



UNIVERSITÀ
DEGLI STUDI
DI TORINO

010091

COURSES BROCHURE



CdLM Business Administration

Advanced Corporate Finance and Capital Markets - Integrated course

Advanced Corporate Finance and Capital Markets - Integrated course

Academic year:	2021/2022
Course ID:	MAN0529
Teacher:	Cristina Rovera (Lecturer)
Teacher contacts:	011/6706041, cristina.rovera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	10
Course SSD (disciplinary sector):	SECS-P/09 - finanza aziendale SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

Detailed information are available in the data sheet of each teaching module

italiano

Per le informazioni di dettaglio è possibile fare riferimento alle schede dei singoli moduli che compongono l'insegnamento

COURSE AIMS

english

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Per le informazioni di dettaglio è possibile fare riferimento alle schede dei singoli moduli che compongono l'insegnamento

COURSE DELIVERY

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LEARNING ASSESSMENT METHODS

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PROGRAM

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SUGGESTED TEXTBOOKS AND READINGS

english

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italiano

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NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course modules:

Advanced Corporate Finance and Capital Markets - Module: Advanced Capital Markets
Advanced Corporate finance and capital markets - Module: Advanced Corporate Finance

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=kfo3

Advanced Corporate Finance and Capital Markets - Module: Advanced Capital Markets

Advanced Corporate Finance and Capital Markets - Module: Advanced Capital Markets

Academic year:	2021/2022
Course ID:	MAN0529B
Teachers:	Cristina Rovera (Lecturer) Jonathan Michael Williams (Lecturer)
Teacher contacts:	011/6706041, cristina.rovera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
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COURSE OBJECTIVES

english

The course aims to provide students with in-depth knowledge of the capital market, for a valid preparation for work.

The module will be divided in two parts.

The first one will offer an in-depth knowledge of banking asset management:

- shares and bonds management;
- risk adjusted performance (RAP) ratios;
- selection of the optimal portfolio for the investor;
- economic theories

and will be supported by different exercises.

The second one discusses banks which are one of the major actors in capital markets. We begin by considering why banks are special, which involves identifying the roles banks play, such as, financial intermediation and asset transformation. Due to their special nature in the economy, banking has tended to be heavily regulated. We classify types of bank regulation and examine the rationale for regulation using an asymmetric information framework, which helps to identify unintended consequences of regulation. We assess the additional emphasis on risk management in banking following the GFC of 2007-09. Banks have tried to build a strong risk culture supported by governance arrangements linked to their risk appetite. While banks embed risk management in their decision-making, bank regulators address risk culture, risk appetite, and governance in regulatory standards. Next, we turn attention to the management of banks; specifically, we explain how banks are managed in terms of liquidity management, asset and liability management, capital management and capital adequacy. We end with a discussion of bank business models. We identify how researchers identify different bank business models and review empirical studies to determine the relative performance of these different bank business models.

italiano

Il corso si propone di fornire agli studenti la conoscenza approfondita del mercato dei capitali, per una valida preparazione al mondo del lavoro.

Il modulo sarà suddiviso in due parti.

La prima offrirà una conoscenza approfondita dell'asset management bancario:

- gestione di azioni e obbligazioni;
- performance corrette per il rischio (RAP ratios)
- selezione del portafoglio ottimo per l'investitore;
- teorie economiche

e sarà supportata dallo svolgimento di numerosi esercizi.

La seconda approfondirà la conoscenza delle banche, intese come uno dei principali attori nei mercati dei capitali. In ragione del ruolo speciale da esse svolto, si approfondirà la disciplina cui sono sottoposte. Si classificheranno quindi i tipi di regolamentazione bancaria ponendo particolare enfasi sulla gestione del rischio a seguito della GCF del 2007-2009. L'attenzione sarà infine rivolta alla gestione delle banche; in particolare alla gestione della liquidità, delle attività, delle passività e del capitale. La trattazione sarà conclusa con una discussione sui modelli di business bancari, in funzione degli studi empirici proposti dai più noti ricercatori.

COURSE AIMS

english

By the end of the module, students should be able to:

FIRST PART

Know the most important Bond and Stock theories.

Calculate the optimal risky portfolio.

Do asset management.

Calculate the RAP ratios.

SECOND PART

Appreciate the special role of banks in the economy.

Understand why and how banks are regulated.

Evaluate the main principles of bank management.

Appraise the growing importance of risk management in banking.

Identify different bank business models and evaluate their effects on bank performance.

italian

Alla fine del modulo gli studenti dovrebbero essere in grado di

PARTE PRIMA:

Conoscere le più importanti Teorie economiche su Azioni e Obbligazioni.

Determinare il portafoglio rischioso ottimo per l'investitore.

Fare gestione di portafoglio.

Calcolare gli indici di redditività corretta per il rischio.

SECONDA PARTE:

Apprezzare il ruolo fondamentale delle banche nell'economia di un Paese

Capire perché e come sono disciplinate le banche

Valutare i principi fondamentali di gestione bancaria

Valutare la crescente importanza del risk management bancario

Riconoscere i diversi modelli di business bancario e valutare i loro effetti sulle performance.

COURSE DELIVERY

english

Lectures and exercises.

Self-study based on the readings.

italian

Lezioni ed esercitazioni.

Studio individuale del materiale.

LEARNING ASSESSMENT METHODS

english

STANDARD EXAM

In classroom exam.

The Exam will be divided into two parts:

1. Professor Williams will organize Group Works for students: 10 minutes for each presentation and 5 minutes for comments/questions.

Points Prof. Williams = 20

2. Professor Rovera will organize a written exam: 1 open question (5 points) and 1 exercise (5 points)

Total Time = 30 minutes

Points Prof. Rovera = 10

IN CASE OF COVID: COVID EXAM

Online exam

The Exam will be divided into two parts:

1. Professor Williams will organize a special assignment for students. Theme and delivery time will be communicated by mail. Total Points Prof. Williams = 20

2. Professor Rovera will organize a Quiz on Moodle: 5 multiple choice questions (5 points) and 1 exercise (5 points). Total Time = 20 minutes. Total Points Prof. Rovera = 10

FOR THE FIRS 2 EXAMS (March and April) YOU CAN REFUSE ONE OF THE TWO PARTS AND KEEP THE OTHER.

SUBSEQUENTLY YOU WILL NOT BE ABLE TO REFUSE ONLY ONE PART. YOU WILL REFUSE BOTH THE FIRST AND THE SECOND PART AND YOU WILL HAVE TO REPEAT THE TOTAL EXAM.

THE CHOICE BETWEEN STANDARD EXAM AND COVID EXAM WILL BE COMMUNICATED AT THE END OF THE COURSE, DEPENDING ON THE PANDEMIC SITUATION

italian

ESAME STANDARD

Esame in presenza.

L'esame sarà diviso in due parti:

1. Parte del Prof. Williams, che organizzerà dei lavori di gruppo: 10 min per ogni presentazione e 5 min per discussione/domande.

Punti ottenibili con il Prof. Williams = 20

2. Parte della Prof.ssa Rovera: 1 domanda aperta (5 punti) e 1 esercizio (5 punti)

Durata = 30 minuti

Punti ottenibili con la Prof.ssa Rovera = 10

NEL CASO IN CUI DOVESSE SUSSISTERE L'EMERGENZA COVID: ESAME COVID

Esame online.

La prova sarà divisa divisa in due parti:

1. Il Prof. Williams darà un assignment particolare agli studenti. Tema e tempi di consegna saranno comunicati by mail. Max Punti Prof. Williams = 20

2. La Prof.ssa Rovera organizzerà un Quiz su Moodle, così strutturato: 5 domande a risposta multipla (5 punti) e un esercizio (5 punti). Tempo a disposizione = 20 minuti Max Punti Prof.ssa Rovera = 10

Per i primi due appelli (Marzo e Aprile) lo studente potrà rifiutare una delle due parti e ritenere l'altra. Per gli appelli successivi NO. Il rifiuto sarà globale e costringerà lo studente a ritentare entrambe le parti

LA SCELTA FRA ESAME STANDARD ED ESAME COVID SARA' COMUNICATA AL TERMINE DEL CORSO, IN FUNZIONE DELL'ANDAMENTO DELLA SITUAZIONE PANDEMICA

SUPPORT ACTIVITIES

english

A teaching assistant will be available for exercises and questions.

italian

Un tutor sarà disponibile per esercizi e domande.

PROGRAM

english

Bond Analysis

- The market features.
- Supply and Demand of Bonds (curves).
- Fisher theory, Keynes theory and Friedman theory.
- Exercises.

Stock analysis

- The market features.
- Financing new enterprises: business angels and crowdfunding.
- The risky portfolio management:
 - the Capital Asset Pricing Model
 - the Modern Portfolio Theory
 - the Risk Adjusted Performance Ratios.
- Exercises.

BANKS

Why Banks are Special
The Rationale for Bank Regulation
Bank Management and Risk
Managing the Bank: ALM and Liquidity Management
Managing the Bank: Bank Capital and the Regulatory Architecture
Bank Business Models

italian

MERCATO OBBLIGAZIONARIO

- Caratteristiche del mercato.
- Curve di Domanda e Offerta.
- Teorie di Fisher, Keynes e Friedman.
- Esercizi.

MERCATO AZIONARIO

- Caratteristiche del mercato.
- Il finanziamento delle nuove imprese: business angels e crowdfunding.
- Gestione di portafoglio:
 - il Capital Asset Pricing Model
 - la Modern Portfolio Theory
 - i Risk Adjusted Performance Ratios
- Esercizi

BANCHE

- Perché le banche sono "speciali"
- L'importanza della regolamentazione
- Gestione del rischio bancario
- Gestione bancaria: gestione di attività, passività e liquidità
- Gestione bancaria: gestione del capitale e normativa
- Modelli di business bancario

SUGGESTED TEXTBOOKS AND READINGS

english

The documentation will be provided by the Professors during the course (in digital format on Moodle)

italian

Il materiale sarà fornito dai docenti durante il corso. Sarà reso disponibile su Moodle.

NOTE

english

Students should make every effort to participate in the lectures. We strongly advise students to read the relevant material which will be on Moodle.

italiano

Si raccomanda la partecipazione alle lezioni e lo studio del materiale che sarà reso disponibile su Moodle

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=sffe

Advanced Corporate finance and capital markets - Module: Advanced Corporate Finance

Advanced Corporate finance and capital markets - Module: Advanced Corporate Finance

Academic year:	2021/2022
Course ID:	MAN0529A
Teachers:	Antonio Salvi (Lecturer)
Teacher contacts:	n/d, antonio.salvi@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/09 - finanza aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

The course aims to provide students with conceptual references and operational tools relating to financial transactions with strategic value for the company, analyzing the choices relating to the financial structure objective, some forms of financing that are increasingly used by companies because of their importance or topicality. The objective is to highlight the connections between finance and business strategy, also through the analysis of concrete business situations.

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Il corso si propone di fornire agli allievi riferimenti concettuali e strumenti operativi relativi ad operazioni finanziarie dotate di valenza strategica per l'impresa, analizzando le scelte relative alla struttura finanziaria obiettivo, alcune forme di finanziamento che per la loro importanza o attualità sono sempre più frequentemente utilizzate dalle imprese. Ci si pone l'obiettivo di mettere in evidenza le connessioni tra finanza e strategia aziendale, anche attraverso l'analisi di situazioni aziendali concrete.

COURSE AIMS

english

The student will have to acquire the ability to analyse and evaluate the main advanced financial operations of strategic importance for the firm.

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Lo studente dovrà acquisire la capacità di analizzare e valutare le principali operazioni finanziarie avanzate d'importanza strategica per l'azienda.

COURSE DELIVERY

english

Frontal lessons lasting a total of 35 hours (5 CFU), which take place in the classroom with the support of slides; there are also exercises, practical cases.

Prof. Nicola Miglietta (14 hours, 2 Credits)

Prof. Fernando Diaz (21 hours, 3 Credits)

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Lezioni frontali della durata complessiva di 35 ore (5 CFU), che si svolgono in aula con l'ausilio di slides; sono previsti anche esercizi, casi pratici.

Prof. Antonio Salvi (14 ore, 2 Crediti)

Prof. Fernando Diaz (21 ore, 3 Crediti)

LEARNING ASSESSMENT METHODS

english

During the exam, therefore, the student's preparation for the theoretical part and the application part (exercises) will be verified through a written test (with open questions and exercises).

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In sede di esame, quindi, verrà verificata la preparazione dello studente sulla parte teorica e sulla parte applicativa (esercitazioni), attraverso una prova scritta (con domande aperte ed esercizi).

PROGRAM

english

Programm of the first part (Prof. Antonio Salvi):

- Introduction to Corporate Financial policies.
- Capital Structure policy (Does Debt Policy Matter? How much should a Corporate Borrow? Financing and Valuation).

- Dividend policy

Programm of the second part (Prof. Fernando Diaz):

- How Corporation Issue Securities.
- Governance and Corporate Control Around the World.
- Efficient Markets and introduction to Behavioral Finance.

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Programma prima parte (Prof. Antonio Salvi):

- Introduzione alla Corporate Finance.
- Politiche finanziarie: decisioni di struttura finanziaria (La politica del debito ha importanza? A Quanto dovrebbe ammontare il livello di debito? Finanziamento e valutazione).

Politiche finanziarie: politica dei dividendi.

Programma seconda parte (Prof. Fernando Diaz):

- Come la società emette titoli.
- Governance e Corporate Control nel mondo.
- Mercati efficienti e introduzione alla finanza comportamentale.

SUGGESTED TEXTBOOKS AND READINGS

english

Quiry P. LeFur Y, Dallochio M., Salvi A., "Corporate finance. Theory and practice", V Edition, Wiley & Sons, 2017 (chapters will be suggested during the course).

italiano

Quiry P. LeFur Y, Dallochio M., Salvi A., "Corporate finance. Theory and practice", V Edition, Wiley & Sons, 2017 (chapters will be suggested during the course).

