



Code: ING-IND/35

Credits: 9

Course: Business Management

Main language of instruction: Italian

Other language of instruction: English

Teaching Staff

Head instructor

Prof. Tamara Menichini - tamara.menichini@unicusano.it

Introduction

1. Objective of the course:

The company is an open system and as such it interacts with the environment in which it operates making the social responsibility of business crucial for the company sustainability. The challenge for managers is to go beyond good administration, developing the ability to organize and direct resources towards a continuous improvement and innovation objectives. The "Business Management" course deals with the study of the company in terms of organization, purpose, decision-making processes, and performance analysis, with the perspective of creating value and achieving a sustainable competitive advantage. Specifically, the course's objectives are:

- understanding the role of the company in the economic system;
- understanding the principles of economics and business organization regarding the theory of organizations and organizational models;
- understanding the main business processes and dimension of process performance;
- understanding the decision-making process in conditions of limited rationality, risk and uncertainty;
- understanding the influence of the competitive context and the dynamics of interaction between internal and external resources, towards the designing of organizational structures;
- use of tools and techniques for accounting analysis and financial statement analysis with the aim to support short and medium-term managerial decisions;
- use of tools and techniques for management control with the aim to monitoring performance and supporting strategic planning.

Objectives

2. Course Structure:

Starting from the fundamental principles of economics and business organization, it will be clarified how to design efficient and effective organizational structures, considering the competitive conditions of the targeted markets, the strategic interaction among internal resources, and relationships between competitors and external agents. The course will present the process-based vision as a key approach for corporate organization, then the course will analyze the decision-making process in terms of phases, support approaches, risk, and uncertainty. Finally, the main tools and techniques for accounting analysis and financial statement analysis together with fundamentals of management control will be presented with the aim to monitor the economic-financial performance of the company and its ability to achieve strategic objectives.

The course includes two non-compulsory e-tivities. The first one is related to the first part of the programme, with the aim to develop skills for analysing the corporate structure through a business case approach. The second e-tivity regards the measurement and analysis of the economic-financial performance of a private or public company, according to the arguments presented in Subject 09 of the “Business Management” course. Students are called to develop e-tivity reports that need to be sent to the instructor in advance of the examination. For more information, ask to the instructor by email.

Competencies:

A. Knowledge and understanding:

At the end of the course the student will have knowledge of the fundamental principles and key concepts relating to organizational theory, organizational models and microeconomics. This set of knowledge will allow the student to understand the dynamics of both the company’s competitive context and the internal context with their influence on the design of organizational structures. The student will have knowledge of the main processes that characterize business management, thus understanding the advantages linked to a process-based vision of the company. The student will know the conditions of bounded rationality, risk and uncertainty that influence the decision-making process. The student will know the main tools and techniques for performance monitoring, accounting analysis and management control, with the aim to ensure company effectiveness and efficacy.

B. Applying knowledge and understanding:

The student will be able to use the knowledge of the fundamental principles and concepts of economics and business organization to analyze and design flexible organizational structures that are able to consider the internal needs and skills of the

company and that are able to face the changing needs of the targeted market and competitive context. Knowledge of the techniques and tools of accounting analysis and management control will allow the student to define a reference model for monitoring the economic-financial performance of the company and its ability to achieve strategic objectives. The student will also be able to propose the process-based vision of the company by means of the identification, analysis and improvement of the main company processes. Overall, the course will enhance the student's skills necessary to organize resources and make decisions under conditions of risk and uncertainty.

The activities contribute to applying knowledge and understanding. By adopting a case study approach, the student is called to discuss the company's organizational structure according to the course' subjects. The activities also involve the measurement of the economic and financial performance of a specific business case, according to the tools and techniques presented in the course.

C. Making judgements:

The student will be able to organize resources and make decisions regarding organizational design, company costs and performance, to ensure effectiveness and efficacy.

The activities require the student to draw conclusions regarding the analyzed real cases, based on the data collected and/or measured.

D. Communication skills:

The technical language, needed to interact with other experts in the discipline and with decision makers inside public administrations and companies in the sector, will be gained. The student will be able to communicate information about business management, using appropriate terminology. The student will be able to ensure the timely and appropriate generation, collection and distribution of relevant information for the measurement and analysis of company performance.

The activities require the student to provide reports on the analyzed case studies.

E. Learning skills:

At the end of the course the student will have the systematic knowledge to analyse and solve problems related to organizational design and company performance. This will allow him/her to develop greater awareness of the role that an industrial engineer is called to play when act with responsibilities in the context of business management.

Syllabus

3. Programme of the course:

Subject 1. The company

Subject 2. Microeconomic analysis of costs and company's decisions

Subject 3. Elements of organizational theory

Subject 4. The organization of the company

Subject 5. Organizational models

E-tivity 1. Analysis of the organizational structure and sustainability

Subject 6. Process management

Subject 7. Decisions in organizations and the decision-making process

Subject 8. Cost analysis for decisions

Subject 9. The balance sheet and evaluation of the company's performance

E-tivity 2. Accounting analysis

Subject 10. Exercises on exam tests.

Evaluation system and criteria

The final exam consists of a written test with open-ended questions, numerical exercises, multiple-choice questions. Each open-ended question or numerical exercise is evaluated from a minimum of 0 to a maximum of 6 points depending on the level of question's difficulty. Multiple choice questions are assessed: 0 points for wrong or not expressed answer; 1, 2, or 3 points for correct answer depending on the level of question's difficulty. The e-tivities will be counted in the final evaluation, for a maximum of 2.5 points each.

Bibliography and resources

4. Materials to consult:

Lecture notes. Ask to the instructor by email to tamara.menichini@unicusano.it

5. Recommended bibliography

Suggested readings are:

Helmy H. Baligh. Organization Structures. Theory and Design, Analysis and Prescription. Springer.

Charles T. Horngren, Gary L. Sundem, Dave Burgstahler and Jeff O. Schatzberg. Introduction to Management Accounting 17th edition. Pearson.