UNIVERSITÀ DEGLI STUDI DI UDINE
hic sunt futura

DIPARTIMENTO DI SCIENZE ECONOMICHE E STATISTICHE

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For further information, please, feel free to get in touch with Giancarlo Lauto, deputy dean for internationalization, at the address:
giancarlo.lauto@uniud.it

This document is a courtesy summary of information on the organization of the program. Legally binding, more detailed and updated information is available on the website www.uniud.it.

Please, be aware that this document presents the content and lecturers of the courses in the academic year 2023/24. Changes will be communicated before each semester starts.

Last modified on 09/11/2023

www.uniud.it

M

INTERNATIONAL MARKETING, MANAGEMENT & ORGANIZATION
MASTER OF SCIENCE

DIPARTIMENTO
DI SCIENZE
ECONOMICHE
E STATISTICHE

UNIVERSITY OF UDINE
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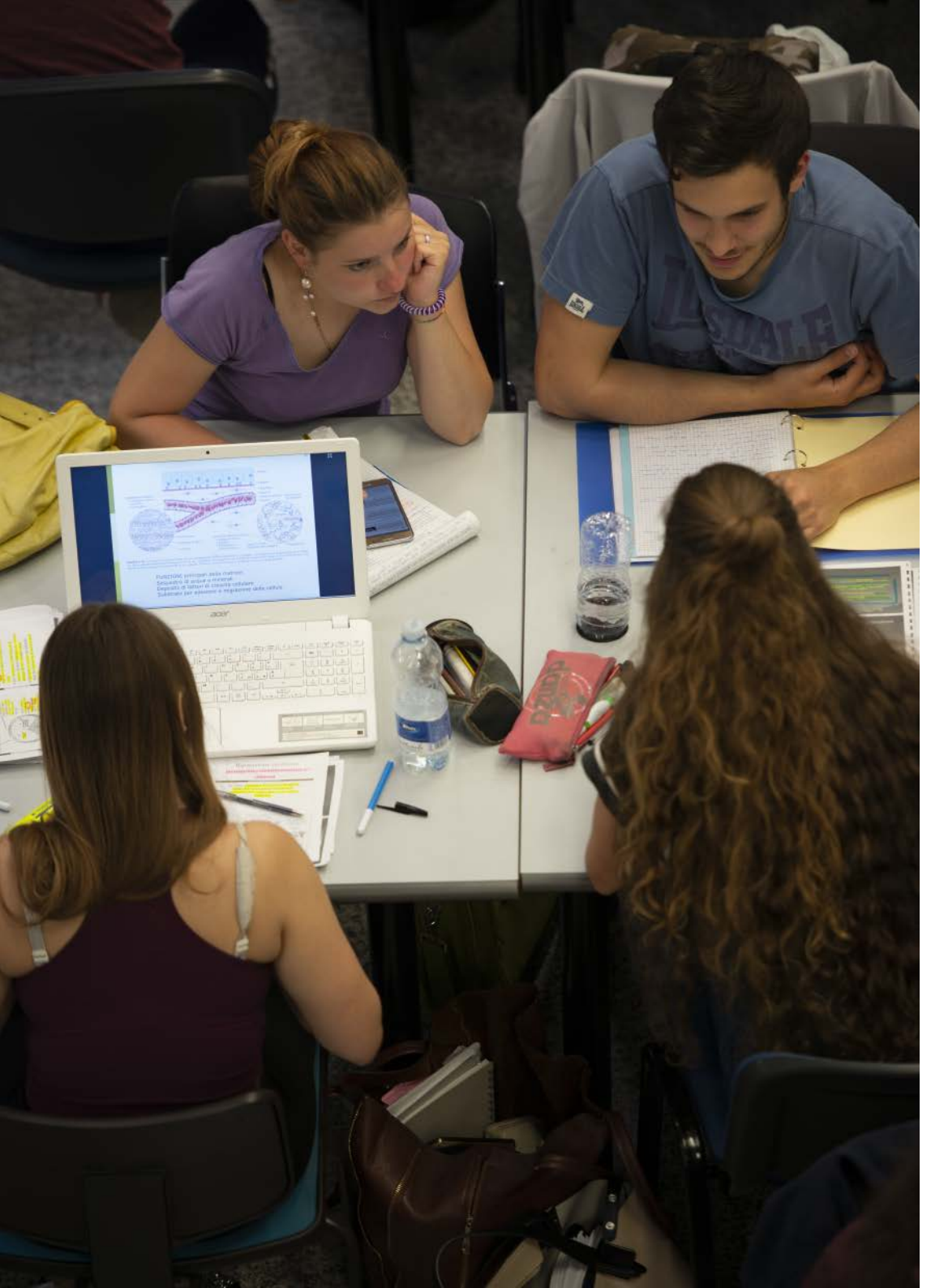


THE UNIVERSITY OF UDINE

Udine is a town in the region of Friuli Venezia Giulia, in the north-east of Italy, in the heart of Europe.

The university of Udine was founded in 1978. It is a young and dynamic university that still retains the enthusiasm of its early years.

The town and the university have a relaxed, student-friendly atmosphere and are within easy reach of many places of interest in Italy and Europe.
The MSc in International Marketing, Management & Organization - IMMO is one of the programs offered by the Department of Economics and Statistics.

With an academic staff of more than 60 scholars, the Department is active in the fields of Economics, Business Administration, Finance, and Statistics.

The Department offers:

- 3 BSc programs (taught in Italian): Banking & Finance (in the neighboring town of Pordenone); Business Administration; Economics.
- 4 MSc programs: Banking & Finance (in the neighboring town of Pordenone) and Business Administration, both taught in Italian; Economics and IMMO, taught in English.
- 1 PhD program, in collaboration with the University of Verona, in Accounting and Management.

MSC IN INTERNATIONAL MARKETING MANAGEMENT & ORGANIZATION

IMMO is a two-year, 120 ECTS, English-taught Master of Science (Laurea Magistrale) that is designed to advance students' business education and provide a solid foundation for their career progression. The program combines academic rigor with exposure to the business world. Internationalization, innovation and sustainability are at the core of the program – both in terms of its approach and in the studied subjects.
Students will develop the skills to assume middle and top management positions in international, innovative and sustainable companies. IMMO prepares students to work in functions such as Marketing, HRM, R&D, Quality, as management consultants, or to become entrepreneurs. The curriculum allows students to delve deeply into the most compelling issues facing today's internationalized companies: from intercultural negotiation to international marketing; from quality management to BPR; from innovation management to international logistics. Thanks to small class-sizes, IMMO uses a participatory approach to learning: team-based simulations, discussions of case studies, talks with managers, project work on issues facing partner companies, company visits, and internships. Through teamwork, students acquire the ability to work on projects, to manage complex tasks independently, to deal with conflicts, and to manage their working time. They also develop the ability to present oral and written analyses of management issues.

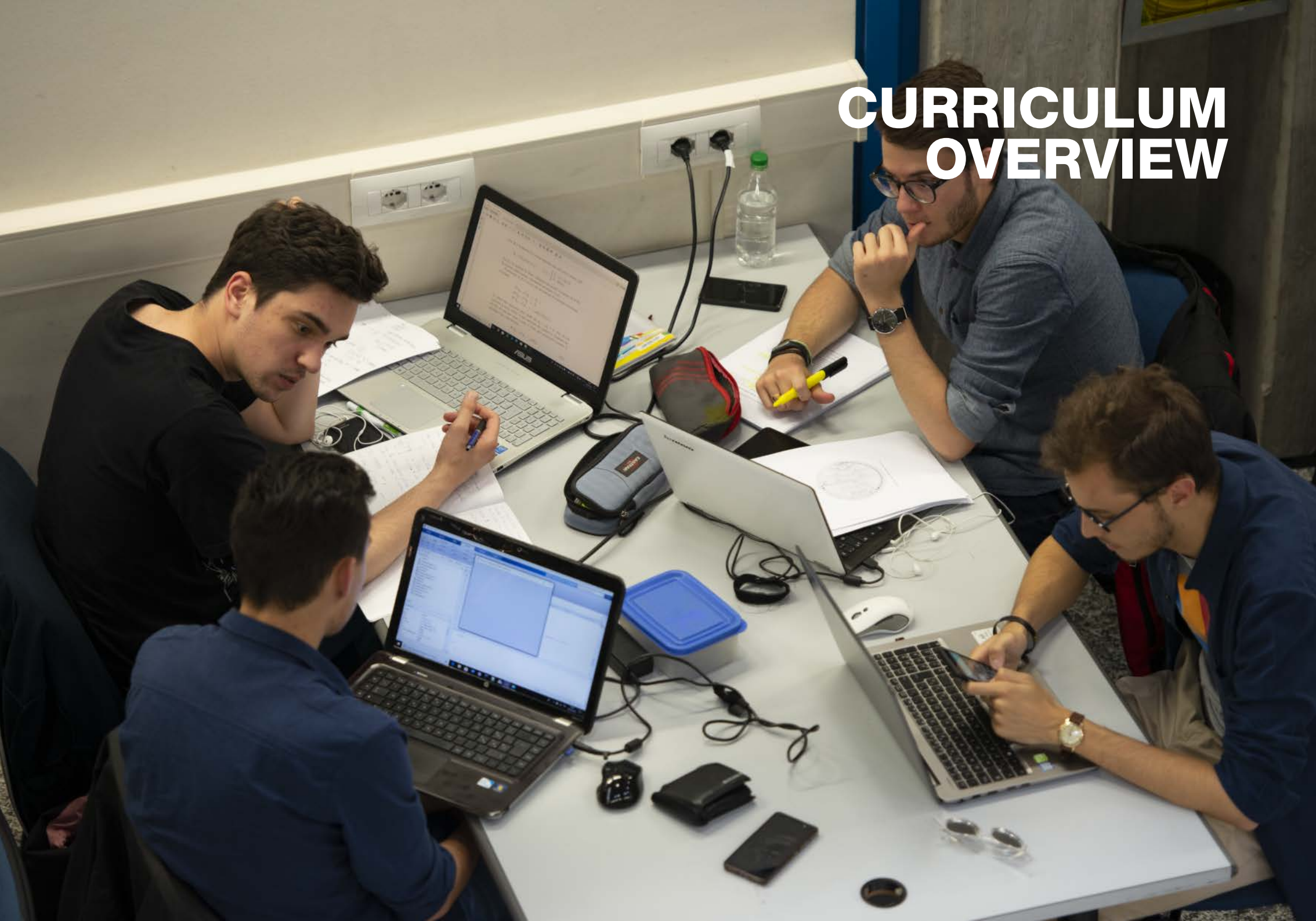
Many managers and professionals participate in the courses as guest lecturers, sharing their work experience with students and challenging them with real business problems. In addition, IMMO collaborates with world-class companies located in the Region – including Electrolux Professional, the McKinsey&Company's Digital Capability Center of Venice, and Illy Caffè – as well as many "hidden champions" that are a distinctive feature of the industrial system of Northern Italy. Mobility experiences – both in Europe and in the rest of the world – are highly encouraged. IMMO has a double-degree agreement with the Carinthia University of Applied Sciences (Austria).