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Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=03cw

Advanced Corporate Finance and Capital Markets - Module: Advanced Capital Markets

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Academic year:	2021/2022
Course ID:	MAN0529B
Teacher:	Cristina Rovera (Lecturer) Jonathan Michael Williams (Lecturer)
Teacher contacts:	011/6706041, cristina.rovera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
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english

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- selection of the optimal portfolio for the investor;
- economic theories

and will be supported by different exercises.

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considering why banks are special, which involves identifying the roles banks play, such as, financial intermediation and asset transformation. Due to their special nature in the economy, banking has tended to be heavily regulated. We classify types of bank regulation and examine the rationale for regulation using an asymmetric information framework, which helps to identify unintended consequences of regulation. We assess the additional emphasis on risk management in banking following the GFC of 2007-09. Banks have tried to build a strong risk culture supported by governance arrangements linked to their risk appetite. While banks embed risk management in their decision-making, bank regulators address risk culture, risk appetite, and governance in regulatory standards. Next, we turn attention to the management of banks; specifically, we explain how banks are managed in terms of liquidity management, asset and liability management, capital management and capital adequacy. We end with a discussion of bank business models. We identify how researchers identify different bank business models and review empirical studies to determine the relative performance of these different bank business models.

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COURSE AIMS

english

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FIRST PART

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Calculate the optimal risky portfolio.
Do asset management.
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Understand why and how banks are regulated.
Evaluate the main principles of bank management.
Appraise the growing importance of risk management in banking.
Identify different bank business models and evaluate their effects on bank performance.

italian

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PARTE PRIMA:

Conoscere le più importanti Teorie economiche su Azioni e Obbligazioni.
Determinare il portafoglio rischioso ottimo per l'investitore.
Fare gestione di portafoglio.
Calcolare gli indici di redditività corretta per il rischio.

SECONDA PARTE:

Apprezzare il ruolo fondamentale delle banche nell'economia di un Paese
Capire perché e come sono disciplinate le banche
Valutare i principi fondamentali di gestione bancaria
Valutare la crescente importanza del risk management bancario
Riconoscere i diversi modelli di business bancario e valutare i loro effetti sulle performance.

COURSE DELIVERY

english

Lectures and exercises.

Self-study based on the readings.

italian

Lezioni ed esercitazioni.

Studio individuale del materiale.

LEARNING ASSESSMENT METHODS

english

STANDARD EXAM

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italian

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Durata = 30 minuti

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NEL CASO IN CUI DOVESSE SUSSISTERE L'EMERGENZA COVID: ESAME COVID

Esame online.

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LA SCELTA FRA ESAME STANDARD ED ESAME COVID SARA' COMUNICATA AL TERMINE DEL CORSO, IN FUNZIONE DELL'ANDAMENTO DELLA SITUAZIONE PANDEMICA

SUPPORT ACTIVITIES

english

A teaching assistant will be available for exercises and questions.

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Un tutor sarà disponibile per esercizi e domande.

PROGRAM

english

Bond Analysis

- The market features.
- Supply and Demand of Bonds (curves).
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Stock analysis

- The market features.
- Financing new enterprises: business angels and crowdfunding.
- The risky portfolio management:
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 - the Modern Portfolio Theory
 - the Risk Adjusted Performance Ratios.
- Exercises.

BANKS

- Why Banks are Special
- The Rationale for Bank Regulation
- Bank Management and Risk
- Managing the Bank: ALM and Liquidity Management
- Managing the Bank: Bank Capital and the Regulatory Architecture
- Bank Business Models

italian

MERCATO OBBLIGAZIONARIO

- Caratteristiche del mercato.
- Curve di Domanda e Offerta.
- Teorie di Fisher, Keynes e Friedman.
- Esercizi.

MERCATO AZIONARIO

- Caratteristiche del mercato.
- Il finanziamento delle nuove imprese: business angels e crowdfunding.

- Gestione di portafoglio:

il Capital Asset Pricing Model
la Modern Portfolio Theory
i Risk Adjusted Performance Ratios

- Esercizi

BANCHE

- Perché le banche sono "speciali"

- L'importanza della regolamentazione

- Gestione del rischio bancario

- Gestione bancaria: gestione di attività, passività e liquidità

- Gestione bancaria: gestione del capitale e normativa

- Modelli di business bancario

SUGGESTED TEXTBOOKS AND READINGS

english

The documentation will be provided by the Professors during the course (in digital format on Moodle)

italian

Il materiale sarà fornito dai docenti durante il corso. Sarà reso disponibile su Moodle.

NOTE

english

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italiano

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Advanced Corporate finance and capital markets - Module: Advanced Corporate Finance

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Course ID:	MAN0529A
Teacher:	Antonio Salvi (Lecturer)
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Il corso si propone di fornire agli allievi riferimenti concettuali e strumenti operativi relativi ad operazioni finanziarie dotate di valenza strategica per l'impresa, analizzando le scelte relative alla struttura finanziaria obiettivo, alcune forme di finanziamento che per la loro importanza o attualità sono sempre più frequentemente utilizzate dalle imprese. Ci si pone l'obiettivo di mettere in evidenza le connessioni tra finanza e strategia aziendale, anche attraverso l'analisi di situazioni aziendali concrete.

COURSE AIMS

english

The student will have to acquire the ability to analyse and evaluate the main advanced financial operations of strategic importance for the firm.

italiano

Lo studente dovrà acquisire la capacità di analizzare e valutare le principali operazioni finanziarie avanzate d'importanza strategica per l'azienda.

COURSE DELIVERY

english

Frontal lessons lasting a total of 35 hours (5 CFU), which take place in the classroom with the support of slides; there are also exercises, practical cases.

Prof. Nicola Miglietta (14 hours, 2 Credits)

Prof. Fernando Diaz (21 hours, 3 Credits)

italiano

Lezioni frontali della durata complessiva di 35 ore (5 CFU), che si svolgono in aula con l'ausilio di slides; sono previsti anche esercizi, casi pratici.

Prof. Antonio Salvi (14 ore, 2 Crediti)

Prof. Fernando Diaz (21 ore, 3 Crediti)

LEARNING ASSESSMENT METHODS

english

During the exam, therefore, the student's preparation for the theoretical part and the application part (exercises) will be verified through a written test (with open questions and exercises).

italiano

In sede di esame, quindi, verrà verificata la preparazione dello studente sulla parte teorica e sulla parte applicativa (esercitazioni), attraverso una prova scritta (con domande aperte ed esercizi).

PROGRAM

english

Programm of the first part (Prof. Antonio Salvi):

- Introduction to Corporate Financial policies.
- Capital Structure policy (Does Debt Policy Matter? How much should a Corporate Borrow? Financing and Valuation).

- Dividend policy

Programm of the second part (Prof. Fernando Diaz):

- How Corporation Issue Securities.
- Governance and Corporate Control Around the World.
- Efficient Markets and introduction to Behavioral Finance.

italiano

Programma prima parte (Prof. Antonio Salvi):

- Introduzione alla Corporate Finance.
- Politiche finanziarie: decisioni di struttura finanziaria (La politica del debito ha importanza? A Quanto dovrebbe ammontare il livello di debito? Finanziamento e valutazione).

Politiche finanziarie: politica dei dividendi.

Programma seconda parte (Prof. Fernando Diaz):

- Come la società emette titoli.
- Governance e Corporate Control nel mondo.
- Mercati efficienti e introduzione alla finanza comportamentale.

SUGGESTED TEXTBOOKS AND READINGS

english

Quiry P. LeFur Y, Dallochio M., Salvi A., "Corporate finance. Theory and practice", V Edition, Wiley & Sons, 2017 (chapters will be suggested during the course).

italiano

Quiry P. LeFur Y, Dallochio M., Salvi A., "Corporate finance. Theory and practice", V Edition, Wiley & Sons, 2017 (chapters will be suggested during the course).

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=03cw

Brand Management

Brand Management

Academic year:	2021/2022
Course ID:	MAN0304
Teacher:	Chiara Civera (Lecturer)
Teacher contacts:	chiara.civera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Oral

COURSE OBJECTIVES

english

The brand management course aims to define the role of brand management inside a company and to illustrate its principles and rules. The objective is to professionalise students with the necessary notions requested by marketing department of international companies. The course includes the use of case studies discussed in class with an international professor, to stimulate the discussion and exposition capacity in the classroom, with a problem solving-oriented approach.

italiano

Il corso di brand management si prefigge di definire il ruolo del brand management all'interno dell'impresa illustrandone i principi e le regole. Agli studenti verranno fornite le competenze per gestire la marca in linea con le richieste di aziende che operino sia in ambito nazionale che internazionale. Durante il corso è prevista la partecipazione di un visiting professor e la discussione di casi in aula per stimolare la capacità di discussione ed esposizione in classe, con un approccio orientato alla risoluzione dei problemi.

COURSE AIMS

english

Knowledge and understanding capacity. During the course, through face-to-face lessons with the Professor, students will be provided with the knowledge about brand management strategies applied to international companies.

Capacity to use knowledge and understanding. The notion studied will be applied through the analysis of specific case studies.

Communication skills. Students are requested to play an active role in class presenting case

studies and relative solutions.

Learning capacity. Notions learned through face to face lessons and case presentations are tested by a written exam.

italiano

Conoscenza e capacità di comprensione. Il corso permette di apprendere le principali nozioni relative al brand e fornisce gli strumenti necessari per pianificare ed implementare strategie di branding in imprese nazionali ed internazionali.

Capacità di applicare conoscenza e comprensione. I modelli studiati saranno applicati attraverso l'utilizzo di casi aziendali discussi in aula e attraverso le testimonianze che cercheranno di mettere in rilievo le decisioni che i manager devono prendere.

Capacità di comunicazione. Agli studenti è richiesta la partecipazione in aula attraverso la presentazione di casi.

Capacità di apprendimento. Le conoscenze acquisite durante le lezioni verranno testate attraverso un esame scritto e la discussione di casi in aula.

COURSE DELIVERY

english

- Frontal lectures
- Case studies in class

italiano

- Lezioni frontali
- Discussione di casi in classe

LEARNING ASSESSMENT METHODS

english

WARNING:

As established by the Rector's Emergency Decree no. 1561 of 16 April 2021, starting from the 2020-21 summer session, the exams will be held in person (written test) at SAA's. As usual, the test consists of a WRITTEN TEST AND THE LENGTH OF THE EXAM WILL BE ABOUT ONE HOUR.

Students resident or residing off-site, or abroad, in quarantine, in a highly frail situation or cohabiting with family members in a highly frail condition may request remote support (online), which will occur orally according to the calendar that the Commission will prepare. To apply, the student must:

A. for the case of residence or stay outside the Piedmont region or quarantine (both mandatory and fiduciary):

register regularly for the test on Esse3, indicating in the Notes field the need to take the test remotely and the relative motivation ("Residence outside the region" or "Residence outside

the Country" or "Quarantine");
send the documentation via mail to valentina.chiaudano@unito.it by the deadline for
registering for the exam 2020-21

It should be noted that the condition of temporary residence outside the Region does not imply that the student is automatically entitled to take the remote exam; it will be the Examination Committee to assess the severity of the impediment, deciding whether or not to grant this possibility.

B. in the case of one's frailty or of cohabiting family members:

Register regularly for the test on Esse3, indicating in the Notes field the need to take the test remotely and the relative motivation ("Fragility");
send the documentation via mail to valentina.chiaudano@unito.it by the deadline for
registering for the exam 2020-21. As documentation, I mean any kind of official medical certificate

It should be noted that for the condition of high "high fragility" reference is made to the definition of Category 1, Table 1 or Table 2, of the interim Recommendations on the target groups of the anti-Sars-Cov2 / Covid 19 vaccination of the Ministry of Health, published in the Official Gazette, General Series, of 23 March 2021, n. 72 (available at the link).

Please note that making false statements or forming false documents constitutes a crime. The Administration reserves the right to verify the integrity and authenticity of what is declared or transmitted.

italiano

ESAME SCRITTO DI UN'ORA CIRCA

L'esame orale è consentito solo per due motivi:

1- Residenza fuori Regione Piemonte o quarantena

2- Ragioni di fragilità

PROGRAM

english

1. Marketing Strategy and Tactics

2. Brands as a Means of Creating Market Value

3. Developing brand Strategy

4. Designing Brand Tactics

5. Managing Brand Portfolios

6. Managing Brand Dynamics

7. Protecting the Brand

8. Brand Analysis and Planning

9. Brand Equity and Brand Power

10. Brand Research

italiano

1. Strategie e tattiche di marketing

2. Il brand e la creazione di valore

3. Sviluppare una strategia di Branding

4. Progettare tattiche di branding

5. Gestire un portafoglio di brand

6. Gestire il marchio

7. Proteggere il marchio

8. Pianificare e analizzare strategie di branding

9. Brand Equity and Brand Power

10. Brand Research

SUGGESTED TEXTBOOKS AND READINGS

english

Strategic Brand Management, Alexander Chernev, 2018 (2nd edition), Cerebellum Press.

Additional reading:

Communicating Globally, Don E Schultz, Philip J. Kitchen, 2000, McGraw Hill Professional.

italiano

Strategic Brand Management, Alexander Chernev, 2018 (2nd edition), Cerebellum Press.

Lecture consigliata:

Communicating Globally, Don E Schultz, Philip J. Kitchen, 2000, McGraw Hill Professional.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=3ywb

Business Organisation and Behaviour

Business Organisation and Behaviour

Academic year:	2021/2022
Course ID:	MAN0294
Teacher:	Daniel Torchia (Lecturer)
Teacher contacts:	n/d, daniel.torchia@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

This course, cognitive but also highly experiential, has been designed to help students understand the behavior of people at work and make the learning process enjoyable. We will explore a range of perspectives that explain the dynamics of individual, interpersonal, group, and organizational structure and processes, to make sense of today's organisational world. Scientific concepts, theories, teaching methods and ideas, will be delivered to:

- understand the various aspects of human behaviour and cognition, both at the level of groups' dynamics and of individuals' changes within a social system;
- provide students tools and techniques to develop personal awareness about individual and organisational behaviour, gender & diversity management;
- to disseminate knowledge that advances the understanding of how and when to follow, manage, lead, in order to increase personal and organisational effectiveness.

