

Master in Management of Sustainable Development Goals  
**Pillar III: Sustainability Management**

**Course schedule**

N.	Date and time	Topic	Instructor
1	Jan 15 9:00 – 13:00	<ul style="list-style-type: none"> <li>• Introduction to Management and Organizations</li> <li>• Characteristics of organizations</li> <li>• Elements of Strategic Management</li> </ul>	F. Giordano
2	14:00 – 17:00	<ul style="list-style-type: none"> <li>• <b>Case discussion:</b> The School 223 in Bronx</li> <li>• Entrepreneurship for impact: introduction to social business planning</li> </ul>	F. Giordano
3	Jan 16 9:00 – 13:00	<ul style="list-style-type: none"> <li>• Introduction to Business Model</li> <li>• Industry and Market Analysis</li> </ul>	L. Michelini
4	14:00 – 17:00	<ul style="list-style-type: none"> <li>• Competitive Analysis</li> <li>• <i>Work Group</i></li> </ul>	L. Michelini
5	Jan 17 9:00 – 13:00	<ul style="list-style-type: none"> <li>• Developing Marketing Strategies</li> <li>• Integrated Marketing Communication plan</li> </ul>	L. Michelini
6	14:00 – 17:00	<ul style="list-style-type: none"> <li>• Introduction to financial management</li> <li>• The Income Statement and the Balance Sheet</li> <li>• Principles of cost analysis.</li> </ul>	V. Mazzotta
7	Jan 18 9:00 – 13:00	<ul style="list-style-type: none"> <li>• The relationship between strategy and organizational structure</li> <li>• Division of labour and coordination mechanisms</li> <li>• The role of organizational networks</li> <li>• Leadership and management</li> </ul>	F. Maimone
8	14:00 – 17:00	<ul style="list-style-type: none"> <li>• Team working (also in geographically disperse teams)</li> <li>• Ecollaboration</li> <li>• Information and knowledge sharing</li> <li>• <i>Work Group</i></li> </ul>	F. Maimone
9	Jan 19 9:00 – 11:00	<ul style="list-style-type: none"> <li>• Introduction to e-learning activities and project works (e-lab)</li> </ul>	F. Giordano O. Perrone H. Sedehi
10	11:00 – 17:00	<ul style="list-style-type: none"> <li>• Presentation of project work Pillar I and II</li> </ul>	G. Ferri

## Suggested readings

Robbins, Coulter (2011) "Management and organizations" Chapter 1 in Robbins, S. P., & Coulter, M. (2011). Management. 11th.

Robbins, Coulter (2011) "Foundation of Planning" Chapter 8 in Robbins, S. P., & Coulter, M. (2011). Management. 11th.

Robbins, Coulter (2011) "Strategic Management" Chapter 9 in Robbins, S. P., & Coulter, M. (2011). Management. 11th.

Case discussion: The Fragile Success of School Reform in the Bronx (New York Times article)

Yunus, M., Moingeon, B. & Lehmann-Ortega, L. 2010. "Building Social Business Models: Lessons from the Grameen Experience", Long Range Planning, 43/2-3: 308-325

Osterwalder, A., & Pigneur, Y. (2011). Aligning profit and purpose through business model innovation. Responsible management practices for the 21st century, 61-75.

Porter, M. E. (2008). The five competitive forces that shape strategy. Harvard business review, 86(1), 25-40.

Brett, J., Behfar, K., & Kern, M. C. (2006). Managing multicultural teams. Harvard Business Review, 84(11).

Finkelstein S. (2018), The Best Leaders Are Great Teachers, Harvard Business Review.

Hougaard J R. and Carter J. (2017), If you aspire to be a great leader, be present, Harvard Business Review.

Mintzberg, H. (2006). Developing leaders? Developing countries?. Development in Practice, 16(1), 4-14.

Siebrat, F., Hoegl, M., & Ernst, H. (2009). How to manage virtual teams. MIT Sloan Management Review, 50(4), 63.

Trevor, J., & Varcoe, B. (2017). How aligned is your organization?. Harvard Business Review.

## E-lessons program

Module	Instructor	Sessions	Topic
<b>Business and human rights</b>	M. Rogato	4	<ul style="list-style-type: none"> <li>• Business and human rights: an international overview</li> <li>• European Union perspective on Business and human rights</li> <li>• European rules on conflict minerals and critical issues in mineral sector. The case of Cobalt in DRC.</li> <li>• Human rights due diligence. A focus on Devoir de Vigilance Francese and UK Modern Slavery Act.</li> </ul>
<b>Project Management</b>	H. Sedehi	6	<ul style="list-style-type: none"> <li>• Project Management Principals</li> <li>• Project Plan Management</li> <li>• Project Organization Management</li> <li>• Project Control Management</li> <li>• Project Risk Management</li> <li>• Project Management Software tool</li> </ul>
<b>Corporate social responsibility</b>	O. Perrone	6	<ul style="list-style-type: none"> <li>• Business in Society: the role of firms for sustainable development</li> <li>• Business for growth: relevant policies and practices</li> <li>• New business models aimed to manage the changing scenario</li> <li>• Stakeholder Engagement and impact: how responsible business' conduct can create value</li> <li>• Social Impact Evaluation and communication: from reporting to social media</li> <li>• The role of human resources in support of value creation</li> </ul>
<b>Fund Raising and Social Partnership</b>	A. Anzivino	2	<ul style="list-style-type: none"> <li>• Introduction to fund raising</li> <li>• How to set a social partnership</li> </ul>
<b>Collaborative Management</b>	D. Cepiku	2	<ul style="list-style-type: none"> <li>• Network management</li> <li>• Co-production</li> </ul>
<b>Social Entrepreneurship</b>	F. Giordano	2	<ul style="list-style-type: none"> <li>• Social enterprise as hybrid organization</li> <li>• Measuring social performance</li> </ul>

## Suggested readings

Harold Kerzner, *Project Management: A System s Approach to Planning, Scheduling, and Controlling*, John Wiley & Sons (2017).

Jack Gido, James P. Clements, *Successful Project Management, 5e*, South-Western, Cengage Learning (2012).

Austin, J. E., & Seitanidi, M. M. (2012). Collaborative value creation: A review of partnering between nonprofits and businesses: Part I. Value creation spectrum and collaboration stages. *Nonprofit and Voluntary Sector Quarterly*, 41(5), 726-758.

Austin, J. E., & Seitanidi, M. M. (2012). Collaborative value creation: A review of partnering between nonprofits and businesses. Part 2: Partnership processes and outcomes. *Nonprofit and Voluntary Sector Quarterly*, 41(6), 929-968.

Cepiku, D., & Giordano, F. (2014). Co-production in developing countries: Insights from the community health workers experience. *Public Management Review*, 16(3), 317-340.

Capiku D., (2016). Collaborative governance. In Klassen, T. R., Cepiku, D., & Lah, T. J. (Eds.). (2016). *The Routledge Handbook of Global Public Policy and Administration*. Taylor & Francis.

Battilana, J. et al. (2012), "In search of the hybrid ideal", *Stanford Social Innovation Review*, 10/3: 50-55.

Arvidson M., Lyon F., McKay S., & Moro D. 2013. Valuing the social? The nature and controversies of measuring social return on investment (SROI). *Voluntary Sector Review* 4(1): 3-18.