By the end of the Master's program, students will be highly competitive in today's job market due to their up-to-date knowledge of specialized management topics and their skills developed in the field – from studying in a multicultural classroom to working on company projects.

Program coordinator:
Prof. Maria Chiarvesio
maria.chiarvesio@uniud.it

Delegate for international mobility:
Prof. Giancarlo Lauto
giancarlo.lauto@uniud.it

Head of Department student service unit:
Ms. Nunzia Rizzitano
didattica.dies@uniud.it



CURRICULUM OVERVIEW

FIRST YEAR

WINTER SEMESTER

SUBJECT	ECTS
International Economics	6
Laboratory of Statistics and Mathematics	9
Leading Change for Organizational Renewal	6
Strategy & Business Models	9

SPRING SEMESTER

SUBJECT	ECTS
Advanced Management Control	9
International Commercial, Brand & Patent Law	9
International Management	6
Managing Teams for Innovation	6

SECOND YEAR

WINTER SEMESTER

SUBJECT	ECTS
Laboratory of Business Strategies and Policies	6
Relationship Marketing and Social Media	6
One course between: – Laboratory of Business Process Reengineering and Project Management – Quality Management	6

SPRING SEMESTER

SUBJECT	ECTS
Innovation Management	6

ELECTIVE COURSES

Students must earn 12 ECTS from electives.
IMMO electives are offered during the second year and are organized into three tracks. Students may combine courses from different tracks or take their electives during international mobility.

INTERNATIONAL BUSINESS ELECTIVES

SUBJECT	ECTS
International Sales & Logistics (Winter)	6
Laboratory of Negotiation in Cross Cultural Business Environment (Spring)	6

DIGITAL BUSINESS ELECTIVES

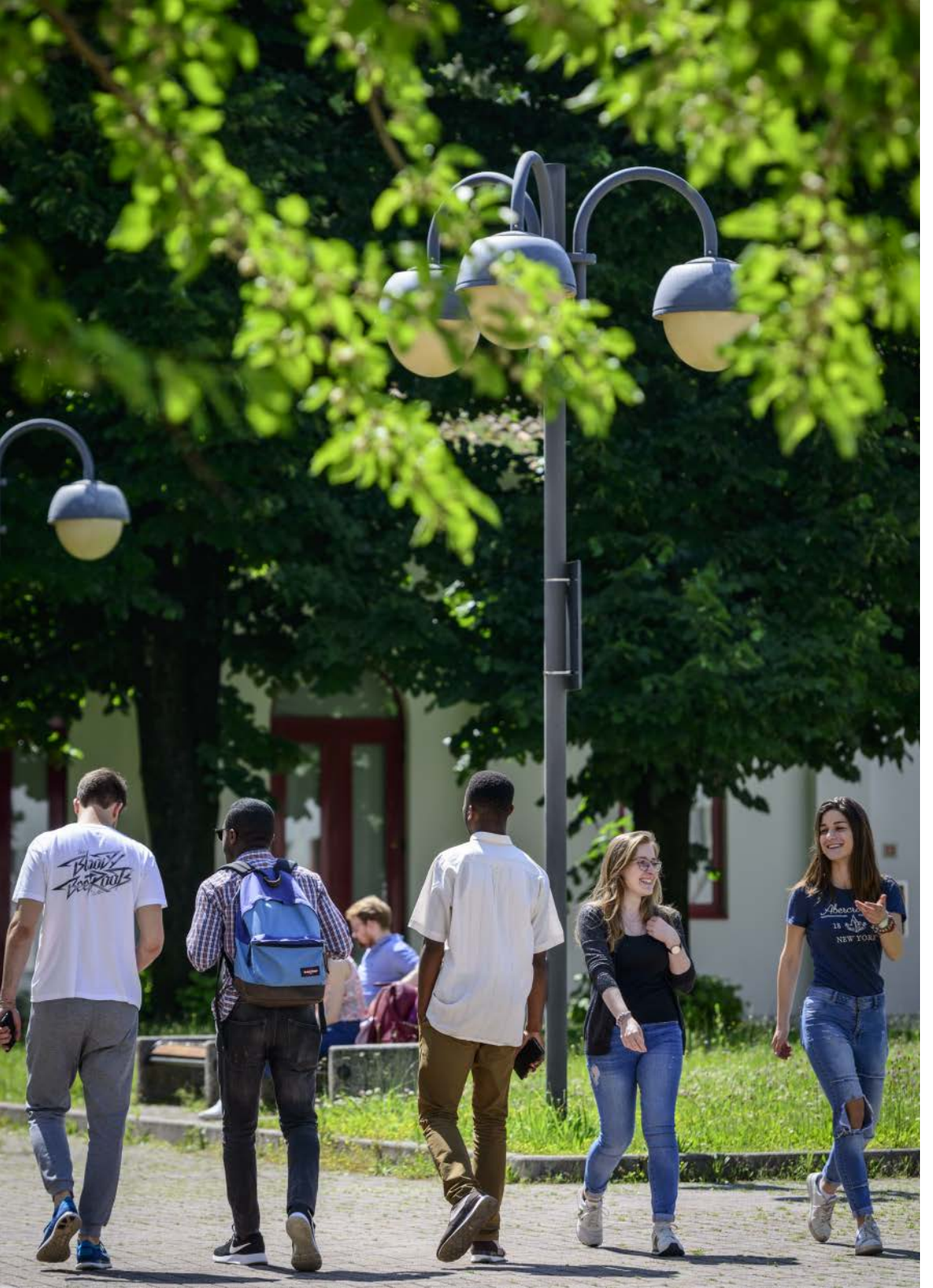
SUBJECT	ECTS
Laboratory of Business Analytics & Big Data (Spring)	6
Laboratory of Coding for Data Analytics (Winter)	6

SUSTAINABILITY MANAGEMENT ELECTIVES

SUBJECT	ECTS
Environmental & Resource Economics (Spring)	6
Integrated Reports & Environmental Accounting (Winter)	6
Management for sustainable business (Spring)	6

Internship
Students must complete an internship, typically in the second semester of the second year (6 ECTS).

Master thesis
Students must successfully defend an MSc thesis (18 ECTS).



THE STRUCTURE OF LEARNING GOALS

Performing in complex organisations and environments

Integrating global and local thinking	Interdisciplinary awareness

Adaptability and ambiguity tolerance	Analytical skills and techniques	Critical thinking and problem solving

ENROLMENT & INCOMING EXCHANGE STUDENTS

Enrolment

To enroll in IMMO, prospective students must have a BSc degree in Economics, Business, or Management from an Italian or a foreign university.
Prospective students must provide evidence of their academic qualifications and curriculum vitae, as specified in the online application procedure. Candidates students must also provide evidence of English language proficiency at level B2 of the Common European Framework of Reference for Languages.
An Admissions Committee evaluates applications.
The maximum tuition fee is approximately EUR 2000 per year. This may change from year to year.

Students are strongly advised to consult the official regulations for details on enrollment, tuition fees and deadlines, here:
www.uniud.it/it/didattica/segreteria-studenti/manifesto-degli-studi/economia

Students are encouraged to finalize their application by the end of August in order to attend the classes regularly during the first semester. Students are invited to write to studenti@uniud.it for more information about the enrollment deadline and possible extensions.

Admission of students who are not EU citizens and/or who hold a BSc from a foreign university is subject to special regulations. For more information, please follow this link, or write to studenti@uniud.it.
www.uniud.it/en/uniud-international/International_Students

Students have access to university libraries, IT facilities, language courses, tutoring services, student clubs, and the university canteen.

Living expenses range from € 400 to € 800 per month, depending on accommodation and lifestyle.

All IMMO classes are held at the campus in Via Tomadini 30, in the center of Udine, within walking distance of all the city attractions.

Exchange

We have established a number of cooperation agreements within the Erasmus+ program and with non-EU universities – in Thailand, Malaysia, South Korea and Canada.

To be accepted as an exchange student your home university must have a cooperation agreement with our Department. These are listed here:
https://www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-allestero-/mobilita-per-studio/erasmus-studio/accordi-bilaterali-erasmus-mobilita-per-studio-1/economia

If you wish to set up a cooperation agreement, please contact giancarlo.lauto@uniud.it.

You will be nominated for a place at the University of Udine by your home university. When our International Office receives your nomination, you will be sent information about the application procedure. Application deadlines are 15 May (first semester/full academic year) and 30 September (second semester). You can find more information here:
www.uniud.it/en/uniud-international/incoming-exchange-students

Exchange students may choose any course offered by IMMO, as well as by other programs in the Department of Economics and Statistics.

If you are a BSc exchange student, you can take a course of IMMO provided that you have already taken a significant number of credits in that area.

Double degree with CUAS

Selected IMMO students can spend one semester at the Carinthia University of Applied Sciences - Fachhochschule Kärnten in Villach, Austria, and earn an Austrian Master's degree from CUAS and an Italian Laurea Magistrale degree from the University of Udine.

Organization of the program

The curriculum includes 9 ECTS and 6 ECTS courses organized in 36 and 24 lessons, respectively, with a duration of 90 minutes. Classes are scheduled throughout the semester. A given course is only taught in one semester.

Attendance is not mandatory for all courses. However, it is highly recommended. Instructors may differentiate exams based on attendance.

There are no specific prerequisites for any of the courses. However, solid preparation in business administration is expected.

View the course schedule here
https://planner.uniud.it/PortaleStudenti/index.php?view=easycourse&include=corso&_lang=en

Semesters

Winter semester
Classes: 18.09.23 – 22.12.23
Exams: 08.01.24 – 16.02.24
Spring semester
Classes: 19.02.24 – 24.05.24
Exams: 03.06.24 – 30.06.24
Exam sessions: 01.07.24 – 19.07.24 / 26.08.24 – 13.09.24

Public holidays are listed here:
www.uniud.it/it/servizi/servizi-studiare/calendario-accademico

Examination

You will take a final exam at the end of each course, but lecturers may assess your learning during class. The exam may be written, oral, project-based, or a combination of these. You can find more information in the course syllabus, and the instructor will explain how your learning will be assessed during the first class of the course.