COURSE AIMS

english

Students will be able to:

reflect on human behaviour and develop personal and social awareness and interpersonal skills, which have a fundamental importance of improving both social and individual relationships within teamwork-based organization;
acquire relevant conceptual frameworks to better describe and understand dynamics within different organisations;
assume a critical attitude towards key components of human nature, such as personality and personal awareness, motivation and self-motivation, influence and power in groups and organisations;
understand the causes and consequences of failing to manage diversity and gain basic behavioural insights in decision making;
acquire practical tools to both reveal and contrast unconscious bias at the individual and organizational level.

COURSE DELIVERY

english

The course will be delivered as a mix of online Webex lectures and asynchronous video pills. All the materials (recordings of lectures and video pills) will be provided on Moodle timely. Tutorials will also be delivered on Webex.

LEARNING ASSESSMENT METHODS

english

Topics will be introduced by means of a brief overview at the start of class, followed by class participation:

- Discussions

- Group exercises

- Simulations

- Movies parts and videos viewing

- Case Studies

- Anecdotes and methaphores

The assessment will be divided in two parts: .

Written essay (70% of the total grade): The essay title will be provided in advance and student shall work independently to produce a written essay, to be submitted on Moodle. Only the students who have submitted the essay on time, will be admitted to the oral exam.

Video presentation (group work: 30% of total grade) in which the lecturers firstly provide

feedback on the video and, secondly, organize a contest with three prize winning groups.

SUPPORT ACTIVITIES

Tutorials will help students preparing for the assignments: during the tutorials, students will be assisted by the tutor.

PROGRAM

english

The course is structured in different topics which are:

- Sociological foundations and introduction to of Organisational Behaviour
- Gender and Diversity Management
- Personality, Values and Individual Decision Making
- Group Behaviour and Work Teams
- Organisational Structure and Culture
- Communication, Conflict and Negotiation
- Leadership
- Organisational Change

SUGGESTED TEXTBOOKS AND READINGS

english

-

Reading and studying material will be given during the lectures and put on Moodle platform

A list of suggested watching or reading material will be available during lectures

TEXTBOOK – FOR EXAM PREPARATION

- Robbins, S. P. (2011). *Organizational Behavior, Concepts, Controversies and Applications*, sixth edition, Prentice Hall International, Inc,
- Bohnet, I. (2016). *What Works: gender equality by design*. Cambridge, MA: Belknap Press of Harvard University Press

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=pd99

Business Plan

Business Plan

Academic year:	2021/2022
Course ID:	MAN0311
Teacher:	Elisa Truant (Lecturer)
Teacher contacts:	elisa.truant@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written and oral

PREREQUISITES

None

COURSE OBJECTIVES

The course aims to train students on the logics and tools of strategic planning and Business Plan, useful to drive and empower managers to the global objectives of the firm. The course focuses on how to turn the business plan into reality, also enhancing to understand what our counterparts call a business plan in different moments and contexts.

COURSE AIMS

At the end of the course student is expected to be able to:

- knowing and understanding the logic of strategic planning, particularly referring to business planning; knowing and understanding their main mechanisms and features
- applying knowledge about the business plan to managerial issues
- making judgements to critically analyse the issue and selected solutions discussed in the business cases studies
- using communication skills to discuss, during the lessons, the business cases studies individually or in team, using appropriate supports
- using learning skills to ongoing verify the learning degree of the managerial logic, also and in particular through the business cases study and discussion.

COURSE DELIVERY

Frontal classes and group work

LEARNING ASSESSMENT METHODS

english

Successful completion of the group work and final exam.

PROGRAM

Main Topics

- Firm's strategy and planning
- Conceptual models and tools for strategic planning
- The cycle of strategy-planning-budgeting-reporting
- What is a business plan?
- The Business Plan Structure and content
- The economic and financial plan
- Let's build a BP: Group work

SUGGESTED TEXTBOOKS AND READINGS

english

Slides, articles and business cases downloadable from Moodle website

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=u37x

Corporate Governance and Business Strategy - Integrated Course

Corporate Governance and Business Strategy - Integrated Course

Academic year:	2021/2022
Course ID:	MAN0526
Teacher:	Gabriele Santoro (Lecturer)
Teacher contacts:	n/d, gabriele.santoro@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

English

The course emphasizes key hallmarks in strategic management/analysis and corporate governance. From one hand, the part on strategy (corporate and business) is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation. From the other hand, the part on corporate governance aims to outline the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading.

Italiano

Il corso pone l'accento sui punti chiave della gestione strategica, dell'analisi e della corporate governance. Da un lato, la parte sulla strategia (aziendale e di business) è progettata per esplorare la visione, la missione di un'organizzazione, esaminare i principi, le tecniche e i modelli di analisi organizzativa e ambientale, discutere la teoria e la pratica della formulazione e dell'implementazione della strategia. Dall'altro lato, la parte sulla corporate governance mira a delineare le forme di società, i consigli di amministrazione, la divisione della partecipazione agli utili e le varie forme di partecipazione azionaria dei dipendenti e delle azioni tra gli addetti ai lavori, la regolamentazione, l'attivismo degli azionisti, l'impatto delle acquisizioni e delle fusioni e acquisizioni sulla governance, le questioni etiche come i conflitti di interesse e l'insider trading.

COURSE AIMS

English

At the end of the course, the student should be able to:

- Acquire the fundamentals of strategic analysis (analysis of internal and external environment)
- Acquire key tools for taking strategic decisions in the current dynamic environment
- Understand how to take relevant decisions based on strategic analysis
- Know key hallmarks in corporate governance

Italiano

Alla fine del corso, lo studente dovrebbe essere in grado di:

- Acquisire i fondamenti dell'analisi strategica (analisi dell'ambiente interno ed esterno)
- Acquisire strumenti chiave per prendere decisioni strategiche nell'attuale ambiente dinamico
- Capire come prendere decisioni rilevanti sulla base di un'analisi strategica
- Conoscere le caratteristiche chiave della governance aziendale

COURSE DELIVERY

English

Lessons which take place in the classroom with front lectures, case studies, presentations and discussions. However, courses could take place online due to the covid pandemic.

Italiano

Lezioni che si svolgono in classe con lezioni frontali, casi di studio, presentazioni e discussioni. Tuttavia, i corsi potrebbero svolgersi online a causa della pandemia Covid.

LEARNING ASSESSMENT METHODS

English

Knowledge and skills provided will be verified through a written test with questions and based on class participation/presentations. The preparation will be considered adequate (with marks expressed out of thirty), if the student will demonstrate ability to synthesize, using the terminology required; whether on their own - so, without depending on the presentation of the arguments offered by the texts - will prove familiar with strategic analysis and corporate governance; whether he/she will be able to think on simple connections between various topics covered during the

course. The exam lasts 90 minutes. To pass the exam the students has to take 18/30.

Italiano

Le conoscenze e le competenze fornite saranno verificate attraverso un test scritto con domande e basato sulla partecipazione/presentazioni in classe. La preparazione sarà considerata adeguata (con punteggi espressi su trenta), se lo studente dimostrerà di saper sintetizzare, utilizzando la terminologia richiesta; se da solo - quindi, senza dipendere dalla presentazione degli argomenti offerti dai testi - dimostrerà di avere familiarità con l'analisi strategica e la corporate governance; se sarà in grado di pensare a semplici connessioni tra i vari argomenti trattati durante il corso. L'esame dura 90 minuti. Per superare l'esame gli studenti devono ottenere almeno 18/30.

PROGRAM

English

Key blocks of the course are:

- Introduction to strategic analysis
- Strategic analysis of internal and external environment
- Business strategies and models
- Corporate strategies
- Key principles in corporate governance
- Governance systems

Italiano

I blocchi chiave del corso sono:

- Introduzione all'analisi strategica
- Analisi strategica dell'ambiente interno ed esterno
- Strategie e modelli di business
- Strategie aziendali
- Principi chiave della governance aziendale
- Sistemi di governance

SUGGESTED TEXTBOOKS AND READINGS

English

Materials provided by the teacher.

Book:

Beyond Strategy: how to compete in dynamic business environments
Di GABRIELE SANTORO (Autore)
Data di pubblicazione aprile 2019
ISBN 9788892120358

Italiano

Materiali forniti dal docente.

Libro:

Beyond Strategy: how to compete in dynamic business environments
Di GABRIELE SANTORO (Autore)
Data di pubblicazione aprile 2019
ISBN 9788892120358

NOTE

English

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

Italiano

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course modules:

Corporate Governance and Business Strategy - Module: Business Strategy
Corporate Governance and Business Strategy - Module: Corporate Governance

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=t5y6

Corporate Governance and Business Strategy - Module:

Business Strategy

Corporate Governance and Business Strategy - Module: Business Strategy

Academic year:	2021/2022
Course ID:	MAN0526B
Teachers:	Gabriele Santoro (Lecturer)
Teacher contacts:	n/d, gabriele.santoro@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

English

The part on business strategy is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation. Moreover, the course deals with competitive analysis, market positioning and business model.

Italiano

La parte su business strategy è progettata per esplorare la vision, la mission di un'organizzazione, esaminare i principi, le tecniche e i modelli di analisi organizzativa e ambientale, discutere la teoria e la pratica della formulazione e dell'implementazione della strategia. Inoltre, il corso tratta l'analisi della concorrenza, il posizionamento sul mercato e il modello di business.

COURSE AIMS

English

At the end of the course, the student should be able to:

- Acquire the fundamentals of strategic analysis (analysis of internal and external environment)
- Acquire key tools for taking strategic decisions in the current dynamic environment
- Understand how to take relevant decisions based on strategic analysis

- formulate a business strategy based on a competitive analysis
- deal with business models

Italiano

Alla fine del corso, lo studente dovrebbe essere in grado di:

- Acquisire i fondamenti dell'analisi strategica (analisi dell'ambiente interno ed esterno)
- Acquisire strumenti chiave per prendere decisioni strategiche nell'attuale ambiente dinamico
- Capire come prendere decisioni rilevanti sulla base di un'analisi strategica
- formulare una strategia di business basata su un'analisi competitiva
- affrontare i modelli di business

COURSE DELIVERY

English

Lessons which take place in the classroom with front lectures, case studies, presentations and discussions. However, courses could take place online due to the covid pandemic.

Italiano

Lezioni che si svolgono in classe con lezioni frontali, casi di studio, presentazioni e discussioni. Tuttavia, i corsi potrebbero svolgersi online a causa della pandemia Covid.

LEARNING ASSESSMENT METHODS

English

Knowledge and skills provided will be verified through a written test with questions and based on class participation/presentations. The preparation will be considered adequate (with marks expressed out of thirty), if the student will demonstrate ability to synthesize, using the terminology required; whether on their own - so, without depending on the presentation of the arguments offered by the texts - will prove familiar with strategic analysis and corporate governance; whether he/she will be able to think on simple connections between various topics covered during the course. The exam lasts 90 minutes. To pass the exam the students has to take 18/30.

Italiano

Le conoscenze e le competenze fornite saranno verificate attraverso un test scritto con domande e basato sulla partecipazione/presentazioni in classe. La preparazione sarà considerata adeguata (con

punteggi espressi su trenta), se lo studente dimostrerà di saper sintetizzare, utilizzando la terminologia richiesta; se da solo - quindi, senza dipendere dalla presentazione degli argomenti offerti dai testi - dimostrerà di avere familiarità con l'analisi strategica; se sarà in grado di pensare a semplici connessioni tra i vari argomenti trattati durante il corso. L'esame dura 90 minuti. Per superare l'esame gli studenti devono ottenere almeno 18/30.

PROGRAM

English

Key blocks of the course are:

- Introduction to strategic analysis
- Strategic analysis of internal and external environment
- Business strategies and models
- Corporate strategies

Italiano

I blocchi chiave del corso sono:

- Introduzione all'analisi strategica
- Analisi strategica dell'ambiente interno ed esterno
- Strategie e modelli di business

SUGGESTED TEXTBOOKS AND READINGS

English

Materials provided by the teacher.

Book:

Beyond Strategy: how to compete in dynamic business environments
Di GABRIELE SANTORO (Autore)
Data di pubblicazione aprile 2019
ISBN 9788892120358

Italiano

Materiali forniti dal docente.

Libro:

Beyond Strategy: how to compete in dynamic business environments

Di GABRIELE SANTORO (Autore)

Data di pubblicazione aprile 2019

ISBN 9788892120358

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=8s1i

Corporate Governance and Business Strategy - Module: Corporate Governance

Corporate Governance and Business Strategy - Module: Corporate Governance

Academic year:	2021/2022
Course ID:	MAN0526A
Teachers:	Claudio Benedetto (Lecturer) Jerome Couturier (Lecturer)
Teacher contacts:	n/d, claudio.benedetto@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

English

The course emphasizes key hallmarks in strategic management/analysis and corporate governance. From one hand, the part on strategy (corporate and business) is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation. From the other hand, the part on corporate governance aims to outline the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading.

Italiano

Il corso pone l'accento sui punti chiave della gestione strategica, dell'analisi e della corporate governance. Da un lato, la parte sulla strategia (aziendale e di business) è progettata per esplorare la visione, la missione di un'organizzazione, esaminare i principi, le tecniche e i modelli di analisi organizzativa e ambientale, discutere la teoria e la pratica della formulazione e dell'implementazione della strategia. Dall'altro lato, la parte sulla corporate governance mira a delineare le forme di società, i consigli di amministrazione, la divisione della partecipazione agli utili e le varie forme di partecipazione azionaria dei dipendenti e delle azioni tra gli addetti ai lavori, la regolamentazione, l'attivismo degli azionisti, l'impatto delle acquisizioni e delle fusioni e acquisizioni sulla governance, le questioni etiche come i conflitti di interesse e l'insider trading.

