

INTENDED LEARNING OUTCOMES OF THE MASTER OF SCIENCE IN INTERNATIONAL MANAGEMENT

CORE AREA OF STUDY

A4b Knowledge and Understanding

Graduates will acquire advanced knowledge related to:	
1) mathematical and statistical methodologies and tools for business data analysis, in particular, methods of prescriptive and descriptive analytics	1.Principles of business analytics
2) key managerial disciplines to allow a comprehensive view of the firm for its strategic governance in evolving globalized contexts, characterized by digital transformation and sustainability imperatives, namely:	
2.1 methods and tools for designing, implementing, and assessing strategic choices of companies	2.1 Corporate strategy / Global strategy
2.2 the evolution of marketing methods and tools in the digital economy / (...) with a focus on principles of marketing analytics	2.2 Marketing management advanced / Marketing analytics
2.3 methods and tools of corporate finance supporting effective financial decisions and supporting the analysis and evaluation of the relative outcomes (capital budgeting, cost of capital, advanced models for risk valuation, ...)/ (...) as well as methods and tools for investment banking (Debt Capital Market, Equity Capital Market, M&A ...)	2.3 Advanced corporate finance for management / International finance
2.4 the principles to be applied to set up effective performance measurement and control systems, coherent with the organizational structure and the overall business strategy and that make use of both financial and non-financial (including ESG) indicators	2.4 Performance measurement/ Strategic performance evaluation and measurement
2.5 human resource management policies and practices to make people a stable source of competitive advantage / organizational, cultural, and power issues faced by organizations operating in complex contexts and tools that allow to effectively address them	2.5 Human Resource Management / Managing organization

<p>2.6 how different external and internal variables influence each other in determining managerial outcomes / how external and internal financial variables influence each other in determining managerial outcomes</p>	<p>2.3 Business game</p>
<p>3 macroeconomic scenarios and their impact on firms’ strategies. In particular:</p> <p>3.1 global economy dynamics in terms of key factors that affect short and long run macroeconomic features and their impact on managerial choices</p> <p>3.2 socio-economic and technological challenges that entrepreneurs have been facing from the beginning of the age of capitalism with a comparative perspective and “take-aways” for current entrepreneurs / main economic and geopolitical dynamics at the global level that are shaping the present international business environment</p>	<p>3.1 Economy and society - module 1 (Economic prospects) / Global scenarios - module 1 (Macroeconomics)</p> <p>3.2 Economy and society - module 2 (Entrepreneurship, history and society)/ Global scenarios - module 2 (Geopolitics and business)</p>
<p>4 legal principles and regulations regarding issues in business law /labor law</p>	<p>4. Labour Law / IP Law/ Company and business law advanced/ Comparative corporate law</p>

A4b Ability to Apply Knowledge and Understanding

<p>Graduates will be able to:</p>	
<p>1 apply mathematical and statistical methods and tools to represent business problems in terms of corresponding mathematical models (prescriptive analytics) and to extract the information contained in datasets that is significant for business decisions (descriptive analytics).</p>	<p>1.Principles of business analytics</p>
<p>2.1 analyze and interpret national and international firms, and design and execute corporate strategies to accomplish competitive advantage</p> <p>2.2 identify the main strategies to be applied to products and processes to contribute to successful marketing plans / (...) with an emphasis on applying advanced marketing analytics tools</p> <p>2.3 appraise the logic of investment and financing choices within companies and how corporate finance supports firms’ financial decisions / (...) as well as understand how the financial system (by means of investment banks) finds solutions for firms’ financial and strategic needs.</p>	<p>2.1 Corporate strategy / Global strategy</p> <p>2.2 Marketing management advanced Marketing analytics</p> <p>2.3 Advanced corporate finance for management / International finance</p>

<p>2.4 design and implement performance measurement and control systems to set targets and check the level of achievement of financial and non-financial targets</p> <p>2.5 design and implement effective systems for human resource management /assess the complexity of organizations and how they can be designed to achieve their goals</p> <p>2.6 make an integrated use of knowledge acquired in different subjects to act in non-linear situations and with a holistic approach by competing in a real-case situation</p>	<p>2.4 Performance measurement/ Strategic performance evaluation and measurement</p> <p>2.5 Human Resource Management / Managing organization</p> <p>2.6 Business game</p>
<p>1.1 explain the drivers of economic growth, understand the determinants of the evolution of the global economic scenario, and apply them to managerial decisions</p> <p>3.2 understand the different institutional and socio-political context in which entrepreneurial decisions are made to interpret current trends and their impact on managerial decisions / identify the macrophenomena (globalization, geopolitical tension, etc.) and analyze their influence at the micro level on company strategies</p>	<p>3.1 Economy and society - module 1 (Economic prospects) / Global scenarios - module 1 (Macroeconomics)</p> <p>3.2 Economy and society - module 2 (Entrepreneurship, history and society)/ Global scenarios - module 2 (Geopolitics and business)</p>
<p>4 assess constraints and opportunities in regulatory provisions for managerial decisions</p>	<p>4. Labour Law / IP Law/ Company and business law advanced/ Comparative corporate law</p>