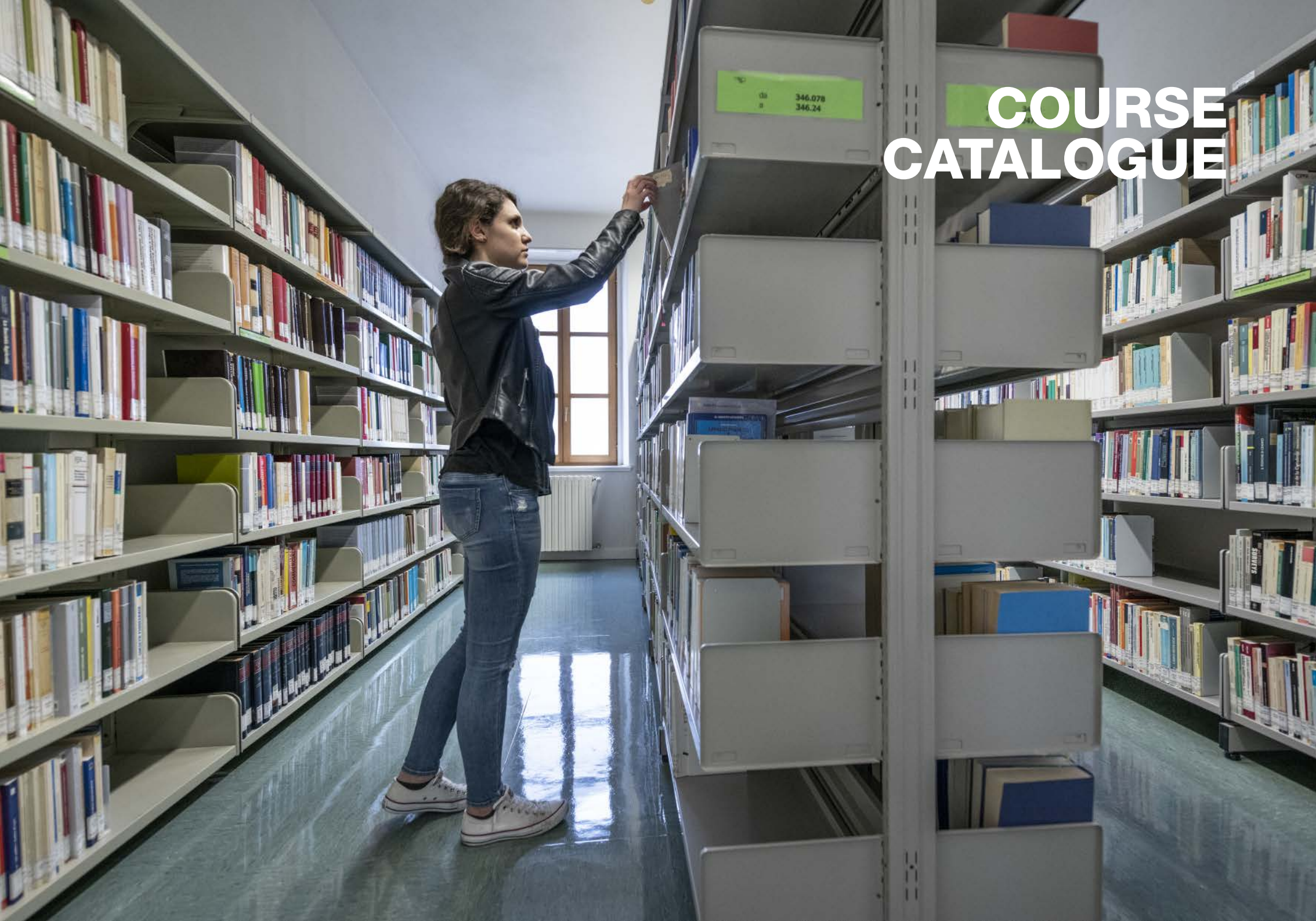
There are two opportunities to take an exam in the exam period immediately following the end of the course, and one in the next exam period. There is also one exam session in July and one in September, for both Winter and the Spring semester courses.

The Italian grading system uses a scale of 0 to 30, with 18 being the passing grade.

Here you can find the distribution curve of the grades and their correspondence to the ECTS grades (search for DIES).

https://www.uniud.it/it/didattica/area-servizi-studenti/servizi-studenti/opportunita-allestero-/ulteriori-approfondimenti/ects-e-la-distribuzione-statistica-dei-voti/fasce-di-distribuzione-statistica-a-a-2018-2019-e-2019-20/fasce-di-distribuzione-statistica-a-a-2019-20-e-2020-21/distribuzione-voti_14-12-2021.xlsx/view

Exchange students receive a Transcript of Records at the end of their mobility period.



COURSE CATALOGUE

List of subjects

Subject	Semester	ECTS	Field
Advanced Management Control [Ec0355]	Spring	9	Accounting
Environmental & Resource Economics [Ec0363]	Spring	6	Agricultural Economics
Innovation Management [Ec0315]	Spring	6	Management
Integrated Reports & Environmental Accounting [Ec0364]	Winter	6	Accounting
International Commercial, Brand & Patent Law [Ec0356]	Spring	9	Law
International Economics [Ec0286]	Winter	6	Economics
International Management [Ec0288]	Spring	6	Management
International Sales & Logistics [Ec0358]	Winter	6	Management
Laboratory of Business Analytics & Big Data [Ec0361]	Spring	6	Statistics
Laboratory of Business Process Reengineering and Project Management [Ec0357]	Winter	6	Management Engineering
Laboratory of Business Strategies and Policies [Ec0316]	Winter	6	Economics
Laboratory of Negotiation in Cross Cultural Business Environment [Ec0360]	Spring	6	Organization
Laboratory of New Digital Technology and Coding for Business [Ec0362]	Winter	6	Computer Science
Laboratory of Statistics and Mathematics [Ec0292]	Winter	9	Statistics
Leading Change for Organizational Renewal [Ec0353]	Winter	6	Organization
Management for Sustainable Businesses [Ec0456]	Spring	6	Management
Managing Teams for Innovation [Ec0354]	Spring	6	Organization
Quality Management [Ec0314]	Winter	6	Commodity Science
Relationship Marketing and Social Media [Ec0330]	Winter	6	Management
Strategy & Business Models [Ec0352]	Winter	9	Management

Detailed illustration of the learning outcomes according to the Dublin descriptors

https://www.uniud.it/it/didattica/corsi/area-economico-giuridica/economia/laurea-magistrale/international-marketing-management-organization/corso/regolamento-didattico-corso/all-B2/2023-2024/view

THE IMMO TEACHING TEAM

Cinzia Battistella

Cinzia Battistella is Associate Professor of Management Engineering. She holds a Ph.D. from the University of Padua and has been Assistant Professor at the Free University of Bozen/Bolzano and Associate Professor at the University of Siena. Her research interests include strategy and innovation management, with a focus on corporate foresight, open innovation, business model innovation towards sustainability, digitalization and servitization.

Ruggero Bellio

Ruggero Bellio is Full Professor of Statistics.
He holds a Ph.D. in Statistics from the University of Padua. His research interests include statistical methods and applications of statistics in industry, business, education and other fields.

Maria Chiarvesio

Maria Chiarvesio is Full Professor of Management and Marketing. She holds a Ph.D. in Business Administration from the Ca' Foscari University of Venice. Her research interests focus on innovation and internationalization strategies of SMEs and local production systems.

Paolo Cuomo

Paolo Cuomo is Associate Professor of Business Law, qualified as Full Professor in the same field. He holds a Ph.D. in Domestic and International Business Law from the Catholic University of Milan. He has been a visiting scholar at the MPI for Comparative and International Private Law in Hamburg and at the MPI for Innovation and Competition in Munich. His main research interests are corporate law and patent law.

Luca Di Gaspero

Luca Di Gaspero is Associate Professor of Information Technology.. He holds a Ph.D. in Computer Science (University of Udine) and a Habilitation in Applied Informatics (Vienna University of Technology). He is an affiliated member of the Institute of Logic and Computation at the Vienna University of Technology (Austria). His main research interests are in Operations Research and Management Science, with a focus on data analytics and decision support systems in the areas of production management, logistics, and healthcare.

Paolo Ermano

Paolo Ermano is Adjunct Professor at the Department of Economics and Statistics. He holds a Ph.D. in Institutional Economics from the University of Turin. His research interests include local economic development and macro analysis. He is also a consultant in logistics and creative industries.

Paolo Fedele

Paolo Fedele is Associate Professor of Management and Accounting. He holds a Master in Public Management from SDA Bocconi and a PhD from the University of Parma and his research interests are performance management and stakeholder management in private and public sector organizations.

Paola Geatti

Paola Geatti is Assistant Professor of Commodity Science and Lecturer of Quality Management. Her research interests include sustainable production and consumption, and environmental and quality certification. Her scientific background in food science and chemistry is a strategic element for sustainability studies.

Silvia Iacuzzi

Silvia Iacuzzi is Associate Professor of Management and Accounting. She holds a first class honors degree from the University of Oxford and a Ph.D. from the University of Tübingen (Germany). She worked for 20 years as a researcher, strategy and policy consultant in Italy, Europe, the Middle East, Asia and Africa before joining the University of Udine.

Giancarlo Lauto

Giancarlo Lauto is Associate Professor of Organization Studies. Before joining the University of Udine, he was a post-doc at tCopenhagen Business School. He has been a visiting scholar at Tokyo Institute of Technology (Japan) and ESSCA School of Management (France). His research interests include lean management as organizational change.

Andrea Moretti

Andrea Moretti is Full Professor of Management & Marketing. Before joining the University of Udine, he was a post-doctoral fellow at the Third University of Rome and at City University in London. His research interests include consumer behavior and marketing in international contexts, strategy and business models.

Laura Pagani

Laura Pagani is Associate Professor of Statistics. She received her Ph.D. from the University of Trento and, before joining the University of Udine, she taught at the University of Milan. Her research interests include statistical models for the evaluation of public projects and health systems, and the development of composite indicators to measure latent concepts in socio-economic fields such as well-being, solidarity and vulnerability.

Daniel Pittino

Daniel Pittino is Associate Professor of Organization Design and Human Resource Management at the University of Udine and Associate Professor of Strategy and Entrepreneurship at Jönköping International Business School. His main research interests are organizational and governance issues in family firms and innovation and entrepreneurial activities in small and new firms.

Raffaella Tabacco

Raffaella Tabacco is Assistant Professor of Management. She has taught courses in Marketing and Innovation Management, while her research interests include international and innovation strategies in SMEs. Her recent studies deal with the analysis of the relationship between servitization strategy and the adoption of Industry 4.0 technologies.

Stefania Troiano

Stefania Troiano is Associate Professor of Agricultural Economics and Appraisal. She holds a Ph.D. in Rural Economy in Central Eastern European Countries from Ca' Foscari University of Venice. Her main research areas are environmental and resource economics, non-market valuation, agricultural and food economics, rural economics.

Francesca Visintin

Francesca Visintin is Full Professor of Organization Studies. She holds an M.Sc. and Ph.D. in Management, Economics and Politics from the University of St. Andrews (Scotland). Her research interests include corporate governance, management of family businesses and high-tech start-ups, and entrepreneurship.

This is the teaching team for 2023/24. Some teaching positions will be filled before the start of each semester, and the instructor may vary.

Advanced Management & Control

Lecturer
Paolo Fedele
paolo.fedele@uniud.it

Objective
The course aims to provide students with a thorough understanding of the core concepts of management control and the critical trade-offs in the design and use of management control systems.

Upon completion of the course, students should:

Knowledge and understanding
- be familiar with the components of management control systems understand the role management control plays in organizations

Competence and skills
- be capable to critically analyze and assess the features of a management control system
- be capable of designing the overall architecture of a management control system

Critical judgement
- be capable of analyzing the consequences of different control decisions critically
- be capable of reflecting on control issues from different perspectives, including an ethical perspective

Content
• The control function of management
• Management control alternatives and their effects
• Financial results control systems
- Financial responsibility centers
- Transfer pricing
- Planning and budgeting
- Target setting
- Long-term incentive systems
- Short-term incentive systems
- Market measures of performance
- Accounting measures of performance
- Return-on-investment measures of performance
• Effects and problems of performance measures
- Myopia
- Gaming
- Controllability problems
• Corporate governance and ethics
• Non-market settings

Teaching methods
• Lecture
• Analysis and discussion of case studies by small teams of students.