COURSE AIMS

English

Corporate governance module helps to deeply realize the outcomes of corporate decisions in which many interests are involved.

It also shows an advanced understanding of the role of the board of directors in shaping the strategy of a company and protecting the interests of stakeholders. Shows an advanced understanding of the relationship between the management of a company and the objectives of the relevant stakeholders.

Italiano

COURSE DELIVERY

English

Lectures

Exercises

Simulations

Lessons which take place in the classroom with front lectures, case studies, presentations and discussions. However, courses could take place online due to the covid pandemic.

Italiano

Lezioni che si svolgono in classe con lezioni frontali, casi di studio, presentazioni e discussioni. Tuttavia, i corsi potrebbero svolgersi online a causa della pandemia Covid.

LEARNING ASSESSMENT METHODS

English

Knowledge and skills provided will be verified through a written test with questions and based on class participation/presentations. The preparation will be considered adequate (with marks expressed out of thirty), if the student will demonstrate ability to synthesize, using the terminology required; whether on their own - so, without depending on the presentation of the arguments offered by the texts - will prove familiar with strategic analysis and corporate governance; whether he/she will be able to think on simple connections between various topics covered during the course. The exam lasts 90 minutes. To pass the exam the students has to take 18/30.

Italiano

Le conoscenze e le competenze fornite saranno verificate attraverso un test scritto con domande e basato sulla partecipazione/presentazioni in classe. La preparazione sarà considerata adeguata (con punteggi espressi su trenta), se lo studente dimostrerà di saper sintetizzare, utilizzando la

terminologia richiesta; se da solo - quindi, senza dipendere dalla presentazione degli argomenti offerti dai testi - dimostrerà di avere familiarità con l'analisi strategica e la corporate governance; se sarà in grado di pensare a semplici connessioni tra i vari argomenti trattati durante il corso. L'esame dura 90 minuti. Per superare l'esame gli studenti devono ottenere almeno 18/30.

PROGRAM

English

1. Decisions: how does a company make decisions
2. Corporate Governance
3. Six principles of CG
4. Definitions of CG
5. The scope of CG
6. Differences between Governance and Management
7. The agency theory and other theories

Italiano

SUGGESTED TEXTBOOKS AND READINGS

Corporate governance: principles, policies, and practices, Bob Tricker, OXFORD EDITIONS.

NOTE

English

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

Italiano

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=yIts

Corporate Governance and Business Strategy - Module: Business Strategy

Corporate Governance and Business Strategy - Module: Business Strategy

Academic year:	2021/2022
Course ID:	MAN0526B
Teacher:	Gabriele Santoro (Lecturer)
Teacher contacts:	n/d, gabriele.santoro@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

English

The part on business strategy is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation. Moreover, the course deals with competitive analysis, market positioning and business model.

Italiano

La parte su business strategy è progettata per esplorare la vision, la mission di un'organizzazione, esaminare i principi, le tecniche e i modelli di analisi organizzativa e ambientale, discutere la teoria e la pratica della formulazione e dell'implementazione della strategia. Inoltre, il corso tratta l'analisi della concorrenza, il posizionamento sul mercato e il modello di business.

COURSE AIMS

English

At the end of the course, the student should be able to:

- Acquire the fundamentals of strategic analysis (analysis of internal and external environment)
- Acquire key tools for taking strategic decisions in the current dynamic environment

- Understand how to take relevant decisions based on strategic analysis
- formulate a business strategy based on a competitive analysis
- deal with business models

Italiano

Alla fine del corso, lo studente dovrebbe essere in grado di:

- Acquisire i fondamenti dell'analisi strategica (analisi dell'ambiente interno ed esterno)
- Acquisire strumenti chiave per prendere decisioni strategiche nell'attuale ambiente dinamico
- Capire come prendere decisioni rilevanti sulla base di un'analisi strategica
- formulare una strategia di business basata su un'analisi competitiva
- affrontare i modelli di business

COURSE DELIVERY

English

Lessons which take place in the classroom with front lectures, case studies, presentations and discussions. However, courses could take place online due to the covid pandemic.

Italiano

Lezioni che si svolgono in classe con lezioni frontali, casi di studio, presentazioni e discussioni. Tuttavia, i corsi potrebbero svolgersi online a causa della pandemia Covid.

LEARNING ASSESSMENT METHODS

English

Knowledge and skills provided will be verified through a written test with questions and based on class participation/presentations. The preparation will be considered adequate (with marks expressed out of thirty), if the student will demonstrate ability to synthesize, using the terminology required; whether on their own - so, without depending on the presentation of the arguments offered by the texts - will prove familiar with strategic analysis and corporate governance; whether he/she will be able to think on simple connections between various topics covered during the course. The exam lasts 90 minutes. To pass the exam the students has to take 18/30.

Italiano

Le conoscenze e le competenze fornite saranno verificate attraverso un test scritto con domande e basato sulla partecipazione/presentazioni in classe. La preparazione sarà considerata adeguata (con punteggi espressi su trenta), se lo studente dimostrerà di saper sintetizzare, utilizzando la terminologia richiesta; se da solo - quindi, senza dipendere dalla presentazione degli argomenti offerti dai testi - dimostrerà di avere familiarità con l'analisi strategica; se sarà in grado di pensare a semplici connessioni tra i vari argomenti trattati durante il corso. L'esame dura 90 minuti. Per superare l'esame gli studenti devono ottenere almeno 18/30.

PROGRAM

English

Key blocks of the course are:

- Introduction to strategic analysis
- Strategic analysis of internal and external environment
- Business strategies and models
- Corporate strategies

Italiano

I blocchi chiave del corso sono:

- Introduzione all'analisi strategica
- Analisi strategica dell'ambiente interno ed esterno
- Strategie e modelli di business

SUGGESTED TEXTBOOKS AND READINGS

English

Materials provided by the teacher.

Book:

Beyond Strategy: how to compete in dynamic business environments
Di GABRIELE SANTORO (Autore)
Data di pubblicazione aprile 2019
ISBN 9788892120358

Italiano

Materiali forniti dal docente.

Libro:

Beyond Strategy: how to compete in dynamic business environments

Di GABRIELE SANTORO (Autore)

Data di pubblicazione aprile 2019

ISBN 9788892120358

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=8s1i

Corporate Governance and Business Strategy - Module: Corporate Governance

Corporate Governance and Business Strategy - Module: Corporate Governance

Academic year:	2021/2022
Course ID:	MAN0526A
Teacher:	Claudio Benedetto (Lecturer) Jerome Couturier (Lecturer)
Teacher contacts:	n/d, claudio.benedetto@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

English

The course emphasizes key hallmarks in strategic management/analysis and corporate governance. From one hand, the part on strategy (corporate and business) is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation. From the other hand, the part on corporate governance aims to outline the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading.

Italiano

Il corso pone l'accento sui punti chiave della gestione strategica, dell'analisi e della corporate governance. Da un lato, la parte sulla strategia (aziendale e di business) è progettata per esplorare la visione, la missione di un'organizzazione, esaminare i principi, le tecniche e i modelli di analisi organizzativa e ambientale, discutere la teoria e la pratica della formulazione e dell'implementazione della strategia. Dall'altro lato, la parte sulla corporate governance mira a delineare le forme di società, i consigli di amministrazione, la divisione della partecipazione agli utili e le varie forme di partecipazione azionaria dei dipendenti e delle azioni tra gli addetti ai lavori, la regolamentazione, l'attivismo degli azionisti, l'impatto delle acquisizioni e delle fusioni e acquisizioni sulla governance, le questioni etiche come i conflitti di interesse e l'insider trading.

COURSE AIMS

English

Corporate governance module helps to deeply realize the outcomes of corporate decisions in which many interests are involved.

It also shows an advanced understanding of the role of the board of directors in shaping the strategy of a company and protecting the interests of stakeholders. Shows an advanced understanding of the relationship between the management of a company and the objectives of the relevant stakeholders.

Italiano

COURSE DELIVERY

English

Lectures

Exercises

Simulations

Lessons which take place in the classroom with front lectures, case studies, presentations and discussions. However, courses could take place online due to the covid pandemic.

Italiano

Lezioni che si svolgono in classe con lezioni frontali, casi di studio, presentazioni e discussioni. Tuttavia, i corsi potrebbero svolgersi online a causa della pandemia Covid.

LEARNING ASSESSMENT METHODS

English

Knowledge and skills provided will be verified through a written test with questions and based on class participation/presentations. The preparation will be considered adequate (with marks expressed out of thirty), if the student will demonstrate ability to synthesize, using the terminology required; whether on their own - so, without depending on the presentation of the arguments offered by the texts - will prove familiar with strategic analysis and corporate governance; whether he/she will be able to think on simple connections between various topics covered during the course. The exam lasts 90 minutes. To pass the exam the students has to take 18/30.

Italiano

Le conoscenze e le competenze fornite saranno verificate attraverso un test scritto con domande e basato sulla partecipazione/presentazioni in classe. La preparazione sarà considerata adeguata (con punteggi espressi su trenta), se lo studente dimostrerà di saper sintetizzare, utilizzando la

terminologia richiesta; se da solo - quindi, senza dipendere dalla presentazione degli argomenti offerti dai testi - dimostrerà di avere familiarità con l'analisi strategica e la corporate governance; se sarà in grado di pensare a semplici connessioni tra i vari argomenti trattati durante il corso. L'esame dura 90 minuti. Per superare l'esame gli studenti devono ottenere almeno 18/30.

PROGRAM

English

1. Decisions: how does a company make decisions
2. Corporate Governance
3. Six principles of CG
4. Definitions of CG
5. The scope of CG
6. Differences between Governance and Management
7. The agency theory and other theories

Italiano

SUGGESTED TEXTBOOKS AND READINGS

Corporate governance: principles, policies, and practices, Bob Tricker, OXFORD EDITIONS.

NOTE

English

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

Italiano

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=yIts

Derivatives

Derivatives

Academic year:	2021/2022
Course ID:	MAN0525
Teacher:	Eleonora Isaia (Lecturer) Prof. Massimo Giorgini (Lecturer)
Teacher contacts:	011 6706042, eleonora.isaia@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

PREREQUISITES

Advanced Capital Markets must be successfully completed

COURSE OBJECTIVES

The course is designed for students interested in a career in financial markets. The purpose of the course is to teach students how to interpret and value the wide variety of derivatives products available for trading, including futures, options and forward contracts on equities interest rates and indices. These instruments have become extremely popular investment tools over the past several decades, as they are used by investors to hedge or increase the exposure to risks associated with changes in interest rates, exchange rates, stock prices, commodity prices, etc. The course shows how derivatives are used to achieve various hedging and speculating objectives, and introduces a basic framework for pricing derivatives.

The course will address the following topics: mechanics and hedging strategies of futures markets, determination of forward and futures prices, mechanics of options markets, properties of stock options and options trading strategies, options valuation, options sensitivity (Greeks), volatility smiles.

COURSE AIMS

Students should demonstrate knowledge and understanding of how derivatives markets work. Learning should be 'critical' and active class participation is required. Students should have a good knowledge of basic finance concepts including risk and return, arbitrage, efficient markets, stock exchanges, stocks and bonds trading. Basic knowledge of statistics help.

COURSE DELIVERY

The course is developed in 35 hours of lessons of theory complemented by exercises and discussion on real cases. Software for derivative pricing (DERIVAGEM and others) is part of the program, spreadsheets discussed in class will be made available on the class website.

LEARNING ASSESSMENT METHODS

The assessment method consists in a written examination. Students will have 1 hour of time. Questions will consist in questions based on theory as well quantitative exercises. The questions will be similar to the problems discussed in class.

SUPPORT ACTIVITIES

The lecturer suggests and provides students with interesting and recent articles, going beyond the simple program of the course. Where possible, information providers will be used to observe derivatives markets in real-time and how asset prices change when additional information flows to market participants.

TA support is also provided.

PROGRAM

- Introduction
- Mechanics of futures markets
- Hedging strategies using futures
- Determination of forward and futures prices
- Securitization and the credit crisis of 2007
- Mechanics of options markets
- Properties of stock options
- Trading strategies using options
- Valuing stock options: the Black-Sholes-Merton model
- The Greek letters
- Volatility smiles
- Exotic options and other non-standard products
- Credit derivatives
- Swaps_Interest rate swaps
- Interest rate options
- Interest rate futures

SUGGESTED TEXTBOOKS AND READINGS

John C. Hull, "Fundamentals of Futures and Options Markets," Global (8th) Edition, Pearson
Additional documentation will be provided by the Professors during the course

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=4y3y

Digital Transformation

Digital Transformation

Academic year:	2021/2022
Course ID:	MAN0527
Teacher:	Gabriele Santoro (Lecturer)
Teacher contacts:	n/d, gabriele.santoro@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

English

The course is designed to:

- explore the tools implemented to pursue a digital transformation strategy by organizations.
- highlight the organizational goals and objectives related to a digital transformation journey.
- understand what are the skills and competences needed to embrace a digital transformation process.
- understand what are the impacts of digital transformation strategies on business models.

Italiano

Il corso è stato progettato per:

- esplorare gli strumenti implementati per perseguire una strategia di trasformazione digitale da parte delle organizzazioni.
- evidenziare le finalità e gli obiettivi organizzativi legati a un percorso di trasformazione digitale.
- capire quali sono le capacità e le competenze necessarie per abbracciare un processo di trasformazione digitale.

- capire quali sono gli impatti delle strategie di trasformazione digitale sui modelli di business.

COURSE AIMS

English

At the end of the course, the student should be able to:

- Acquire the fundamentals of digital transformation (what are the key tools and practices)
- Manage a digital transformation process.
- Understand how digital transformation affects industries, competition and business models.