COMPLEMENTARY AREA OF STUDY

A4b Knowledge and Understanding

<p>Graduates will acquire wide-ranging and in-depth knowledge related to:</p> <ul style="list-style-type: none"> - topics organized by path and – within one of the two path – organized by concentration (e.g., consulting, entrepreneurship, managerial corporate finance, performance analysis and management, human resource management and change management, luxury and fashion management, sports management) 	<p>Path 1: compulsory concentration course + course on data analysis to be chosen in small baskets organized by concentration + course to be chosen in</p>
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<p>- topics identified on the basis on their specific interests provided they are coherent with the program.</p> <p>Regarding languages, graduates will acquire knowledge in English language (at least C1 business; professional writing) and in another EU language among those listed in the University Guide (at least level B1 business or A2 in some specific cases regarding Italian language, which is compulsory for non-Italian native speakers).</p>	<p>large baskets organized by concentration Path 2: Global operations and supply chain management + course to be chosen in a large basket of managerial disciplines</p> <p>Path 1: 1 full elective course Path 2: 2 full elective courses</p> <p>Professional English seminars; EU language</p>
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A4b Ability to Apply Knowledge and Understanding

<p>Graduates will be able to make use of the key concepts acquired (and related to the chosen topics) by applying the methods and tools they have been provided with.</p> <p>Regarding languages, graduates will demonstrate written / oral comprehension and expression abilities in line with the exit levels required.</p>	<p>Path 1: compulsory concentration course + course on data analysis to be chosen in small baskets organized by concentration + course to be chosen in large baskets organized by concentration Path 2: Global operations and supply chain management + course to be chosen in a large basket of managerial disciplines</p> <p>Path 1: 1 full elective course Path 2: 2 full elective courses</p> <p>Professional English seminars; EU language</p>
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A41 Knowledge and Understanding – SHORT

Graduates will have an advanced knowledge of the theories needed to understand the evolution of international scenarios from a historical perspective, from the point of view of environmental, economic and socio-political dynamics. They will also have advanced knowledge of the functioning of firms and the industries in which they operate. Graduates will therefore be able to understand the macro- and micro-economic, competitive and regulatory determinants that govern strategic and market choices of management in the international arena, and to understand the effects of these choices on different organizational areas focusing on financial, process and socio-economic performance indicators. They will possess knowledge in advanced quantitative fields useful in analyzing economic and business contexts with particular attention to international settings.

Graduates will also have knowledge related to topics of their choice in specific areas identified according to their interests and consistent with the program.

Finally, they will develop knowledge of two EU languages: English and a second language among those listed in the University Guide (Italian is compulsory for non-Italian native speakers).

A41 Ability to Apply Knowledge and Understanding – SHORT

Graduates will be able to analyze international macroeconomic and industry contexts and to contribute to the definition of business strategies consistent with them. In addition, they will be able to decline strategic choices in international markets in terms of business and organizational processes, assessing their economic and financial, social, and environmental sustainability, as well as their adherence to national/international laws and regulations. Graduates will also be able to understand the impact of strategic, functional, and market choices on various dimensions of organizational performance.

In addition, they will be able to interact fluently in English and, at least at elementary level, in a second EU language (Italian for non-native Italian speakers).

<p>A4c Making Judgements</p>	<p>Graduates will develop the ability to integrate their acquired knowledge in order to manage complexity and make autonomous judgements even with partial information, including assessments regarding ESG and technological issues. They will be able to understand and integrate the logics of different company “functions”.</p>
<p>A4 c Communication skills</p>	<p>Graduates will learn to interact and lead responsibly within diverse teams and organizations. Graduates will also acquire skills to manage and transfer information clearly and effectively, including in multicultural contexts and by using the most modern IT tools.</p>

A4c Lifelong Learning Skills	Graduates will acquire methodological knowledge that will allow them to effectively and autonomously learn new concepts and tools in evolving environments and, above all, to be innovation leaders.
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