Main reference
Merchant, K.A., & Van der Stede, W.A. (2017). *Management control systems: performance measurement, evaluation, and incentives* (4th ed.). Financial Times Press.

Environmental & Resource Economics

Lecturer
Stefania Troiano
stefania.troiano@uniud.it

Objective
The course aims to provide students with an advanced understanding of the theoretical approaches and methodological tools of sustainable development from a political economics perspective. It discusses the evolution of environmental and ecological economics with respect to pollution problems, environmental/ ecosystem services, and natural resource management.

Upon completion of the course, students should:

Knowledge and understanding
- be familiar with the theoretical approaches and methodological tools on the economics of sustainable development
- understand the relationships among socioeconomic variables and environmental resource interventions

Competence and skills
- be able to identify and distinguish the tools for environmental resource management (e.g., command & control approach, incentive-based instruments), and point out their potential impacts on the socioeconomic and environmental system
- be able to analyze the relationships among socioeconomic variables and environmental resource interventions

Critical judgement
- be able to recognize strengths and weaknesses of institutional and private interventions in favor of the conservation and/or promotion of environmental resources
- be capable of contextualizing the possible approaches to environmental resource management

Content
• How much pollution is too much?
- Ethics and economics
- A number of different standards
- Measuring costs and benefits
- Consumption and well-being: is more really better?
• Is the government up to the task?
- Environmental legislation
- Strengths and weaknesses of institutional action
• How can we do better?
- Incentive-based instruments
- Clean technology
• How can we solve global issues?

Teaching methods
• Lecture
• Presentation of case studies by the lecturer
• Analysis and discussion of case studies on environmental resource management by students (individual and teamwork)

Main reference
Goodstein, E.S., & Polasky, S. (2014). *Economics and the Environment*. Wiley.

Innovation Management

Lecturer
Raffaella Tabacco
raffaella.tabacco@uniud.it

Objective
Innovation is a major driver of competitiveness in both manufacturing and service industries. The course aims to analyze some of the main activities a company should manage to face the challenges of innovation.
Upon completion of the course, students should:

Knowledge and understanding
- be aware of the importance of innovation in the current technological and competitive scenario
- know the main constituents of an innovation strategy and the approaches to the management of the innovation process

Competence and skills

- be able to identify the most appropriate features of an innovation strategy, given the technological, competitive, and organizational conditions
- be able to identify the tools to be used to manage different stages of the process of innovation

Critical judgement
- be able to appreciate the soundness of an innovation strategy and project
- be able to analyze with a critical approach real case histories of innovation projects

Content
• Innovation: what it is and why it matters
• Patterns of innovation
• Innovation management: a core business process
• Innovation strategies and solutions for realizing the benefits of innovation
• Organizational antecedents of innovation
• Open innovation
• Disruptive innovation

Teaching methods
• Lecture
• Presentation of case studies by the lecturer
• Analysis and discussion of case studies by teams of students. The students are required to critically analyze case studies concerning crucial management challenges of Innovation Management
• Individual (written and oral) assignments concerning key topics of Innovation Management
• Guest lectures by experts and managers of Innovation management

Main references
• Tidd, J., & Bessant, J. (2020). Managing Innovation. Integrating Technological, Market, and Organizational Change. Wiley.
• Schilling, M. (2022). Strategic Management of Technological Innovation. McGraw-Hill-Education

Integrated Reports & Environmental Accounting

Lecturer
Silvia Iacuzzi
silvia.iacuzzi@uniud.it

Objective
The course, which is part of the study of advanced management economics, will carry out an in-depth assessment of the nature of intellectual and natural capital, its evaluation and measurement, its «disclosure,» and its liabilities. Topics such as an ecosystem approach and integrated reporting will also be discussed.
Upon completion of the course, students should:

Knowledge and understanding
Appreciate the nature of intellectual and natural capital and understand the implications and complexity of an ecosystem perspective
- know the main theoretical models of integrated reports and environmental accounting

Competence and skills
- be able to design a system to assess intellectual and natural capital
- be able to design a plan for the development of environmental accounting and integrated accounting systems

Critical judgement
- be able to analyze the need for the development of an integrated report and environmental accounting system
- be able to analyze, diagnose and carry out an intervention for the development of an integrated report and environmental accounting system.

Content
The course explores the principles for managing and accounting intangible resources such as intellectual capital, as well as for public value, social and environmental aspects. I
t presents the main models for non-financial reporting, analyzing the role such disclosure plays in the long-term sustainable strategies of organizations in different sectors and contexts.

Teaching methods
• Lecture
• Presentation of case studies by the lecturer
• Analysis and discussion of case studies by teams of students. The students are required to critically analyze case studies concerning the assessment of intellectual and natural capital and non-financial reports
• Team assignments concerning the report of intellectual and natural capital and/or the assessment of environmental and integrated reports

Main references
• Guthrie, J., Dumay, J., Ricceri, F. & Nielsen, C. (2017). *The Routledge Companion of Intellectual Capital.* Taylor & Francis.
• Baldarelli, M. G., Del Baldo, M., & Nesheva-Kiosseva, N. (2017). *Environmental accounting and reporting* Springer.
• Matos, F. Vairinhos, V., Selig, P. M., & Edvinsson, L. (2019). *Intellectual capital management as a driver of sustainability: Perspectives for organizations and society.*Springer.

International Commercial, Brand & Patent Law

Lecturer
Paolo Cuomo
paolo.cuomo@uniud.it

Objective
The course deals with the fundamental theoretical notions concerning the main legal devices of competition and intellectual property law. In addition, the course will provide students with the critical skills necessary to recognize, set up, and solve the related application problems.
Upon completion of the course, students should:

Knowledge and understanding
- know the structural and operational aspects of international commercial, brand, and patent law
- master basic theoretical notions of the main legal devices of competition and intellectual property law, with particular reference to the discipline of unfair competition, registered trademarks, and patents

Competence and skills
- be able to apply theories and principles related to the main topics of international commercial, brand e patent law to specific cases
- be able to use the technical-legal language relevant to the area of competition and intellectual property law, and express effectively and clearly legal concepts

Critical judgement
- be able to discuss real situations in which international commercial, brand e patent law is relevant, with a critical approach
- be able to assess the drivers of the evolution of international commercial, brand e patent law

Content
• Law against unfair competition, unfair commercial practices, and advertising legislation
• Registered trademarks
• Patents
• Trade secrets (hints)
• Antitrust (hints)
• Copyright and neighboring rights (hints)

Teaching methods
• Lecture
• Analysis and discussion of case studies by students. Students are required to critically analyze case studies related to each of the main areas of the course (Unfair Competition Law; Trademark Law; Patent Law).
• Guest lectures by competition and IP law practitioners from law firms. Their presentations will focus on how they have dealt with legal issues in various areas of competition and IP law.

Main reference
Kur, A., Dreier, T., & Luginbuehl, S. (2019). *European Intellectual Property Law. Text, Cases, and Materials* (2nd ed.). Edward Elgar.

International Economics

Lecturer
Paolo Ermano
paolo.ermano@uniud.it

Objective
The course aims to provide students with the tools for an in-depth analysis of globalization and the processes behind its success (or failure). The course covers the theories of international trade, the origins and consequences of foreign direct investment by multinational corporations, and the main policies that support or hinder the process of globalization, including the role of international institutions. These elements will be combined to provide a comprehensive view of the recent past 50 years of international trade, trying to figure out the future of globalization.

Upon completion of the course, students should:

Knowledge and understanding
- know the main theories on international trade
- establish connections between the topics of introductory Microeconomics and Macroeconomics and International Economics

Competence and skills
- be able to choose an appropriate theoretical framework for the analysis of different kinds of economic phenomena
- be able to analyze reports of international institutions to appreciate if the theory matches the facts

Critical judgement
- be able to judge economic facts beyond common sense
- understand that Economics has no dogmas or accepted truths, but, as social science, it must be grounded on a changing reality

Content
• World trade: an overview
• Labour productivity and comparative advantage: the Ricardian model
• Specific factors and income distribution
• Resources and trade: the Heckscher-Ohlin model
• The standard trade model
• External economics of scale and the international location of production?
• Firms in the global economy: export decisions, outsourcing, and multinational enterprises
• Controversies in trade policy
• Analysis and discussion on key trends in international trade

Teaching methods
• Lecture
• Analysis and discussion of topics of interest to the class

Main reference
Krugman, P.R., Obstfeld, M., & Melitz, M. (2018). *International Economics, Global Edition*. Pearson International.

International Management

Lecturer
Maria Chiarvesio
maria.chiarvesio@uniud.it

Objective
Globalization presents many opportunities and threats that require managers and entrepreneurs to make a growing number of strategic decisions across national borders. This course is designed to provide a conceptual framework for navigating and working in the international business context. The course focuses on the basic concepts of the international business environment, the role of international forces, international strategies, and fundamental issues of international marketing.
Upon completion of the course, students should:

Knowledge and understanding
- know the main theories on strategy and marketing in the international business context
- the strategic dimension of international business, including the global value chain configuration

Competence and skills
-be able to apply theories and practices to concrete business cases
- be able to assess the drivers of firms' internationalization performance

Critical jugement
- understand the context of international business as a specific business domain.

Content
• Actors of the international business environment
• Culture in international business
• Strategy and organization in international markets
• Evaluation and attractiveness of markets
• Entry modes in international markets
• Global sourcing and global value chains
• Marketing and global business

Teaching methods
• Lecture
• Analysis and discussion of case studies by teams of students. The students are required to critically analyze case studies concerning entry strategies in international markets
• Team assignments on relevant and current topics in international management
• Guest lectures by professionals working in organizations dealing with internationalization processes
• Visits to companies that adopt interesting internationalization strategies

Main reference
Cavusgil, S.T., Knight, G., & Riesenberg, J.R. (2020).*International business*(5th ed.). Pearson.

International Sales & Logistics

Lecturer
Andrea Moretti
andrea.moretti@uniud.it

Objective
The course aims to provide a comprehensive introduction to the subject of sales and logistics in an international contexts. It offers an overview of the methods and techniques of both topics and their relationships from an operational perspective.
Upon completion of the course, students should:

Knowledge and understanding
- know the frameworks of international sales and distribution formats
- know the relationship between formats and sales channels and logistical as well as contractual solutions in international contexts

Competence and skills
- be able to define the budget goals, control the costs, and measure the results of the activities of international sales, trade, and logistics
- be able to manage foreign trade techniques (e.g., legal, tax, and customs issues)

Critical judgement
- be able to critically analyze the need for international sales and logistics network development
- be able to devise, by rigorously applying an appropriate methodology, a diagnosis and an intervention for developing an international sales and logistics network

Content
• International Logistics
- Introduction to Logistics
- Transportation
- Warehousing, Materials
- Handling, and Packaging
- Supply Chain Logistics Design
- A Future Challenge for International Logistics: Decarbonizing Logistic
• International Sales
- International sale: roles, rule, variables, contracts
- International trade risks and risk assessment Incoterms
- Payment methods
- Countertrade Free zones

Teaching methods
• Lecture
• Analysis and discussion of case studies by teams of students.The students are required to critically analyze case studies concerning key challenges of International Sales and Logistics
• Individual (written and oral) assignments concerning key topics of the course
• Guest lectures by professionals working in organizations dealing with the management of international supply chains

Main reference
The reference book will be communicated during the firs class.