Italiano

Alla fine del corso, lo studente dovrebbe essere in grado di:

- Acquisire i fondamenti della trasformazione digitale (quali sono gli strumenti e le pratiche chiave)
- Gestire un processo di trasformazione digitale.
- Comprendere come la trasformazione digitale influisce sulle industrie, sulla concorrenza e sui modelli di business.

COURSE DELIVERY

English

Lectures are usually front lectures which take place in the classroom with theoretical lectures, case studies, presentations and discussions. However, due to the covid pandemic lectures could take place online.

Italiano

Il corso è organizzato con lezioni frontali, casi di studio, esercitazioni, presentazioni e discussioni. Per via della pandemia covid, le lezioni potranno essere online.

LEARNING ASSESSMENT METHODS

English

Knowledge and skills will be verified through a written test with questions and based on class participation/presentations. The preparation will be considered adequate (with marks expressed out of thirty), if the student will demonstrate ability to synthesize, using the terminology required; whether on their own will prove familiar with digital transformation; whether he/she will be able to

think on simple connections between various topics covered during the course. The exam lasts 90 minutes. To pass the exam the students has to take 18/30.

Italiano

Le conoscenze e le competenze saranno verificate attraverso un test scritto con domande e basato sulla partecipazione/presentazioni in classe. La preparazione sarà considerata adeguata (con punteggi espressi su trenta), se lo studente dimostrerà di saper sintetizzare, utilizzando la terminologia richiesta; se da solo dimostrerà di avere familiarità con la trasformazione digitale; se sarà in grado di pensare a semplici connessioni tra i vari argomenti trattati durante il corso. L'esame dura 90 minuti. Per superare l'esame gli studenti devono ottenere almeno 18/30.

PROGRAM

English

- Introduction to digital transformation
- Managing a digital strategy
- Tools and practices for embracing a digital transformation journey
- The role of culture, leadership and human resource management in digital transformation processes
- Digital business models

Italiano

- Introduzione alla trasformazione digitale
- Gestire una strategia digitale
- Strumenti e pratiche per abbracciare un percorso di trasformazione digitale
- Il ruolo della cultura, della leadership e della gestione delle risorse umane nei processi di trasformazione digitale
- Modelli di business digitali

SUGGESTED TEXTBOOKS AND READINGS

English

BOOK:

Title: Digital Transformation Management for Agile Organizations: A Compass to Sail the Digital World

Authors: Bresciani, Ferraris, Romano, Santoro

Materials provided by the teacher.

Italiano

LIBRO:

Title: Digital Transformation Management for Agile Organizations: A Compass to Sail the Digital World

Authors: Bresciani, Ferraris, Romano, Santoro

Materiali forniti dal docente.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=4dro

Entrepreneurship

Entrepreneurship

Academic year:	2021/2022
Course ID:	MAN0308
Teacher:	Rebecca Pera (Lecturer)
Teacher contacts:	n/d, rebecca.pera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Practice test

COURSE OBJECTIVES

English

This module will develop enterprising thinking within our students. We will learn how to look at challenges with a view to not only overcoming them, but also how to exploit the potential opportunities they offer. We will develop a questioning approach to the information that we are given, to be inquisitive, opportunistic and challenging of traditional ways of thinking. We will also explore different ways of knowledge\product creation.

We will achieve these objectives in a number of practical ways. The module will be workshop-based and activity-driven with less emphasis on formal lectures. Students will use case studies, practical exercises and group activities to develop their skills and we will develop their learning through discussion, presentations and self-assessment tools.

This module will also offer a framework to support the learner in successfully assimilating the personal, academic and professional skills required to be effective in the field of business. Academic development will be enhanced in the areas of referencing, research skills, essays and report writing, and presentation skills. Transferable employability skills will be developed via group interaction, teamwork and individual exercises.

Italiano

Il presente corso di "Entrepreneurship" si pone l'obiettivo di stimolare un pensiero critico nello studente e\o futuro imprenditore, colui che sarà incoraggiato ad essere curioso ed a cogliere le numerose opportunità\sfide del mondo reale.

Pertanto, il corso propone un approccio innovativo che combina la teoria con la pratica. Difatti, Lo sviluppo accademico sarà potenziato da attività pratiche come seminari, invitati guest speakers e

discussi casi studio. In aggiunta, lo studente sarà invitato a svolgere delle attività di gruppo per sviluppare una capacità di apprendimento attraverso discussioni, presentazioni e strumenti di autovalutazione.

COURSE AIMS

english

At the end of this module the student will be able to:

- L1. Explain the meaning of enterprise and entrepreneurship using examples.
- L2. Apply a variety of approaches to solving problems in both team and individual situations.
- L3. Describe the enterprising citizen and recognise examples of personal enterprising behaviour.
- L4. Identify and discuss examples of entrepreneurial behaviour in organisations.
- L5. Demonstrate a range of academic and professional skills required for successful employment in the field of business.

italiano

Alla fine di questo corso lo studente sarà in grado di:

- L1. Spiegare il significato di impresa e imprenditorialità.
- L2. Applicare una varietà di approcci per risolvere i problemi sia come singolo sia come gruppo.
- L3. Sviluppare un pensiero critico
- L4. Identificare e discutere esempi di comportamento imprenditoriale nelle organizzazioni.
- L5. Dimostrare un miglioramento o acquisendo nuove competenze utili per il mondo del lavoro.

COURSE DELIVERY

english

The module combines theoretical frameworks, practicalities and experience the realities of Entrepreneurialism. The module offers different activities such as workshops, guest speakers, etc. In addition to this, access to expertise from a variety of academic staff, entrepreneurs, and support agencies will provide the opportunity to learn and put into practice digital and entrepreneurial skills.

Attendance to both the lecture and the group session is compulsory, if you want to be undertake the exam for attendees.

Moreover, due to the current situation stem from COVID - 19, the lectures can be delivered by a hybrid mode which calls for a mix of traditional face to face classed accompanied by web-based online learning (id est online lectures by the Webex platform and\or recorded lectures released on the Moodle platform).

italiano

Il modulo combina framework teorici con realtà imprenditoriali. Lo sviluppo accademico sarà potenziato da attività pratiche come seminari, invitati guest speakers e discussi casi studio.

La frequenza alla lezione ed alle attività pratiche di gruppo è obbligatoria, se si desidera sostenere l'esame come frequentanti.

Inoltre, a causa dell'attuale situazione COVID - 19, le lezioni potranno essere erogate in modalità ibrida che richiede un mix di lezioni in aula ed online. Queste ultime saranno erogate attraverso la piattaforma Webex oppure registrate e rilasciate sulla piattaforma Moodle.

LEARNING ASSESSMENT METHODS

english

RELEVANT NOTE: Due to the current situation, the exam will be delivered in the oral form by the webex platform until September 2020. Each student who has registered for undertaking the exam will be informed about the details of the webex meeting via email. For further queries, please email Prof.ssa Scuotto at veronica.scuotto@unito.it

For the academic year 2020\2021, the exam will be structured in a mix method form for attendees which requests: 1. the development of a group project; 2. a brief oral exam.

Assessment Outcome Grids - For attendees

Assessment Category 1	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours
Group Presentation						60	0

Assessment Category 2	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours
Learning Outcome (Footnote B.)							

Ongoing assessment						40	0
Combined Total For All Assignment Categories	100%	0 hours					

N.B. It is important to remember that the unlicensed use or copying of another person's work is not permissible. Such attempts at plagiarism may result in disciplinary procedures being taken against you.

Especially, the exam is divided in two types of assessments:

Assessment Category 1

Entrepreneurial Thinking - Group presentation (60%)

Assignment 1 (Group) worth 60%

Part 1 - Select a Small to Medium Enterprise (SME) of your choosing and appraise the nature of the contribution that SMEs in general make to the Italian economy, highlighting the specific contribution made by your chosen enterprise.

Part 2 - Map your chosen enterprise against the Business Model Canvas, identify the specific challenges which they face, and suggest possible solutions to these challenges. Apply and demonstrate your critical entrepreneurial thinking and validate your solution with supporting evidence e.g. videos, articles etc. Demonstrate your research skills by drawing on evidence to support your case.

This assignment calls for your group (e.g. min. 3; max. 5 people) to appraise the nature of the contribution that SMEs make to the Italian economy, to identify the challenges faced by a specific case study organisation and to offer solutions to those challenges. This will involve developing original and creative responses to the identified challenges that the case-study firm faces.

The assignment will take the form of a group oral presentation and students should employ the Business Model Canvas to demonstrate knowledge and experience acquired from the module in solving business problems.

Group Work

One of the objectives of group work is that you learn to work as part of a team and to resolve conflict and differences in opinion. It is inevitable that some groups will find working together difficult but it is the responsibility of each member to try to resolve tensions.

Once the groups are selected it will NOT be possible to move to another. Therefore, think very carefully before agreeing to join a particular group.

Each member of the team/group will make a full contribution to the final output of the group. Freeloading (i.e. letting others do all the work) will be heavily penalised. To reduce the risk of this occurring each student will keep a weekly record of their dealings with other group members noting

any contentious issue that arose and how the group was able to resolve it.

Assessment Category 2

Entrepreneurial Thinking - Individual exam\ ongoing assessment(40%)

Assessment 2 (Individual): worth 40%

Each student will be evaluated during the class for his\her interactions, committment in working in a group, level of enegagement with the topic.

FOR NOT ATTENDEES

The exam is written and it is composed of 5 open questions to be completed in 50 minutes.

Although, due to the COVID - 19, for not attendees the exam will be oral test.

Didactic Material:

Scuotto V., Murray A., 2018, Effectiveness of Internal Entrepreneurship Education Ecosystem on forming a new entrepreneurial mind-set, Book Chapter 3 - 'Experiential Learning for Entrepreneurship' Palgrave.

Carter and Evans (2012). Enterprises and Small Business, Pearson Education Limited.

ICT Adoption for Knowledge Management: Opportunities for SMEs by Scuotto

https://www.publicationsales.com/store/p29/ICT_Adoption_for_Knowledge_Management%3A_Opportunities_for_SMEs.html

PROGRAM

english

Traditional business programmes focus on preparing students for the world of employment. The present module entitled Entrepreneurship recognises that there are alternative, equally valid and rewarding futures available to our graduates. One of these is self-employment. Starting an enterprise requires qualities which in some ways are different from those demanded of an employee. This module examines 'entrepreneurialness' from a number of perspectives; we look at enterprise in the modern business world in the context of organisations, self-employment and crucially enterprise within ourselves. We will learn about creativity, innovation, goal directed behaviour and risk-taking and discover that we already display many of these qualities. Alongside, we will also learn how an entrepreneur manages the knowledge circulator within and outside his\her business.

The content of the program includes:

Session	Lecture	Tutorial	Note.
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	Introduction to Enterprise and Entrepreneurship	Group work	The program could be slightly changed
	Theory of Entrepreneurship	Group work	
	Creativity and Innovation	Group work	
	Intrapreneurship	Group work	
	Knowledge Management	Group work	
	Business Entrepreneurship	Group work	
	Business Model Canvas	Business Model Canvas workshop	
	Technology Entrepreneurship	Guest Speaker	
	Social Entrepreneurship	Group work	
	Family business	Group work/ Guest Speaker	
	Sum Up	Sum UP	
	Group Assignment	Group Presentation	

according to the level of the knowledge of the students.

italiano

I programmi aziendali tradizionali si concentrano sulla preparazione degli studenti al mondo del lavoro. Il presente corso di "entrepreneurship" riconosce che ci sono futuri alternativi, ugualmente validi e gratificanti disponibili per i nostri laureati. Uno di questi è il lavoro autonomo. L'avvio di un'impresa richiede qualità che sono in qualche modo diverse da quelle richieste ad un dipendente. Questo modulo esamina l'imprenditorialità da una serie di prospettive da una visione generale dell'imprenditore e delle sue caratteristiche ad una mirata alle diverse forme di business.

Impareremo a conoscere creatività, innovazione, comportamento orientato agli obiettivi e assunzione di rischi e scopriremo che, forse, già si possiedono alcune di queste caratteristiche. In aggiunta, verrà discusso il ruolo della conoscenza nel contesto imprenditoriale.

SUGGESTED TEXTBOOKS AND READINGS

English

Scuotto V., Murray A., 2018, Effectiveness of Internal Entrepreneurship Education Ecosystem on forming a new entrepreneurial mind-set, Book Chapter 3 - 'Experiential Learning for Entrepreneurship' Palgrave.

Carter and Evans (2012). Enterprises and Small Business, Pearson Education Limited.

ICT Adoption for Knowledge Management: Opportunities for SMEs by Scuotto

https://www.publicationsales.com/store/p29/ICT_Adoption_for_Knowledge_Management%3A_Opportunities_for_SMEs.html

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=e90j

International Gaap and Financial Statement Analysis

International Gaap and Financial Statement Analysis

Academic year:	2021/2022
Course ID:	MAN0521
Teacher:	Donatella Busso (Lecturer) Rezarta Shkurti (Lecturer)
Teacher contacts:	011-6706028, donatella.busso@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	10
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

PREREQUISITES

Basics of financial statements and double entry.

COURSE OBJECTIVES

english

The main objective of this course is to give students a critical understanding of financial statements prepared in an international environment. In particular, the first part is dedicated at introducing the IFRS, used by many companies all over the world in preparing separate and consolidated financial statements. Students will be able to understand how IFRSs work, how transactions made by companies are depicted in financial statements and how investors read and interpret financial statements. In the second part of this module, concerning the Financial Statement Analysis, students will be able to understand the basics of analysis, and to read the main indicators of performance found in the financial statements. They should be able to identify the main strengths and weaknesses of the activity and performance of companies and pinpoint useful recommendations about the activity on the future. A special focus will be on assessing the probable future performance of the companies. Traditional financial ratios will be introduced along with other alternative performance measures as they are emerging in recent developments. Therefore, students will be able to work for preparers and investors.

italiano

Il principale obiettivo del corso è fornire agli studenti una conoscenza critica dei bilanci preparati in un contesto internazionali. La prima parte del corso è dedicata agli IFRS, standard contabili utilizzati da molte società in tutto il mondo per la preparazione dei bilanci separati e consolidati. Gli studenti saranno in grado di comprendere i meccanismi di funzionamento degli IFRS, come le transazioni delle società e dei gruppi sono rappresentate nei bilanci e come gli investitori leggono e interpretano i bilanci. Nella seconda parte del corso, gli studenti saranno in grado di comprendere gli elementi

fondamenti dell'analisi di bilancio e leggere i principali indicatori di performance. Gli studenti saranno in grado di identificare i principali elementi di forza e di debolezza dell'attività e delle performance delle società e di individuare utili suggerimenti per lo svolgimento dell'attività nel futuro. Uno speciale focus è dedicato all'analisi delle probabili future performance delle società, utilizzando indicatori tradizionali, ma anche indicatori alternativi di performance.

