation among risk, capital and performance in financial services
- Valuing the impact of risk on the performance of companies and their business units
- Understanding the use of RAPM for taking decisions

The course will include a final tutoring session and a test (still to be scheduled).

() Introductory session only for MBA participants: 22nd March 2017 from 9.00am to 1.00pm*

25th – 28th April 2017

Munich Study Tour

Allianz Headquarters, Pimco and BMW
Company Visits and meetings with managers

3rd, 4th May 2017 from 9.00am to 7.00pm and 5th May 2017, from 9.00am to 4.00pm

Business Planning and Business Start-Up

Lecturers: Nicola Redi, Vertis SGR

The course is aimed at providing the participants with a working knowledge and the most effective techniques and logical frames available for the development and the evaluation of a business plan for a new business venture. Combining an academic perspective with the views and methodologies of prospective investors (venture capital funds) the course will integrate knowledge from different management areas, such as finance, accounting, strategy, marketing and offer a view on the main dimensions of the starting-up of a business in high-tech and traditional settings.

10th, 11th and 12th May 2017, from 9.00am to 1.00pm

Challenges and Strategies in the Insurance Market

Lecturer: Christopher Parsons, Cass Business School, City of London, UK

This course focuses on the challenges which managers of insurance enterprises now face, in the aftermath of the financial crisis and the era of economic austerity which the crisis has brought about in Europe and the Western world. The aim of the course is to identify and explore the main forces and drivers of change currently operating in insurance markets, the issues and problems that arise from them and the corporate and business strategies which insurers might adopt to ensure their successful survival.

15th, 16th and 17th May 2017, from 9.00am to 4.00pm

Open Innovation Management

Lecturer: Guido Bortoluzzi, University of Trieste

The course focuses on how firms should manage innovation-related activities at the strategic, organizational and managerial level in a fast-changing economic and technological scenario. The discussion will introduce the concept of Open Innovation starting from real business case scenarios and to the emerging issues that characterize today's economic and technological scenario. By the end of this course students will be in the position to: recognize the forces behind economic and technological change and the need of firms to cope with them; understand the differences between technological innovation-based strategies and strategies based on business model innovation; understand the potentials of business model innovation; master the definition and develop their own open innovation strategy.

The course will include the following topics: analysis of the multifaceted nature of innovation; how to measure the innovation scope of the firm; how to apply such measure to benchmark with competitors; organizational antecedents of Innovation, in particular how to set up an innovation-oriented firm by applying proper organizational routines and best practices aimed to improve the creative contribution provided by individuals and teams. The discussion will also deal with Sources of Innovation and the methods to explore new business ideas in a "fluid" economic and technological scenario. Following a discussion on the different methods for collecting data, information, inspiration both inside and outside the firm, we will work in groups to learn how to look for new ideas in a hardly difficult to predict economic and technological scenario.

22nd and 23rd May 2017, from 9.00am to 6.00pm

Lean Transformation

Lecturer: Jorge Larco and Elena Bortolan, J. L. Larco & Associates Inc.

The course is designed to introduce participants to what a Lean Enterprise really is. It includes the following arguments:

The Lean Enterprise vision

Build-to-order: e-business solutions for Lean

How to change into a Lean Enterprise

The Six Lean Production toolsets:

- Cleanliness, Orderliness and Safety
- Flow (Single piece-flow, Kanban, SMED and TPM)
- Six Sigma Quality
- Empowerment
- The visual enterprise
- The continuous Pursuit of Perfection as a process

The LE assessment tool

Some examples of concrete applications in distribution centres and manufacturing companies

30th and 31st May 2017 and 1st June 2017, from 9.00am to 4.00pm

Integrated Reporting

Lecturer: Massimo Romano, Head of Group Integrated Reporting and Cfo Hub, Generali

Integrated thinking&reporting is a brand new managerial approach which helps manage more effectively all the different capitals of the company with a holistic approach. It helps to implement and to communicate the company's strategy in a very effective and efficient way, using information in a smarter and simpler way. The course will focus on how to deal with one of the most critical challenges every organization is facing: the increasing complexity.

The course will be structured in 3 consecutive days:

- day 1: introduces the International Integrated thinking&reporting framework, in the light of the increasing complexity all organizations are facing today. Related managerial theories will be analyzed.
- day 2: Participants will be presented different real business cases where the power of integrated thinking&reporting helped companies achieve significant outcomes.
- day 3: describes how to plan and deliver an integrated thinking&reporting project and how to overcome the implementation barriers. Practical hints from real life experiences.

12th – 16th June 2017

London Study Tour

Company Visits and meetings with managers

(Priority for MIRM participants, availability of places to be confirmed)