Laboratory of Business Analytics & Big Data

Lecturer
Ruggero Bellio
ruggero.bellio@uniud.it

Objective
The course covers some statistical methods for data analysis, with application to Business Analytics. The course focus is on practical aspects, with the usage of software tools, in particular of the statistical programming language R.

Upon completion of the course, students should:

Knowledge and understanding

- know some statistical methods for data analysis, useful for Business Analytics
- distinguish and evaluate the different structure, processes, and logic of business analytics software

Competence and skills
- be able to some statistical techniques for data representation, reporting, and visualization, using the R statistical software
- be able to discuss issues related to data analysis with professionals from different organizational units and suppliers of business analytics and big data software

Critical judegement
- be able to recognize the informative contents of a given big data dataset - be able to decide how to treat different kinds of data

Content
• Basic concepts:
- Introduction;
- Data Analysis and Business Analytics
• The R software:
- Basics
- Programming in R
- Usage for simple data analysis
• Regression models
- Simple linear regression
- Multiple linear regression
- Applications with R
• Nonlinear models:
- Logistic regression
- Nonparametric regression
- Regression trees
-Applications with R
• Multivariate analysis (hints):
- Classification methods
- Dimension reduction techniques
- Clustering
• Extensions to large datasets (hints)
- Regularisation methods;
- Analysis of unstructured data
-Social networks
- Text mining

Teaching methods
• Lecture
• Practical demonstration of how to use software for business analytics
• Assignments on practical data analysis problems that can be addressed by using a software tool for business analytics
• Guest lectures by professionals working in firms in the business anaytics industry

Main reference
Jank, W. (2010). *Business Analytics for Managers*. Springer.

Laboratory of Business Process Reengineering and Project Management

Lecturer
Cinzia Battistella
cinzia.battistella@uniud.it

Objective
The course aims to develop students' knowledge about main theories, frameworks, models, tools, and processes of business process reengineering and project management.

Upon completion of the course, students should:

Knowledge and understanding
- know the main theories, frameworks, models, tools, and processes of business process reengineering and project management
- know the methodologies to diagnose and outline an intervention for developing business process reengineering procedures and project management solutions

Competence and skills
- be able to design a plan to develop a project and a process analysis procedure
- be able to use IT support for project management

Critical judgement
- be able to analyze the needs related to projects
- be able to develop an analysis of the gap between budget times and parameters and actual processes

Content
• Project Management
- principles and variables and applications
- performance indicators (quality, time, and cost)
- organization
• Business Process Reengineering
- process
- tools
- impact

Teaching methods
• Lecture
• Practical demonstration of the usage of software for project management: teams of students simulate the planning of a real project case
• Analysis and discussion of case studies of PM by teams of students. The students are required to critically analyze case studies concerning project management performance that can be solved with project management principles
• Analysis and discussion of case studies of BPR by teams of students. Students are required to critically analyze case studies that highlight specific features of business process reengineering
• Business game: team-based simulations of the planning and execution of a real industrial project

Main references
• Larson, E., & Gray, C. (2018). *Project management – The managerial process* (7th ed.). McGraw Hill.
• Carr, D., & Johansson, H. (1995). *Best practices in reengineering*. Cooper & Lybrand.

Laboratory of Business Strategies and Policies

Lecturer
Paolo Ermano
paolo.ermano@uniud.it

Objective
This course offers students the opportunity to engage in research and study activities in an experimental, self-governed, and highly interactive context. The course has two main aims: to consolidate and strengthen specific competencies acquired in the MSc; to develop meta-competencies and cross-field abilities, such as the capacity to work in a group, work under pressure, respect strict and short deadlines, organize and manage time and workloads, take leadership positions, present a report to a board of directors or technical committee.
Upon completion of the course, students should:

Knowledge and understanding
- know the methodologies and approaches to carry out a consultancy project
- know the theoretical framework and methodologies to address a variety of business issues

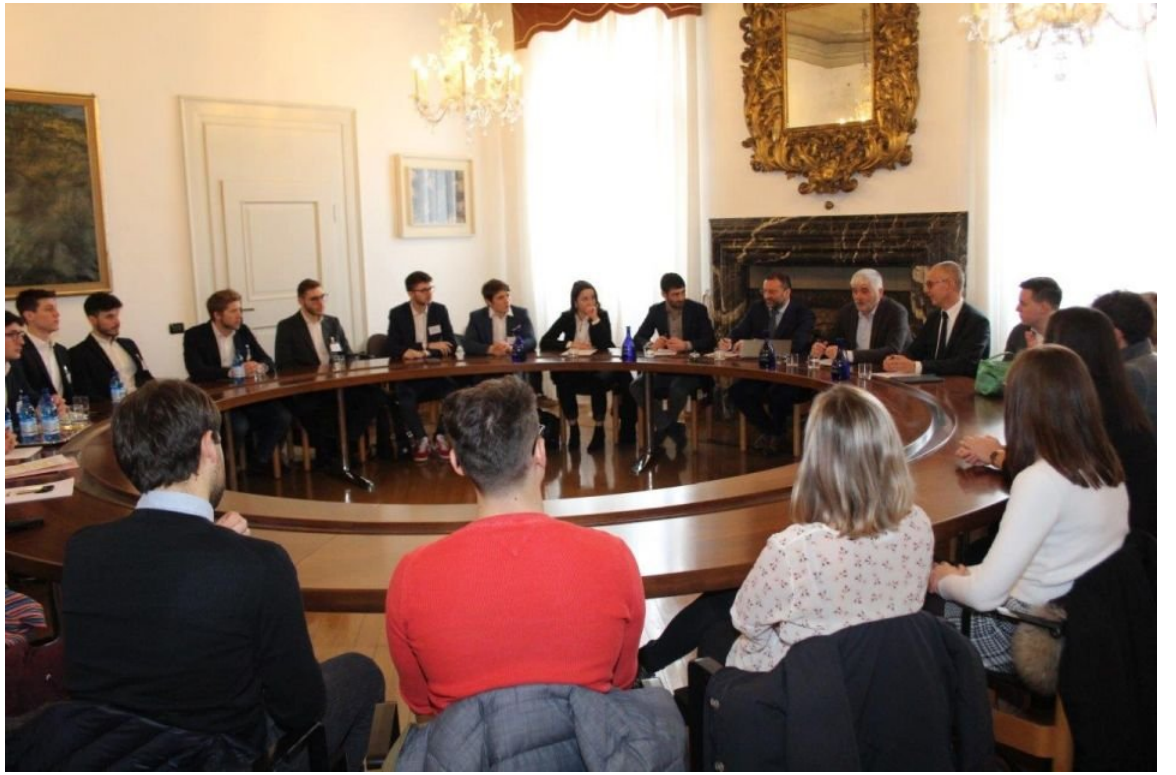
Competence and skills
- be able to carry out a consultancy project
- be able to create a fruitful relationship with managers and professionals

Critical judgement
- be able to formulate a diagnosis and propose a solution to a business problem
- be able to make a collective decision in an ambiguous situation

Content
The course is based on practical problem-solving projects proposed by companies in the Friuli Venezia Giulia region.
The projects require students to deepen the knowledge acquired in previous courses and to apply it in an original and critical way to real case studies.
The specific content of the projects requires the use of skills that cover various subjects, such as economics, management, organization, management control, law and statistics.

Teaching methods
• Team-based analysis of real business cases.
• Partner companies present their business needs at the beginning of the course. Then, students work in teams to address the issues under the guidance of a company supervisor who assists the teams through revision sessions.
• At the end of the course, the teams prepare a written report and give an oral presentation of their final reports to a committee of faculty and partner company representatives.

Main reference
None, since this course aims at systematizing knowledge acquired in other courses.



Laboratory of Negotiation in Cross Cultural Business Environment

Lecturer
Giancarlo Lauto
giancarlo.lauto@uniud.it

Objective

This course is designed to develop students' negotiation skills by presenting negotiation strategies and techniques with a special focus on international business transactions; to increase students' awareness of their negotiation skills; and to enable students to master negotiation techniques. Upon completion of the course, students should:

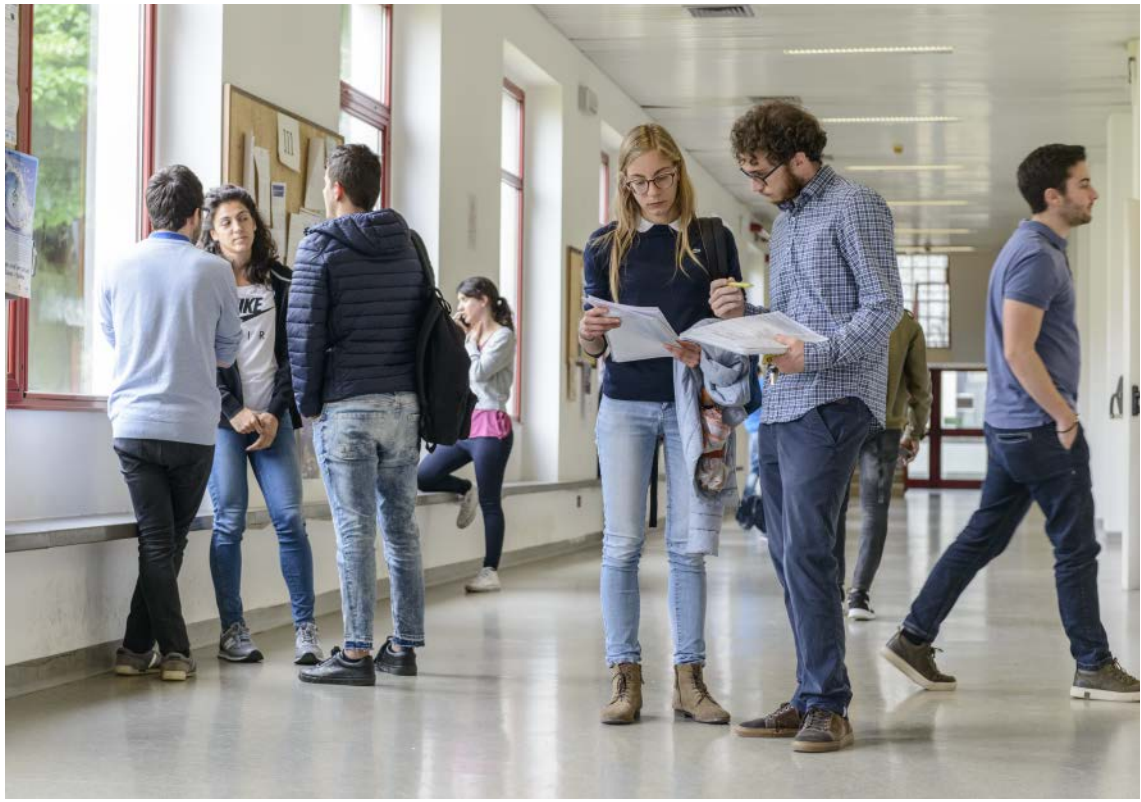
Knowledge and understanding
- know the main strategies and approaches to negotiation in the business setting
- know the factors affecting cross-cultural business negotiations

Competence and skills
- be able to identify the interests and positions of the parties in a negotiation
- be able to recognize the stages and the turning points of a negotiation

Critical judgement
- be able to identify and adopt a negotiation strategy, given the features of the issue and the counterpart
- be able to analyze the process and outcome of negotiations

Content
• The structure of negotiations: issues; parties; number of interactions; authority levels; relationship to other negotiations
• The parties and their relationship: trust; reciprocity; power; information; ethics; cognitive biases and emotions
• The basic strategies: the «dual concern model» and its developments; distributive negotiations and integration potential; positional and interest-based negotiation; managing time
• The process: differentiation, integration, solution; negotiations in presence, online, and via email
• Negotiating in multicultural contexts

Teaching methods
• Lectures
• Simulations of negotiations performed by students. Students are given a script that outlines the goals and behaviors of each role; during the class, students perform a negotiation in front of the class
• Reflection on the outcome and process of the negotiation. After the class, students –individually and in teams– are required to write an appreciation of the simulations, identifying the features of the strategy and the process that have determined the outcomes
• Analysis of case studies. During the class, students are required to critically analyze case studies that highlight specific features of the strategy and the process of negotiation
• Discussion with managers and professional negotiators. At least one manager with experience in international negotiations gives a talk about his/her professional knowledge and provides students with feedback on their negotiation skills.