Pertanto, gli studenti saranno in grado di lavorare sia per le imprese (preparers) sia per gli investitori.

COURSE AIMS

english

- Be able to identify the consequences of the main economic decisions on the financial statements.
- Know how to interpret IFRS financial information published by groups.
- Develop a critical mind as a preparer and user of financial statements: understand the impact of management estimates on the financial statements, identify earnings management practices and areas of risk.
- Recognize the main items of Financial Statements that may impact the future cash flows of the company.
- Be able to analyze inventory, receivables and payables related to trading cycle and that may impact short term liquidity abilities.
- Understand the main features of Insurance contracts to the extent it impacts the performance of companies and that it helps to understand the future perspective.
- Be able to perform a basic vertical and horizontal analysis of Financial Statements
- Be able to calculate and interpret the most common financial ratios, such as liquidity ratios, debt ratios and profitability indicators.
- Organize an opinion as to how the company is performing, regarding an overall assessment based on all financial ratios, either traditional or alternative measures.
- Assess the probable future performance of the company and its perspective.

In order to obtain these goals, traditional teaching methods (lessons, exercises and cases) are utilized together with group or individual assignments. Moreover, a problem solving approach is utilized (for example, students are asked to identify the effects of various solutions in different complex situations).

A complex learning approach is utilized and students are asked to have a personal involvement and a critical approach to manage complex situations.

Ability to handle and communicate useful information related to IFRSs is obtained thanks to written and oral assignments.

italiano

- Essere in grado di identificare le principali conseguenze delle più importanti economiche decisioni delle società/gruppi sui bilanci.
- Sapere come interpretare le informazioni finanziarie preparate in conformità agli IFRS pubblicate dai gruppi.
- Sviluppare una forma mentis critica come preparer e come utilizzatori dei bilanci: comprendere l'impatto delle stime del management, identificando le pratiche di earnings management e aree di rischio.
- Individuare i principali elementi del bilancio che possono avere un impatto sui flussi finanziari futuri della società
- Essere in grado di analizzare magazzino, crediti e debiti commerciali che possono impattare sulla liquidità di breve periodo

- Comprendere i principali aspetti dei contratti assicurativi nella misura in cui possono impattare le performance delle società
- Essere in grado di effettuare un'analisi orizzontale e verticale dei bilanci.
- Essere in grado di calcolare e interpretare gli indici finanziari più comuni, quali indici di liquidità, di sostenibilità finanziaria e indicatori di redditività.
- Organizzare un parere sulla performance dell'impresa, basandosi su una valutazione complessiva degli indicatori finanziari.
- Valutare le probabili future performance delle società e le sue prospettive.

Per ottenere questi obiettivi, saranno utilizzati metodi didattici tradizionali (lezioni, esercitazioni, casi) nonché lavori di gruppo o individuali. Inoltre, verrà utilizzato un approccio problem solving (ad esempio, agli studenti verrà richiesto di identificare gli effetti di differenti soluzioni in situazioni complesse). Un approccio complex learning è utilizzato e agli studenti verrà richiesto un coinvolgimento personale ed un approccio critico per gestire situazioni complesse.

L'abilità a gestire e comunicare informazioni utili relativamente agli IFRS è ottenuta attraverso lavori scritti e orali

COURSE DELIVERY

english

The course is articulated in 70 hours of formal in-class lecture time. During the in-class lecture time, we analyze the accounting for the most important transactions under IFRSs, discuss cases and solve exercises. Moreover, students can use some questionnaires to verify their learning. At the beginning of the course, consolidated financial statements are assigned to the students: they have to analyze them and to orally discuss IFRS application (first part of the course) and financial statement analysis (second part of the course).

italiano

Il corso è articolato in 70 ore di lezioni frontali. Durante le ore di lezione, sarà analizzata la rappresentazione nel bilancio IFRS per le più importanti transazioni delle società, saranno discussi casi e risolti esercizi. Inoltre, gli studenti potranno utilizzare alcuni questionari per verificare il loro apprendimento. All'inizio del corso, verrà assegnato agli studenti (in gruppo o individualmente) un bilancio consolidato: gli studenti dovranno analizzarlo e discuterlo oralmente, sia con riferimento all'applicazione degli IFRS (prima parte del corso) e analisi di bilancio (seconda parte del corso).

LEARNING ASSESSMENT METHODS

english

The exam consists of:

First part (50% of the final grade)

- A written examination on the topics of the first part of the course (weight 60%). The written examination is composed of some parts of financial statements to be commented and exercises where students are identify the effects of transanctions performed by a group. The duration of the written examination is 1,5 hours maximum;
- An individual or group assignment on the interpretation of IFRS financial statements. The output consists of a powerpoint presentation to be orally presented (weight 40%). The procedure regarding the assignment will be issued at the beginning of the course and set out on Moodle.

Second part (50% of the final grade)

- 60% of the final grade consists of a written examination containing multiple choice questions and exercises regarding calculation interpretation and analysis of various situations. A mock exam will be provided for the students prior to final exam
- 40% of the grade relates to the preparation and calculation of a thorough analysis of financial statements with which students will work during the hours of the course. They may work individually or organized in groups; they will analyze full Financial Statements and Annual Reports as directed and instructed by the instructors. Their findings and analysis will be presented by each group.

Italiano

L'esame è così strutturato:

Prima parte (50% del voto finale)

- Esame scritto sugli argomenti della prima parte del corso (peso 60%). L'esame scritto consiste in alcune parti di bilanci reali da commentare e esercizi da svolgere. La durata dell'esame scritto è 1,5 ore;
- Analisi (di gruppo o individuale) sull'utilizzo degli IFRS da parte di un gruppo. L'output consiste in una presentazione powerpoint da discutere oralmente (peso 40%). Le modalità relative all'assegnazione dei bilanci sarà comunicata all'inizio del corso tramite Moodle.

Seconda parte (50% del voto finale)

- Esame scritto contenente domande a risposta multipla e esercizi relativi al calcolo e all'interpretazione e analisi di diverse situazioni (peso 60%). Prima dell'esame sarà reso disponibile un mock exam.
- Analisi di bilancio approfondita di un bilancio cui gli studenti lavoreranno durante il corso (peso 40%). Il lavoro può essere svolto in gruppo o individualmente, sotto la supervisione del docente. I risultati dell'analisi saranno discussi oralmente.

SUPPORT ACTIVITIES

english

Homework sets will be assigned, and their solution will be discussed in class and posted on Moodle. Exercises with the tutor. Forum and online questionnaires are used to support students.

italiano

Saranno assegnati lavori da svolgere al di fuori delle ore di lezione, le cui soluzioni saranno discusse in aula e pubblicate su moodle. Esercitazioni con il tutor. Forum e questionari online a supporto degli studenti.

PROGRAM

english

The course is divided into two parts:

First part: Financial statements under IFRS (35 hours)

- Introduction to international financial reporting
- The IASB conceptual framework and accounting theory
- Fair values, value in use and fulfilment value

- Presentation and disclosure in published financial statements (IAS 1)
- Fixed (non-current) tangible assets (IAS 16, IAS 20, IAS 23, IAS 40)
- Intangible assets (IAS 38)
- Impairment (IAS 36) and disposal of assets (IFRS 5)
- Leases (IFRS 16)
- Accounting for financial instruments (IFRS 9, IAS 32): summary
- Revenue (IFRS 15)
- Provisions, contingent liabilities and contingent assets (IAS 37)
- Income taxes (IAS 12): summary
- Employee benefits (IAS 19) and share-based payment (IFRS 2): summary
- Disclosure issues
- Business combinations (IFRS 3)
- Consolidated financial statements (IFRS 10)
- Accounting for associates (IAS 28), joint arrangements (IFRS 11) and related party disclosures: summary
- Foreign currency translation (IAS 21): summary

Second part: Financial statement analysis (35 hours)

- Inventories (IAS 2)
- Insurance Contracts (IFRS 4)
- Statement of Cash flows (IAS 7)
- Introduction to interpretation of financial statements
- Interpretation of financial statements
- Accounting Analysis, earnings management and other accounting cosmetics
- Techniques of financial analysis
- Assessing future perspective performance of companies
- Key Performance Indicators and Alternative Performance Measures

italiano

Il corso è suddiviso in due parti:

Prima parte: Il bilancio secondo gli IFRS (35 ore)

- Introduzione al bilancio secondo i principi contabili internazionali
- Lo IASB e il conceptual framework e l'accounting theory sottostante
- Fair value, value in use e fulfilment value
- Presentazione e informazioni nei bilanci pubblicati (IAS 1)
- Attività tangibili (IAS 16, IAS 20, IAS 23, IAS 40)
- Attività immateriali (IAS 38)
- Impairment (IAS 36) e attività destinate a cessare (IFRS 5)
- Leases (IFRS 16)
- Contabilizzazione degli strumenti finanziari (IFRS 9, IAS 32): summary
- Ricavi (IFRS 15)
- Accantonamenti, passività e attività potenziali (IAS 37)
- Imposte sul reddito (IAS 12): cenni
- Benefici ai dipendenti (IAS 19) e pagamenti (IFRS 2): summary
- Temi legati alla nota integrativa
- Business combinations (IFRS 3)
- Bilancio consolidato (IFRS 10)
- Contabilizzazione delle collegate (IAS 28), accordi a controllo congiunto (IFRS 11) e parti correlate: cenni
- Traduzione delle operazioni in valuta estera (IAS 21): cenni

Seconda parte: Analisi di bilancio (35 ore)

- Magazzino (IAS 2)
- Contratti di assicurazione (IFRS 4)
- Rendiconto finanziario (IAS 7)
- Introduzione all'analisi di bilancio
- Analisi di bilancio
- Accounting Analysis, earnings management e altre politiche di bilancio
- Tecniche di analisi finanziarie
- Valutare le prospettive di performance future delle società
- Key Performance Indicators e Alternative Performance Measures

SUGGESTED TEXTBOOKS AND READINGS

english

Slides, exercises, cases and excel file to facilitate computations available on Moodle for both first and second part:

Textbook:

- First part: David Alexander et al, 8th Edition, Cengage, 2020 - Part 1 (only ch. 1, 4, 7, 8) - Part 2 (except chapters 16, 22, 23) - Part 3
- Second part: David Alexander et al, 8th Edition, Cengage, 2020 - Part 2 (chapters 16, 22, 23) - Part 4.

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Slide, esercizi e casi disponibili su Moodle sia per la prima sia per la seconda parte del corso.

Libro di testo:

David Alexander, Ann Jorissen, Martin Hoogendoorn, Carien van Mourik, Collette Kirwan, International Financial Reporting & Analysis, 8th Edition, Cengage, 2020

NOTE

ENGLISH

The first part of the course (prof. Donatella Busso) will be held 100% onsite. Please note that due to the health emergency, the number of students allowed in class is limited. For this reason and in order to allow students do not want to attend in-class lectures, all lessons will be livestreamed on WebEx.

The second part of the course (prof. Rezarta Skhurti) will be held, for the first week, only through WebEx. Then lectures will be held 100% onsite and, in the meantime, livestreamed on WebEx.

Information to access the virtual room is available on Moodle. Moreover lectures will be recorded the lessons and made available to students on Moodle for at least 7 days.

Information to students allowed to attend lectures onsite is provided by Master's staff.

The teaching activities modalities may vary according to the limitations imposed by the current

health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=oygl

International Law and Taxation (on-line) - Integrated course

International Law and Taxation (on-line) - Integrated course

Academic year:	2021/2022
Course ID:	MAN0547
Teacher:	Mario Grandinetti (Lecturer)
Teacher contacts:	0116706110, mario.grandinetti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	10
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course modules:

International Law and Taxation (on-line) - Modulo International Contracts and Corporate Law (on-line)

International Law and Taxation (on-line) - Modulo International Law and Taxation (on-line)

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=ev6d

International Law and Taxation (on-line) - Modulo International Contracts and Corporate Law (on-line)

International Law and Taxation (on-line) - Modulo International Contracts and Corporate Law (on-line)

Academic year:	2021/2022
Course ID:	MAN0547B
Teacher:	
Teacher contacts:	
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Oral

PREREQUISITES

The fundamental concepts of private and company law must be known

PROPEDEUTIC FOR

It is not preparatory to other examinations

COURSE OBJECTIVES

The course aims to provide the basic notions of comparative company law and international contract law.

COURSE AIMS

Students will learn comparative techniques and be able to make proper comparisons between different legislations at European level and will be able to understand and interpret the key clauses of international contracts.

COURSE DELIVERY

The course will consist of lectures and exercises on case law cases

LEARNING ASSESSMENT METHODS

The vote will be based on intermediate tests and a final examination.

Due to current circumstances, the exams will take place on-line, on the platform Webex. They will consist of oral interviews with open-ended questions.

On Moodle it is possible to find the Additional Data Protection Statement according to art. 13 EU Regulation 679/2016 for Remote Examinations.