Main references
• Fells, R., & Sheer, N. (2020). Effective Negotiation. Cambridge University Press.
• Hames, D. (2011). Negotiation. Sage.

Laboratory of Coding for Data Analytics

Lecturer
Luca Di Gaspero
luca.digaspero@uniud.it

Objective
This course presents a panoply of digital technologies that can be used for data-based or data-informed decision-making in a range of business domains. In particular, the course provides students with the basics of coding and the use of libraries for business needs, including edge technologies such as basic Machine Learning. In the course, heterogeneous data types and sources (including textual data and images) will be investigated.

Upon completion of the course, students should:

Knowledge and understanding
- know the main models of analysis of heterogeneous data, including basic Machine Learning techniques
- know the basics of the Python programming language
- know the methodology for evaluating and choosing the most adequate model under different circumstances

Competence and skills
- be able to obtain, clean, process, and transform heterogeneous data
- be able to use programming languages for applying algorithms, as well as mathematical and statistical models for data analyzes
- be able to depoloy models

Critical judgement
- know the methodology forevaluating and choosing the most adequate model under different circumstances
- be able to choose appropriatemodels of analysis, assess the quality of input, derive insight from results, and investigate potential issues
- be able to assess opportunities for the application of new technologies in the company's products, processes, and strategies.

Content
• Descriptive Analytics: extracting insight information out of raw data by aggregation and visualization tools
• Predictive Analytics: forecasting what will happen in the future based on recent and historical data
• Prescriptive Analytics: suggesting actions to decision-makers based on the data evidence and optimization models
• Methodologies: introduction of the Python programming language; introduction of data analysis libraries

Teaching methods
• Flipped classroom, consisting of video lectures with informal self-assessment to be viewed before the actual class and in-depth guided laboratory group-work on specific case studies during the class time
• Team assignments on specific data analysis tasks
• Guest lectures by professionals working in organizations dealing with data analytics

Main references

• Kelleher, J.D., Mac Namee, B., & D'Arcy, A. (2015)*Fundamentals of Machine Learning for Predictive Data Analytics*. MIT Press.
• Leskovec, J., Rajaraman, A., & Ullman, J. (2020)*Mining of Massive Datasets*. Cambridge University Press.

Laboratory of Statistics and Mathematics

Lecturer
Laura Pagani
laura.pagani@uniud.it

Objective
The course aims at introducing students to the development ofmarket surveys, including the collection and study of data supporting decision-makers.
Upon completion of the course, students should:

Knowledge and understanding
- know the methods for statistical analysis
- know how to design a questionnaire to collect primary data

Competence and skills
- be able to apply the main inferential tools
- be able to apply the data reduction methods

Critical judgement
- be able to treat different kinds of data
- be able to appreciate the informative contents of a given dataset

Content
• Collecting, preparing, and checking the data:
- Measurement, errors, and data for consumer research
- Secondary consumer data;
- Primary consumer data;
- Data preparation and descriptive statistics
• Sampling, probability, & Inference:
- Sampling;
- Hypothesis testing;
- Analysis of variance (ANOVA)
• Relationships among variables:
- Correlation and regression;
- Association and logistic analysis;
- Factor analysis and principal component analysis
• R Laboratory:
- Welcome to R! R for beginners;
- Exploratory Data Analysis;
- Inference;
- ANOVA;
- Linear and logistic regression

Teaching methods
• Lecture
• Exercise session in which the lecturer illustrates how problems can be solved
• Practical demonstration of the usage of software for analysis related to the topics introduced during the class
• Assignments concerning practical data analysis problems that can be addressed by using the software R
• Team assignments concerning a project that aims to build a marketing analysis with the development of a questionnaire

Main reference

Mazzocchi, M. (2008).*Statistics for Marketing and Consumer Research*

Leading Change for Organizational Renewal

Lecturer
Daniel Pittino
daniel.pittino@uniud.it

Objective
The course aims to provide a comprehensive introduction to the subject of organizational change management, which is intended as the structural change of organizational structure, systems, culture, and behavior.
Furthermore, it offers an overview of the theories, methods, and techniques of Lean Management as a practical example of organizational change issues.
Upon completion of the course, students should:

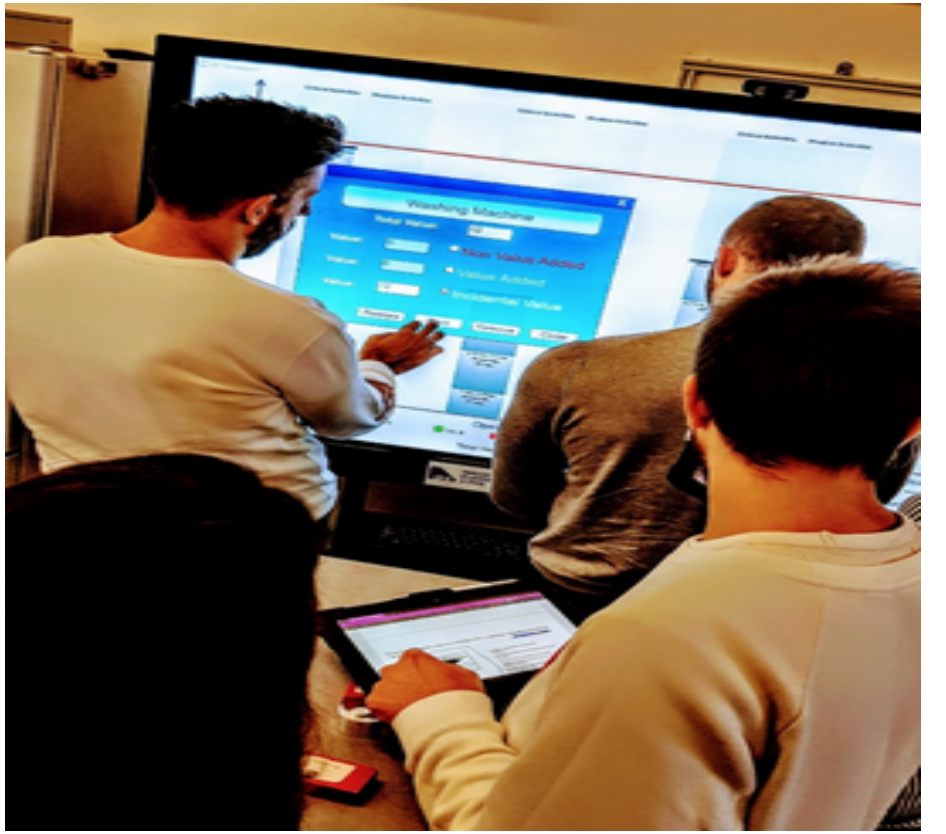
Knolwedge and understanding
- know the theories of organizational change management
- know the role of leaders in the process of organizational change

Competence and skills
- be able to identify the need for change and design a plan for organizational change
- be able to design training activities for change leaders

Critical judgement
- be aware of the relationship between environmental and organizational factors in the process of organizational change
- be able to devise a diagnosis and an intervention of organizational change

Content
• Theoretical foundations of change management
• The nature and the level of organizational change
• The stages of organizational change
• Organizational diagnosis: steps and tools
• Designing an intervention strategy
• Implementing organizational change at structure, process, and identity level
• Leading change
• Resistance to change
• Organizational culture and change
• Technology and change

Teaching methods
• Lecture
• Analysis and discussion of case studies by teams of students. The students are required to critically analyze case studies concerning business issues that can be solved by adopting an organizational change. The case studies also allow students to define the process for implementing an organizational change.
• Guest lectures by several managers, entrepreneurs, and consultants on topics such as the need for organizational change brought by the adoption of Industry 4.0 technologies, organizational change and growth strategy in knowledge-based industries, the relationship between organizational consultants and their clients.
• Field trip to LEF Digital, a joint venture of McKinsey & Company and local partners.
The center features a replica of all the business processes of a manufacturing company, with actors playing managers and operators. Students can analyze the production process organized according to an «informal» approach, identify improvement solutions, and observe a new process that leverages digital technologies and lean management principles.



Main reference
Cawsey, T.P., Deszca, G., & Ingols, C. (2019). *Organizational Change* Sage.

Managing Teams for Innovation

Lecturer
Francesca Visintin
francesca.visintin@uniud.it

Objective
The course aims to enable students with the abilities of managing effectively work teams, understand individual's differences, make strategic decisions, managing conflicts and business issues.

Upon completion of the course, students should:

Knowledge and understanding
- Understand instruments and techniques to manage creativity
- Understand and manage different types of personalities and intelligence

Competence and skills
- Be able to build and manage a creative team
- Employ the Design thinking methodology

Critical judgement
- Understand and manage cultural differences
- Be able to understand individual inclinations and the extent of emotional intelligence

Content
• Componential model of creativity and innovation
• Personality differences and tests
• Intelligences, attitudes, motivations
• Culture and cultural differences
• Managing a team and individual roles
• Choosing team members
• Managing team decisions
• Managing conflict
• Team pathologies

Teaching methods
• Lecture
• Group-work in the classroom
• Analysis and discussion of case studies by teams of students. The students are required to critically analyze case studies concerning various aspects of teamwork, creativity, and organizational behavior
• Team assignments with the use of the Design thinking approach

Main reference
Robbins S. & Judge T. (2021). *Organizational behavior* Pearson.

Management for sustainable businesses

Lecturer
Raffaella Tabacco
raffaella.tabacco@uniud.it

Objective
The course aims to provide students with the knowledge necessary to manage businesses according to a sustainability perspective.

Upon completion of the course, students should:

Knowledge and understanding
- know the principles of sustainable management
- know the features of a sustainable business

Competence and skills
- be able to apply the general principles of sustainability in various businesses
- be albe to communicate the benefits deriving from a sustainable strategy

Critical judgement
- be able to assess the opportunity of adopting a sustainability strategy
- be able to evaluate the advantages brought by a sustainability strategy

Content
The course discusses the theme of sustainability from a managerial perspective.

Teaching methods
- Lecture
- Analysis and discussion of case studies

Main reference
The main reference will be communicated during the first class

Quality management

Lecturer
Paola Geatti
paola.geatti@uniud.it

Objective
The course aims to enable students with the abilities of managing effectively work teams, understand individual's differences, make strategic decisions, managing conflicts and business issues.
Upon completion of the course, students should:

Knowledge and understanding
- know the evolution of the quality concept over time
- know the parameters to be taken into account to implement a quality system

Competence and skills
- be able to apply the general principles of quality systems in various businesses
- be able to communicate the benefits deriving from the adoption of a quality system in a firm

Critical judgement
- be able to assess the opportunity of adopting a quality system by kinds of different firms
- be able to evaluate the advantages brought by the adoption of a quality system

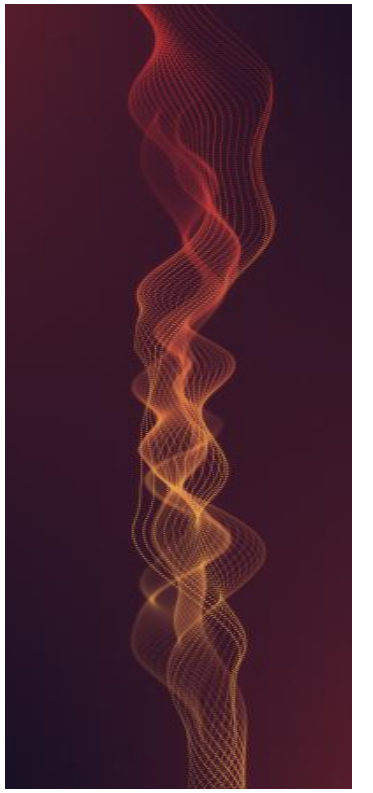
Content
• Definitions of quality and historical evolution of the Quality movement
• Quality themes Quality Tools and Methodologies (SQC, QFD, PDCA. The Costs of Quality
• Standards: definition, types, role
• The concept of Quality Management System. ISO 9000 series of Standards
• Service Quality
• Environmental consequences of productive processes. The concept of Environmental Management System. ISO 14000 series of Standards. EMAS (Eco-Management and Audit Scheme). Environmental Life Cycle Assessment
• Health and safety in the working environments. The ISO 45001 Standard. Social Accountability. The BH OHSAS Standard, The SA8000 Standard, The ISO 26000 Standard
• Quality in the Agri-food sector. The HACCP methodology. Voluntary standards in the Agrifood Sector (the ISO 22000 family; FSCC 22000; GlobalGAP; BRC; IFS Food). Voluntary Product Marks in the agri-food sector

Teaching methods

• Lecture
• Presentation of case studies by the lecturer and/or analysis and discussion of case studies by students

Main references

• Sartor, M., & Orzes G. (2019). *Quality Management: Tools, Methods and Standards*. Emerald Publishing.
• Kiran, D.R. (2016). T*otal Quality Management, Key Concepts, and Case Studies*. Butterworth-Heinemann.



Relationship Marketing and Social Media

Lecturer
Andrea Moretti
andrea.moretti@uniud.it

Objective
The course is designed to provide a comprehensive introduction to relationship marketing for businesses and organizations. It provides an overview of the theories, methods and techniques of Internet marketing planning, brand management and advertising strategy. The social media management perspective is an integral part of the entire course.

Upon completion of the course, students should:

Knowledge and understanding
- know the main theories and models on relationship marketing
- know the main theories, methodologies, techniques on social media marketing and management, brand portfolio, advertising strategy from a relational perspective

Competence and skills
- be able to diagnose issues concerning relationship marketing expressed by firms of different size, sector, complexity
- be able to formulate guidelines for the definition of relationship marketing solution, with reference to case studies related to various kinds of organizations

Critical judgement
- be able to diagnose issues concerning relationship marketing expressed by various kinds of organizations
- be able to independently identify which tools to adopt in the development of a relationship marketing strategy, given the environmental and organizational conditions

Content
• Relationship Marketing: the reference theoretical contributions, evolution and prospects
• ICT, Internet and business strategy: the web in a strategic, cognitive, and relational perspective
• Marketing strategy online and the Internet Marketing Plan Marketing online: WOM Communities and• Community management
• The brand management portfolio and online branding
• Social Media Marketing and Management
• Advertising strategy development in an integrated on-off line world

Teaching methods
• Lecture
• Analysis and discussion of case studies by teams of students
• Guest lectures by professionals working in organizations dealing with social media management. Their talks focus on how they have managed challenging marketing problems

Main references
• Chaffey, D. (2019). *Internet Marketing* Prentice-Hall.
• Sheth, J.N., & Parvatiyar, A (2000). *Handbook of Relationship Marketing* Sage.

Strategy and Business Models

Lecturer
Andrea Moretti
andrea.moretti@uniud.it

Objective
The course aims to provide a comprehensive introduction to the subject of corporate / business strategy and business models. It offers an overview of the theories, methods, and techniques of both topics and their relations from an operational perspective.

Upon completion of the course, students should:

Knowledge and understanding
- know the theories and models related to corporate and business strategy and business modeling
- know the methodologies for the implementation of a business strategy

Competence and skills
- be able to deploy a business model canvas
- be able to outline a strategy for different kinds of organizations

Critical judgement
- be able to formulate guidelines for the definition of corporate and business strategy
- be able to independently and critically formulate a diagnosis of strategic problems, and evaluate an intervention, given the environmental and organizational conditions

Content
• The concept of strategy
• Goals, values, and performance
• Industry analysis
• Resources and capabilities
• Competitive advantage
• Business strategy in different industry contexts
• Industry evolution and strategic change
• Technology-based industries and the management of innovation
• Competitive advantage in mature industries
• The classification of strategic options: a proposal
• Corporate strategy: vertical integration, diversification, global strategies, the multibusiness firm
• Current trends in strategic management
• Business modeling: canvas, design, process.

Teaching methods
• Lecture
• Analysis and discussion of case studies by teams of students.
• Debate. In front of the class, small groups of students argue opposing positions about topics of interest for the definition of a business strategy
• Guest lectures by entrepreneurs and managers who are responsible for strategy definition and implementation

Main references
• Grant, R.M. (2013).*Contemporary Strategy Analysis* Wiley.
• Osterwalder, A., & Pigneur, Y. (2010).*Business model generation*. Wiley.

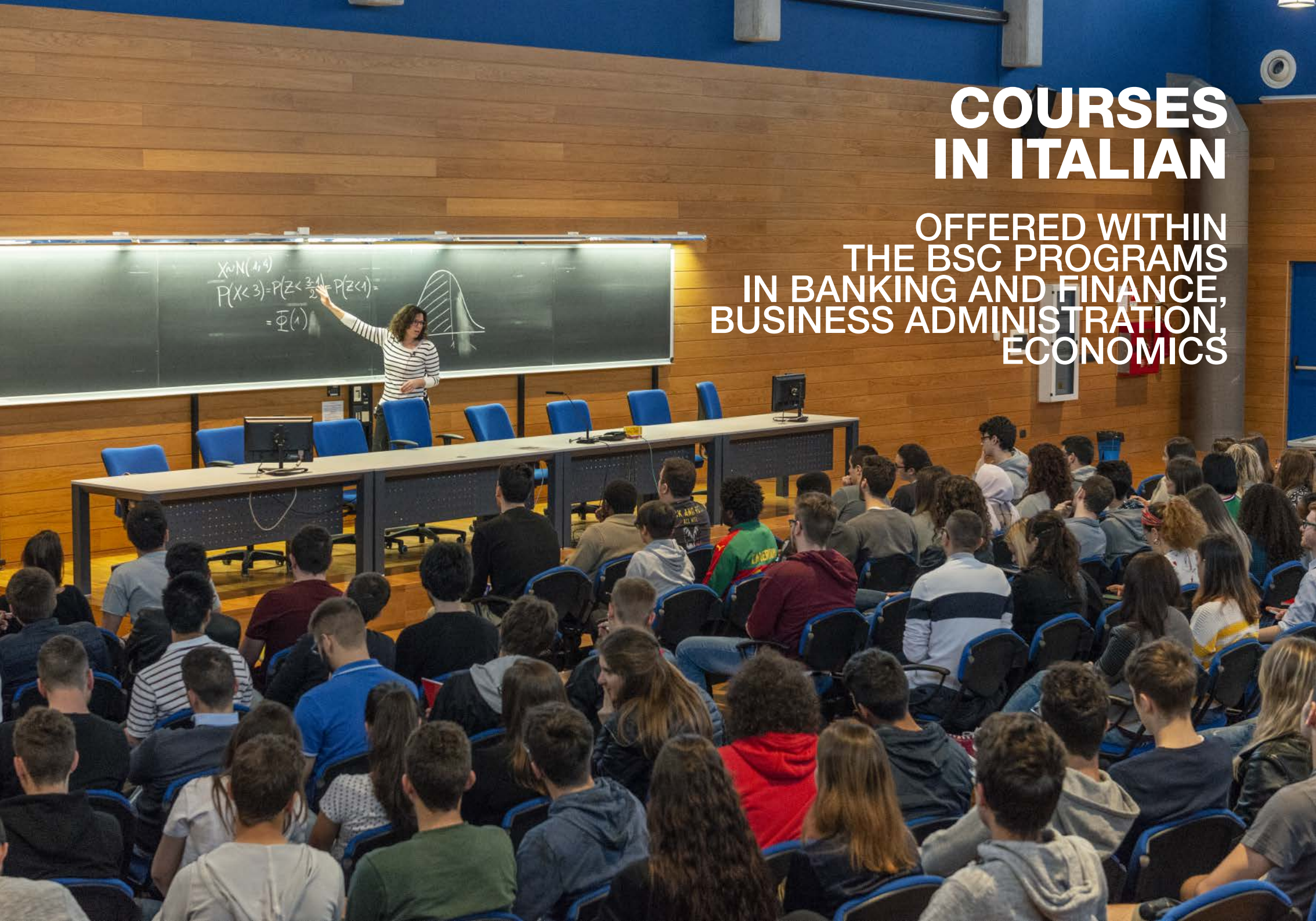
COURSES IN ENGLISH

OFFERED WITHIN THE MSC PROGRAM IN ECONOMICS

List of subjects

Subject	Semester	Ects
Advanced Econometrics [Ec0301]	Spring	6
Advanced Macroeconomics [Ec0294]	Winter	9
Advanced Mathematics [Ec0297]	Winter	9
Advanced Microeconomics [Ec0293]	Spring	9
Development Economics [Ec0295]	Spring	9
Environmental And Resource Economics [Ec0304]	Spring	6
Financial Intermediaries And Financial Markets [Ec0305] Industrial	Winter and Spring	12
Organization [Ec0310]	Spring	6
Labour Market Law [Ec0299]	Spring	6
Political Economy [Ec0308]	Winter	6
Public Economics [Ec0296]	Winter	9
Time Series Analysis [Ec0309]	Winter	6
Accounting and Management for Sustainable Business [Ec0460]	Winter and Spring	12
Economics And Policy of Ecological Transition	Spring	6

More details here:
https://www.uniud.it/it/didattica/corsi-studenti-iscritti/area-economico-giuridica/economia/laurea-magistrale/economics-scienze-economiche/corso/corso-laurea-magistrale-economics/all-B2



COURSES IN ITALIAN

OFFERED WITHIN THE BSC PROGRAMS IN BANKING AND FINANCE, BUSINESS ADMINISTRATION, ECONOMICS

BSc in Banking and Finance, based in Pordenone, in Italian.