Additional recommendations for Students

- Check your institutional e-mail address, on which the Professor will send to you all the communication about the exams.
- Be collaborative: cancel your registration from Esse3 if you do not intend or you can no longer take the exams.
- If Esse3 no longer allows you to unsubscribe, immediately notify the Professor – by e-mail – of your intention not to take part in the exams.
- Please, students attendance to the oral examinations shall be on time.
- Please, read the Data Protection Statement available on Moodle.
- Read carefully the University Code of Ethics (available at https://www.unito.it/sites/default/files/allegati/01-08-2014/cod_etico_comunita_universitaria.pdf) in whose moral principles – above all in current situation, in which the methods of examination that we will adopt make you more responsible – we are all sure that you recognize yourselves. You are men and women who will soon find a place in the world of work: we, as Professors, have faith in your human qualities and we appeal to those.

However, the risk that meritocratic principles will be polluted by inappropriate behaviors is immanent and it is for this reason that each Professor will continue, with even greater strictness, to supervise the performance of the oral and written exams, thanks to the inferential analysis tools of numerous data available to us and anti-plagiarism and anti-copy software, to avoid that the respect for merit is a prerogative for few.

In addition to being morally reprehensible, such behaviors are unlawful and they will be punished in the ways and with the administrative sanctions provided by the Regulation on Proceedings and disciplinary sanctions against students

(https://www.sme.unito.it/sites/u005/files/allegatiparagrafo/20-07-2016/regolamento_sanzioni_disciplinari_scuola_di_management_ed_economia_0.pdf).

SUPPORT ACTIVITIES

Exercises on case law are planned.

PROGRAM

Comparative Company Law

1. What Is Corporate Law? - 2. Agency Problems and Legal Strategies - 3. The Basic Governance Structure: The Interests of Shareholders as a Class - 4. The Basic Governance Structure: Minority Shareholders and Non-Shareholder Constituencies - 5. Transactions with Creditors - 6. Related-Party Transactions - 7. Fundamental Changes 8. Control Transactions - 9. Corporate Law and Securities Markets - 10. Beyond the Anatomy

International Contract law

1. Contract practice and its expectations in terms of the governing law - 2. The role of transnational law - 3. The impact of the governing law - 4. Which state law governs an international contract? - 5. Does arbitration ensure a self-sufficient contract?

SUGGESTED TEXTBOOKS AND READINGS

AA.VV., *The Anatomy of Corporate Law A Comparative and Functional Approach*, Third Edition, Oxford University Press, 2017

G. CORDERO-MOSS, *International Commercial Contracts*, Cambridge University Press, 2014

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=ocuk

International Law and Taxation (on-line) - Modulo International Law and Taxation (on-line)

International Law and Taxation (on-line) - Modulo International Law and Taxation (on-line)

Academic year:	2021/2022
Course ID:	MAN0547A
Teacher:	Mario Grandinetti (Lecturer)
Teacher contacts:	0116706110, mario.grandinetti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

COURSE OBJECTIVES

The course has the purpose of providing the students the main tools to understand the general aspects and problems on international tax law, including e.g. issues on double taxation and double non-taxation; the role of multinationals enterprises within the international tax system; transfer pricing; issues on international tax avoidance and tax evasion and the role of exchange of information, among others important international tax law issues.

COURSE AIMS

The course should prepare the students with the necessary tools to develop a critical approach on the current international tax law developments, using as starting point the study of the OECD Model Tax Convention as well as some basic notions of European Tax Law.

COURSE DELIVERY

The course is a 100% on-line.

LEARNING ASSESSMENT METHODS

Due to current circumstances, the exams will take place on-line, on the platform Webex. They will consist of oral interviews with open-ended questions.

The exam is considered passed with a grade of at least 18/30.

For details see <https://start.unito.it/>

PROGRAM

Introduction: International Tax Law

The Organization for Economic Co-operation and Development (OECD) and the role of the OECD Model Tax Convention

General aspects on the OECD Model Tax Convention:

- Persons and taxes covered

- Residents for tax treaty purposes

- Residence v. Source

- The interaction between tax treaty law and domestic tax law

Specific provisions of the OECD Model Tax Convention:

- Interest

- Dividends

- Royalties

- Capital Gains

- Other income

- Business Profits and the concept of Permanent Establishment (PE)

Double Taxation (and Double Non-Taxation)

- Credit method

- Exemption method

International Tax Evasion, Tax Avoidance and Exchange of Information

- Tax Evasion and Tax Avoidance as a global issue

- The OECD Model Tax Convention and Exchange of Information

 - Types of Exchange of Information

 - Fishing Expeditions

 - Case Law (e.g. Julius Baer case -Switzerland)

- National attempts on exchange of information, e.g. FATCA in the U.S./Intergovernmental Agreements (IGAs).

Taxation of Multinationals and other International Tax Law Issues:

- Transfer pricing

- International Tax Planning

- Base Erosion and Profit Shifting (BEPS) and other current international tax developments

Basic notions on European Tax Law

- Fundamental Freedoms

- EU Directives concerning International Tax Law Issues

 - Interest and Royalty Directive (I&R)

 - Parent-Subsidiary Directive (PSD)

 - Anti-Tax Avoidance Directive (ATAD) I and II

- Case Law of the CJEU

SUGGESTED TEXTBOOKS AND READINGS

Minimum materials required:

- OECD Model Tax Convention 2017 and its Commentaries.

- Michael Lang, Introduction to the Law of Double Taxation Conventions, 2nd Ed., Linde, Vienna,

2013.

Michael Lang et al., Introduction to European Tax Law on Direct Taxation 5th Ed., Linde, Vienna, 2018.

NOTE: The text of the OECD Model Tax Convention and its commentaries can be downloaded for free at www.oecd.org. The books from M. Lang should be available at the library of the School of Management and Economics.

Additional Supporting Materials:

Books

Klaus Vogel on Double Taxation Conventions, Vol. 1 and Vol. 2, 4th Ed. (Eds. Ekkehart Reimer and Alexander Rust), Kluwer Law International, Alphen aan den Rijn, 2015.

B. Terra and P. Wattel, European Tax Law, Kluwer Law International, Alphen aan den Rijn, the Netherlands, 2012.

NOTE: The use of these books is not mandatory, although it might help those students willing to go deeper in the topics treated during the course. The books should be available at the library of the Department of Management and Economics.

Academic papers

Ault H., Some Reflections on the OECD and the Sources of International Tax Principles, 70 Tax Notes Int'l 12 (2013).

Avery Jones J., Avoiding Double Taxation: Credit versus Exemption – The Origins, 66 Bull. Intl. Taxn. 2 (2012), Journals IBFD.

Avi-Yonah R., The International Tax Regime: A Centennial Reconsideration, University of Michigan Public Law Research Paper No. 462 (2015).

Dagan T., The Tax Treaty Myth, 32 N.Y.U. J. Int'l L. Pol. 939 (2000).

Navarro A., Parada L. and Schwarz P., The Proposal for an EU Anti-avoidance Directive: Some Preliminary Thoughts, 25 EC Tax Rev. 3 (2016).

Parada L., Intergovernmental Agreements and the Implementation of FATCA in Europe, 7 World Tax Journal 2 (2015), Journals IBFD.

Parada L., Lessons Learned From the Swiss Julius Baer case, 74 Tax Notes Int'l 13 (2014).

Ring D., One Nation Among Many: Policy Implications of Cross-Border Tax Arbitrage, 44 Boston College Law Review 1 (2002).

Roin J., Taxation Without Coordination, 31 The Journal of Legal Studies 1, Part 2 (2002).

Rosembuj T., International Tax Arbitrage, 39 Intertax 4 (2011).

Rosenbloom H. D., Cross-Border Arbitrage: The Good, The Bad and the Ugly, Taxes-The Tax Magazine, Vol. 85 (2007).

Ting A., iTax-Apple's International Tax Structure and the Double Non-Taxation Issue, BTR 1 (2014).

Van den Hurk H., Starbucks versus the People, 68 Bull. Intl. Taxn. 1 (2014), Journals IBFD.

NOTE: All these academic papers will be provided to the students in an electronic copy (PDF). Additional reading materials in the form of academic papers; chapter of books and case law texts might also be requested/provided during the course and as per the specific topics discussed during its development.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=f8xz

International Law and Taxation (on-line) - Modulo International Contracts and Corporate Law (on-line)

International Law and Taxation (on-line) - Modulo International Contracts and Corporate Law (on-line)

Academic year:	2021/2022
Course ID:	MAN0547B
Teacher:	
Teacher contacts:	
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Oral

PREREQUISITES

The fundamental concepts of private and company law must be known

PROPEDEUTIC FOR

It is not preparatory to other examinations

COURSE OBJECTIVES

The course aims to provide the basic notions of comparative company law and international contract law.

COURSE AIMS

Students will learn comparative techniques and be able to make proper comparisons between different legislations at European level and will be able to understand and interpret the key clauses of international contracts.

COURSE DELIVERY

The course will consist of lectures and exercises on case law cases

LEARNING ASSESSMENT METHODS

The vote will be based on intermediate tests and a final examination.

Due to current circumstances, the exams will take place on-line, on the platform Webex. They will consist of oral interviews with open-ended questions.

On Moodle it is possible to find the Additional Data Protection Statement according to art. 13 EU Regulation 679/2016 for Remote Examinations.

Additional recommendations for Students

- Check your institutional e-mail address, on which the Professor will send to you all the communication about the exams.
- Be collaborative: cancel your registration from Esse3 if you do not intend or you can no longer take the exams.
- If Esse3 no longer allows you to unsubscribe, immediately notify the Professor – by e-mail – of your intention not to take part in the exams.
- Please, students attendance to the oral examinations shall be on time.
- Please, read the Data Protection Statement available on Moodle.
- Read carefully the University Code of Ethics (available

at https://www.unito.it/sites/default/files/allegati/01-08-2014/cod_etico_comunita_universitaria.pdf) in whose moral principles – above all in current situation, in which the methods of examination that we will adopt make you more responsible – we are all sure that you recognize yourselves. You are men and women who will soon find a place in the world of work: we, as Professors, have faith in your human qualities and we appeal to those.

However, the risk that meritocratic principles will be polluted by inappropriate behaviors is immanent and it is for this reason that each Professor will continue, with even greater strictness, to supervise the performance of the oral and written exams, thanks to the inferential analysis tools of numerous data available to us and anti-plagiarism and anti-copy software, to avoid that the respect for merit is a prerogative for few.

In addition to being morally reprehensible, such behaviors are unlawful and they will be punished in the ways and with the administrative sanctions provided by the Regulation on Proceedings and disciplinary sanctions against students

(https://www.sme.unito.it/sites/u005/files/allegatiparagrafo/20-07-2016/regolamento_sanzioni_disciplinari_scuola_di_management_ed_economia_0.pdf).

SUPPORT ACTIVITIES

Exercises on case law are planned.

PROGRAM

Comparative Company Law

1. What Is Corporate Law? - 2. Agency Problems and Legal Strategies - 3. The Basic Governance Structure: The Interests of Shareholders as a Class - 4. The Basic Governance Structure: Minority Shareholders and Non-Shareholder Constituencies - 5. Transactions with Creditors - 6. Related-Party Transactions - 7. Fundamental Changes 8. Control Transactions - 9. Corporate Law and Securities Markets - 10. Beyond the Anatomy

International Contract law

1. Contract practice and its expectations in terms of the governing law -
2. The role of transnational law -
3. The impact of the governing law -
4. Which state law governs an international contract? -
5. Does arbitration ensure a self-sufficient contract?

SUGGESTED TEXTBOOKS AND READINGS

AA.VV., *The Anatomy of Corporate Law A Comparative and Functional Approach*, Third Edition, Oxford University Press, 2017

G. CORDERO-MOSS, *International Commercial Contracts*, Cambridge University Press, 2014

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=ocuk

International Law and Taxation (on-line) - Modulo International Law and Taxation (on-line)

International Law and Taxation (on-line) - Modulo International Law and Taxation (on-line)

Academic year:	2021/2022
Course ID:	MAN0547A
Teacher:	Mario Grandinetti (Lecturer)
Teacher contacts:	0116706110, mario.grandinetti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

COURSE OBJECTIVES

The course has the purpose of providing the students the main tools to understand the general aspects and problems on international tax law, including e.g. issues on double taxation and double non-taxation; the role of multinationals enterprises within the international tax system; transfer pricing; issues on international tax avoidance and tax evasion and the role of exchange of information, among others important international tax law issues.

COURSE AIMS

The course should prepare the students with the necessary tools to develop a critical approach on the current international tax law developments, using as starting point the study of the OECD Model Tax Convention as well as some basic notions of European Tax Law.

COURSE DELIVERY

The course is a 100% on-line.

LEARNING ASSESSMENT METHODS

Due to current circumstances, the exams will take place on-line, on the platform Webex. They will consist of oral interviews with open-ended questions.

The exam is considered passed with a grade of at least 18/30.

For details see <https://start.unito.it/>

PROGRAM

Introduction: International Tax Law

The Organization for Economic Co-operation and Development (OECD) and the role of the OECD Model Tax Convention

General aspects on the OECD Model Tax Convention:

- Persons and taxes covered

- Residents for tax treaty purposes

- Residence v. Source

- The interaction between tax treaty law and domestic tax law

Specific provisions of the OECD Model Tax Convention:

- Interest

- Dividends

- Royalties

- Capital Gains

- Other income

- Business Profits and the concept of Permanent Establishment (PE)

Double Taxation (and Double Non-Taxation)

- Credit method

- Exemption method

International Tax Evasion, Tax Avoidance and Exchange of Information

- Tax Evasion and Tax Avoidance as a global issue

- The OECD Model Tax Convention and Exchange of Information

 - Types of Exchange of Information

 - Fishing Expeditions

 - Case Law (e.g. Julius Baer case -Switzerland)

- National attempts on exchange of information, e.g. FATCA in the U.S./Intergovernmental Agreements (IGAs).