Subject / Semester / Ects
Accounting [Ec0335] / Winter / 9
Banking Operations [Ec0113] / Spring / 6
Business Administration [Ec0030] / Winter / 9
Commercial Law [Ec0138] / Winter / 9
Corporate Finance [Ec0048] / Winter / 9
Economic History [Ec0106] / Winter / 9
English for Finance [Ec0338] / Winter / 6
Financial and Actuarial Mathematics [Ec0350] / Winter / 9
Financial Institutions [Ec0394] / Spring / 6
Financial Markets and Instruments [Ec0348] / Spring / 9
Insurance and Banking Products Law [Ec0143] / Winter / 9
Insurance Operations [Ec0112] / Spring / 6
Macroeconomic Analysis [Ec0337] / Spring / 9
Management [Ec0137] / Spring / 9
Marketing of financial services [Ec0392]/ Spring / 6
Portfolio Mathematical Models [Ec0351] / Winter / 9
Mathematics [Ec0067] / Winter / 9
Microeconomics [Ec0074] / Spring / 9
Behavioural Finance [Ec0422] / Spring / 6
Private Law [Ec0120] / Spring / 9
Statistics [Ec0101] / Spring / 9
Information Tools for Finance [Ec0393] / Spring / 6

BSc in Business Administration, based in Udine, in Italian

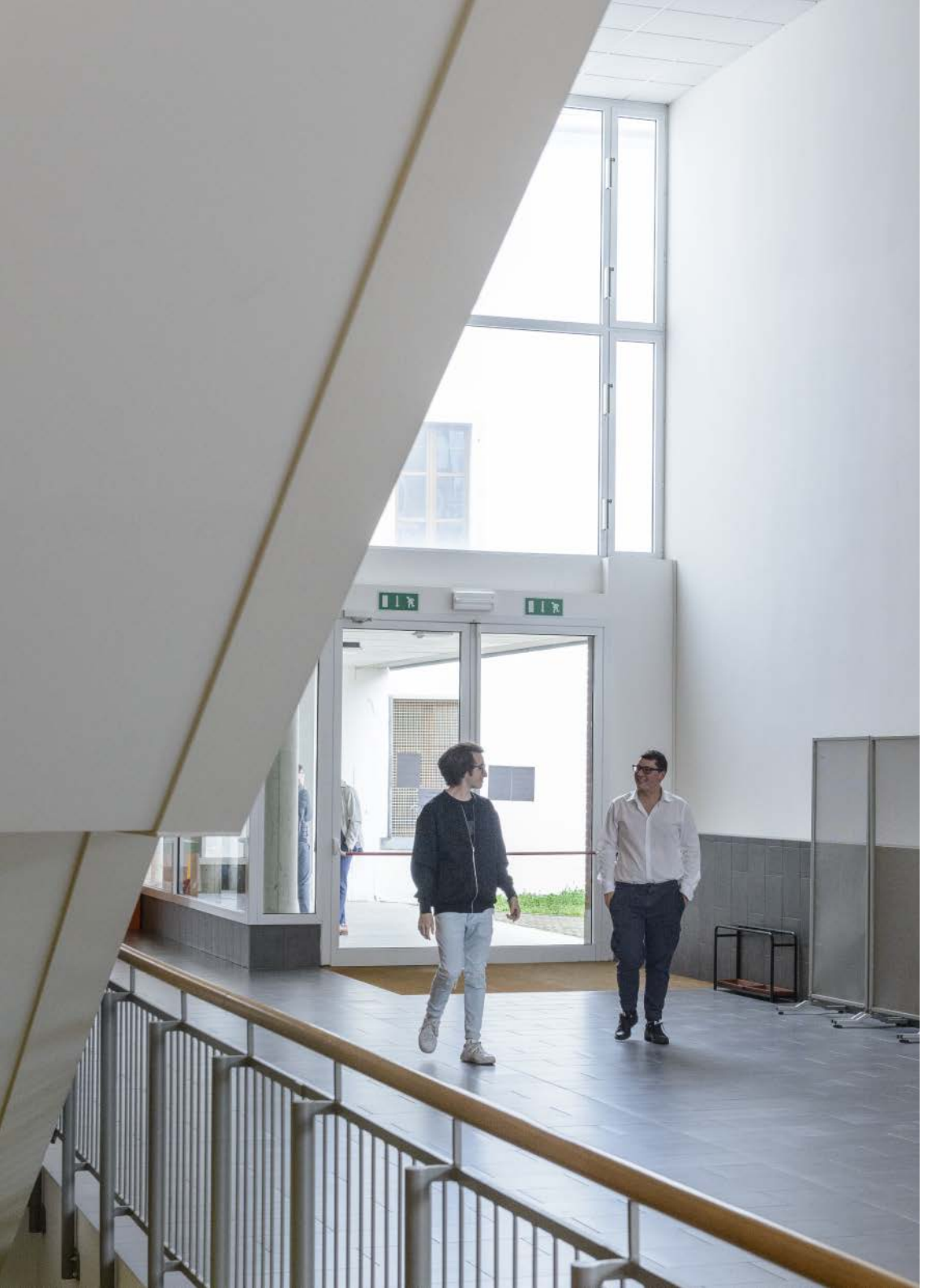
Subject / Semester / Ects
Business Administration [Ec0030] / Winter / 9
Business Information Systems [Ec0097] / Winter / 6
Commercial Law [Ec0138] / Winter / 9
Corporate Finance [Ec0048] / Winter / 9
Economic History [Ec0106] / Winter / 9
Financial Intermediaries [Ec0136] / Spring / 9
Accounting and Business Performance [Ec0331] / Spring / 9
Macroeconomics [Ec0056] / Spring / 9
Management [Ec0137] / Winter / 9
Mathematics [Ec0067] / Winter / 9
Financial Mathematics [Ec0065] / Winter / 9
Microeconomics [Ec0074] / Spring / 9
Organizational Behaviour [Ec0139] / Winter / 9
Private Law [Ec0120] / Spring / 9
Statistics [Ec0101] / Spring / 9
Public Management [Ec0320] / Spring / 9
Management Accounting [Ec0319] / Spring / 9
Tax Law [Ec0318] / Winter / 9
Human Resource Management [Ec0347] / Spring / 9
Labour Law [Ec0324] / Winter / 9
Marketing [Ec0325] / Spring / 9

BSc in Economics, based in Udine, in Italian

Subject / Semester / Ects
Business Administration [Ec0030] / Winter / 9
Business Information Systems [Ec0097] / Winter / 6
Econometrics [Ec0123] / Winter / 9
Economic and Monetary Policy [Ec0328] / Winter / 9
Economic History [Ec0106] / Winter / 9
Industrial Economics [Ec0039] / Spring / 9
Labour Law [Ec0125] / Winter / 9
Macroeconomics [Ec0056] / Spring / 9
Mathematics for Economic Applications [Ec0341] / Winter / 9
Mathematics [Ec0067] / Winter / 9
Microeconomics [Ec0074] / Spring / 9
Private Law [Ec0120] / Spring / 9
Statistical Methods for Economic Analysis [Ec0342] / Spring / 9
Statistics [Ec0101] / Spring / 9
Demography [Ec0132] / Spring / 9
Economic Statistics [Ec0126] / Spring / 9
Sociology [Ec0130] / Winter / 9
Accounting and Sustainability [Ec0457] / 9
Economics of Sustainable Development [Ec0457] / 9

MSc in Banking and Finance, based in Pordenone, in Italian

Subject / Semester / Ects
Bank and insurances financial statements [Ec0414] / Winter / 6
Bank Management 1 [Ec0311] / Spring / 6
Bank Management 2 [Ec0311] / Winter / 6
Equity Market and Asset Management Economics [Ec0236] / Spring / 9
Extraordinary Finance / Spring / 6
Financial History [Ec0243] / Winter / 6
Financial Intermediaries and Financial Markets Law [Ec0233] / Winter / 9
Financial Mathematics of Uncertainty [Ec0237] / Spring / 9
Insurance Economics and Management 1 [Ec0401] / Spring / 6
Insurance Economics and Management 2 [Ec0411] / Spring / 6
International Finance / Spring / 6
Laboratory for Financial Engineering [Ec0327] / Winter / 6
Models For Mathematical Finance [Ec0234] / Winter / 9
Organisation of financial intermediaries [Ec0415] / Winter / 6
Monetary policy [0083]/ Spring / 6



MSc in Business Administration, based in Udine, in Italian

Subject / Semester / Ects

Procedural Tax Law
[Ec0267] / Winter / 6

Business History
[Ec0279] / Winter / 6

Employment Law
[Ec0281] / Spring / 6

Laboratory Of Business Strategies aand Policies
[Ec0317] / Winter / 6

Change And Complex Business Operations
[Ec0332] / Spring / 6

Strategic Control and Business Performance
[Ec0333] / Spring / 6

Laboratory Of Quantitative Methods for Business Decisions [Ec0368] / Winter / 9

Italian Gaap and Ifrs Financial Statements
[Ec0369] / Winter / 6

Public Enterprise History
[Ec0370] / Winter / 6

Business Groups Financial Statements
[Ec0371] / Winter / 6

Laboratory of Gross Working Capital Control
[Ec0372] / Spring / 6

Advanced Company Law
[Ec0374] / Spring / 9

Strategy & Business Models
[Ec0375] / Winter / 9

Business and International Taxation
[Ec0376] / Winter / 6

Corporate and Group Finance
[Ec0377] / Winter / 6

Laboratory of Business Turnaround Strategies and Processes
[Ec0378] / Spring / 6

Budget and Management Control for Public Sector nd Servicies [Ec0380] / Spring / 6

Process Quality Management
[Ec0381] / Spring / 6

Quantitative Models For Business Measurement
[Ec0384] / Winter / 9

Laboratory Of Public Utility Economics And Regulation
[Ec0385] / Winter / 6

Accounting Of Public And Non Profit Organizzations
[Ec0386] / Winter / 6

Laboratory Of Welfare And Health Care Management
[Ec0387] / Spring / 6

Intellectual Capital Laboratory For Public Entities
[Ec0388] / Spring / 6

Marketing Of Public Services
[Ec0389] / Winter / 9

Demographic Analysis In The Public Sector
[Ec0390] / Winter / 6

Administrative Law
[Ec0391] / Spring / 6

Process, Product And Service Quality Management
[Ec0408] / Spring / 6

Corporate And Asset Evaluation
[Ec0258] / Spring / 6

Business Crisis Law [Ec0343] / Spring / 9

Accounting of Publica and Non Profit Organizations [Ec0386] / Winter / 6

Administrative Law [Ec0391] / Spring / 6