Taxation of Multinationals and other International Tax Law Issues:

- Transfer pricing

- International Tax Planning

- Base Erosion and Profit Shifting (BEPS) and other current international tax developments

Basic notions on European Tax Law

- Fundamental Freedoms

- EU Directives concerning International Tax Law Issues

 - Interest and Royalty Directive (I&R)

 - Parent-Subsidiary Directive (PSD)

 - Anti-Tax Avoidance Directive (ATAD) I and II

- Case Law of the CJEU

SUGGESTED TEXTBOOKS AND READINGS

Minimum materials required:

OECD Model Tax Convention 2017 and its Commentaries.

Michael Lang, Introduction to the Law of Double Taxation Conventions, 2nd Ed., Linde, Vienna,

2013.

Michael Lang et al., Introduction to European Tax Law on Direct Taxation 5th Ed., Linde, Vienna, 2018.

NOTE: The text of the OECD Model Tax Convention and its commentaries can be downloaded for free at www.oecd.org. The books from M. Lang should be available at the library of the School of Management and Economics.

Additional Supporting Materials:

Books

Klaus Vogel on Double Taxation Conventions, Vol. 1 and Vol. 2, 4th Ed. (Eds. Ekkehart Reimer and Alexander Rust), Kluwer Law International, Alphen aan den Rijn, 2015.

B. Terra and P. Wattel, European Tax Law, Kluwer Law International, Alphen aan den Rijn, the Netherlands, 2012.

NOTE: The use of these books is not mandatory, although it might help those students willing to go deeper in the topics treated during the course. The books should be available at the library of the Department of Management and Economics.

Academic papers

Ault H., Some Reflections on the OECD and the Sources of International Tax Principles, 70 Tax Notes Int'l 12 (2013).

Avery Jones J., Avoiding Double Taxation: Credit versus Exemption – The Origins, 66 Bull. Intl. Taxn. 2 (2012), Journals IBFD.

Avi-Yonah R., The International Tax Regime: A Centennial Reconsideration, University of Michigan Public Law Research Paper No. 462 (2015).

Dagan T., The Tax Treaty Myth, 32 N.Y.U. J. Int'l L. Pol. 939 (2000).

Navarro A., Parada L. and Schwarz P., The Proposal for an EU Anti-avoidance Directive: Some Preliminary Thoughts, 25 EC Tax Rev. 3 (2016).

Parada L., Intergovernmental Agreements and the Implementation of FATCA in Europe, 7 World Tax Journal 2 (2015), Journals IBFD.

Parada L., Lessons Learned From the Swiss Julius Baer case, 74 Tax Notes Int'l 13 (2014).

Ring D., One Nation Among Many: Policy Implications of Cross-Border Tax Arbitrage, 44 Boston College Law Review 1 (2002).

Roin J., Taxation Without Coordination, 31 The Journal of Legal Studies 1, Part 2 (2002).

Rosembuj T., International Tax Arbitrage, 39 Intertax 4 (2011).

Rosenbloom H. D., Cross-Border Arbitrage: The Good, The Bad and the Ugly, Taxes-The Tax Magazine, Vol. 85 (2007).

Ting A., iTax-Apple's International Tax Structure and the Double Non-Taxation Issue, BTR 1 (2014).

Van den Hurk H., Starbucks versus the People, 68 Bull. Intl. Taxn. 1 (2014), Journals IBFD.

NOTE: All these academic papers will be provided to the students in an electronic copy (PDF). Additional reading materials in the form of academic papers; chapter of books and case law texts might also be requested/provided during the course and as per the specific topics discussed during its development.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=f8xz

International Law and Taxation - Integrated course

International Law and Taxation - Integrated course

Academic year:	2021/2022
Course ID:	MAN0299
Teacher:	Luciano Matteo Quattrocchio (Lecturer) Mario Grandinetti (Lecturer)
Teacher contacts:	011.506.30.10, luciano.quattrocchio@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	10
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course modules:

International Law and Taxation - Modulo International Contracts and Corporate Law
International Law and Taxation - Modulo International Law and Taxation

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=f2cj

International Law and Taxation - Modulo International Contracts and Corporate Law

International Law and Taxation - Module International Contracts and Corporate Law

Academic year:	2021/2022
Course ID:	MAN0299B
Teachers:	Luciano Matteo Quattrocchio (Lecturer)
Teacher contacts:	011.506.30.10, luciano.quattrocchio@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Oral

PREREQUISITES

Il candidato deve avere una conoscenza dei concetti fondamentali del diritto privato e commerciale.
The fundamental concepts of private and company law must be known.

PROPEDEUTIC FOR

Il Corso non è propedeutico ad altri insegnamenti. It is not preparatory to other examinations.

COURSE OBJECTIVES

english

The course aims to provide the basic notions of comparative company law and international contract law.

italiano

Il corso intende offrire le nozioni fondamentali del diritto societario comparato e del diritto contrattuale internazionale.

COURSE AIMS

english

Students will learn comparative techniques and be able to make proper comparisons between different legislations at European level and will be able to understand and interpret the key clauses of international contracts.

italiano

Gli studenti impareranno le tecniche comparative e saranno capaci di effettuare comparazioni tra differenti legislazioni a livello europeo, nonché comprendere e interpretare le clausole chiave di contratti internazionali.

COURSE DELIVERY

english

The course will consist of lectures and exercises on case law cases.

italiano

Il Corso si svilupperà attraverso una serie di lezioni frontali e esercitazioni su casi di giurisprudenza.

LEARNING ASSESSMENT METHODS

english

The exam will be based on intermediate tests and a final examination.

With intermediate tests, the Candidate has the chance to obtain extra points for the final examination.

The final examination will consist of an oral interview with open-ended questions.

italiano

L'esame consisterà in test intermedi e un esame finale.

Con i test intermedi, il Candidato può ottenere punti extra per l'esame finale.

L'esame finale si terrà in forma orale.

SUPPORT ACTIVITIES

english

Exercises on case law are planned.

italiano

Sono previste esercitazioni su casi di giurisprudenza.

PROGRAM

english

Sources of EU financial law - The primary and secondary market - Banking, EU supervision and bank structures. Authorisation, capital requirements - Custody and transfer of cash and securities. Loan finance - Introduction to EU IP law: sources, EU institutions, CJEU and IP jurisprudence, territoriality, harmonization; EU copyright harmonization - EU trademark harmonization - EU IPRs harmonization: designs, plant varieties, patents; EU IP enforcement offline and online

italiano

Fonti del diritto finanziario dell'UE - Il mercato primario e secondario - Banche, vigilanza dell'UE e strutture bancarie. Autorizzazione, requisiti patrimoniali - Custodia e trasferimento di contanti e titoli. Finanziamento del prestito - Introduzione al diritto della proprietà intellettuale dell'UE: fonti, istituzioni dell'UE, CGUE e giurisprudenza della proprietà intellettuale, territorialità, armonizzazione; Armonizzazione del diritto d'autore dell'UE - Armonizzazione del marchio dell'UE - Armonizzazione dei DPI dell'UE: modelli, varietà vegetali, brevetti; Applicazione della PI nell'UE

SUGGESTED TEXTBOOKS AND READINGS

english

M. HAENTJENS, European Banking and Finance Law, 2020

italiano

M. HAENTJENS, European Banking and Finance Law, 2020

NOTE

ENGLISH

Lessons and exams will be face-to-face.

Due to the health emergency, rules on lessons and examinations could change during the academic year. Please, check Moodle for up-to-date information.

Course attendance is recommended.

Applicants may submit any questions on the topics of the course, during office hours.

ITALIANO

Le lezioni e gli esami si terranno in presenza.

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. Per informazioni più aggiornate, consultate la pagina Moodle.

La frequenza delle lezioni non è obbligatoria, ma vivamente consigliata.

I candidati, durante l'orario di ricevimento, potranno formulare eventuali domande sugli argomenti del Corso.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=t4w2

International Law and Taxation - Modulo International Law and Taxation

International Law and Taxation - Modulo International Law and Taxation

Academic year:	2021/2022
Course ID:	MAN0299A
Teachers:	Mario Grandinetti (Lecturer)
Teacher contacts:	0116706110, mario.grandinetti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

The course has the purpose of providing the students the main tools to understand the general aspects and problems on international tax law, including e.g. issues on double taxation and double non-taxation; the role of multinational enterprises within the international tax system; transfer pricing; the challenges raised by the digitalization of the economy; issues on international tax avoidance and tax evasion and the role of exchange of information; the impact of EU law on tax law; international aspects of value added taxation; among others important international tax law issues.

italiano

Il corso si propone di fornire agli studenti i principali strumenti per comprendere gli aspetti generali e i problemi relativi alla normativa fiscale internazionale, tra cui ad esempio le questioni relative alla doppia imposizione e alla doppia non imposizione; il ruolo delle imprese multinazionali nel sistema fiscale internazionale; i prezzi di trasferimento; le questioni relative all'elusione fiscale e all'evasione fiscale internazionali e al ruolo dello scambio di informazioni, tra le altre importanti questioni di diritto tributario internazionale.

COURSE AIMS

english

The course should prepare the students with the necessary tools to develop a critical approach on the current international tax law developments, using as starting point the study of the OECD Model Tax Convention as well as some basic notions of European Tax Law.

italiano

Il corso dovrebbe offrire agli studenti gli strumenti necessari per sviluppare un approccio critico sugli attuali sviluppi del diritto tributario internazionale, utilizzando come punto di partenza lo studio del Modello di Convenzione fiscale dell'OCSE e alcune nozioni di base del Diritto tributario europeo.

COURSE DELIVERY

english

The course is a 100% face-to-face course, which requires the assistance of students and their participation with questions and opinions during the class.

Notes

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

italiano

Lezioni frontali in aula, con l'intervento degli studenti con lavori di gruppo e presentazioni. La modalità di erogazione potrà mutare in base alle limitazioni imposte per l'emergenza sanitaria. In ogni caso, verrà garantita l'erogazione in streaming dell'insegnamento.

LEARNING ASSESSMENT METHODS

english

The course will require the elaboration of a short essay (5-10 pages) and a presentation of 15 minutes about an international tax law topic, followed by a discussion. The course will also have a final written exam, which shall be divided in theoretical and practical questions.

italiano

Il corso richiederà l'elaborazione di un breve saggio (5-10 pagine) e una presentazione di 15 minuti su un argomento di diritto tributario internazionale, seguito da una discussione. Di conseguenza, il corso sarà caratterizzato da una prova scritta finale suddivisa in domande teoriche e pratiche.

SUPPORT ACTIVITIES

english

Supporting activities might be arranged and will be informed to the students during the course.

italiano

Esercitazioni e discussioni di casi in aula

PROGRAM

english

Program

Introduction: International Tax Law

The Organization for Economic Co-operation and Development (OECD) and the role of the OECD Model Tax Convention

General aspects on the OECD Model Tax Convention:

Persons and taxes covered

Residents for tax treaty purposes

Residence v. Source

The interaction between tax treaty law and domestic tax law

Specific provisions of the OECD Model Tax Convention:

Interest

Dividends

Royalties

Capital Gains

Other income

Business Profits and the concept of Permanent Establishment (PE)

Double Taxation (and Double Non-Taxation)

Credit method

Exemption method

International Tax Evasion, Tax Avoidance and Exchange of Information

Tax Evasion and Tax Avoidance as a global issue

The OECD Model Tax Convention and Exchange of Information

Types of Exchange of Information

Exchange of information within the European Union

Taxation of Multinationals and other International Tax Law Issues:

Transfer pricing

International Tax Planning

Base Erosion and Profit Shifting (BEPS) and other current international tax developments

Basic notions on European Tax Law

Fundamental Freedoms

EU Directives concerning International Tax Law Issues

Interest and Royalty Directive (I&R)

Parent-Subsidiary Directive (PSD)

Anti-Tax Avoidance Directive (ATAD) I and II

Case Law of the CJEU

Basic notions of State aid

State aid and the taxation of multinational enterprises

State aid and environmental issues

International aspects of VAT

italiano

Introduzione: il Diritto Tributario Internazionale

L'Organizzazione per la Cooperazione e lo Sviluppo Economico (OCSE) e il ruolo del Modello di

Convenzione fiscale OCSE

Aspetti generali del Modello di Convenzione OCSE:

Soggetti e imposte coperte

I residenti ai fini della Convenzione fiscale

Residenza v. Fonte

L'interazione tra la Convenzione e la normativa fiscale nazionale

Disposizioni specifiche del Modello di Convenzione OCSE:

Interessi

Dividendi

Royalties

Plusvalenze

Altri redditi

Utili di impresa e il concetto di Stabile Organizzazione

Doppia Tassazione (e Doppia Non-Tassazione)

Metodo del Credito d'Imposta

Metodo dell'Esenzione

Evasione fiscale internazionale, Elusione Fiscale e Scambio di informazioni

Evasione Fiscale ed Elusione Fiscale come tema di portata generale

Il Modello di Convenzione OCSE e lo Scambio di Informazioni

Gli interventi nazionali sullo scambio di informazioni, ad es. FATCA negli Stati Uniti /

Accordi intergovernativi (IGAs).

Tassazione dei gruppi multinazionali

Prezzi di Trasferimento

Pianificazione fiscale internazionale

Base Erosion and Profit Shifting (BEPS) e altri attuali sviluppi fiscali internazionali

Nozioni di base sul Diritto Tributario Europeo

Direttiva su Interessi e Royalty (I&R)

Direttiva sulle società madri e figlie (PSD)

Direttiva Anti-Elusione (ATAD) I e II

Libertà fondamentali

Direttive dell'UE in materia di Diritto Tributario Internazionale

Casi giurisprudenziali della Corte di Giustizia dell'UE

SUGGESTED TEXTBOOKS AND READINGS

Minimum materials required:

OECD Model Tax Convention 2017 and its Commentaries.

Michael Lang, Introduction to the Law of Double Taxation Conventions, 2nd, Linde, Vienna, 2013.

Michael Lang et al., Introduction to European Tax Law on Direct Taxation, 5th edition, Spiramus, Vienna, 2018.

NOTE: The text of the OECD Model Tax Convention and its commentaries can be downloaded for free at www.oecd.org. The books from M. Lang should be available at the library of the School of Management and Economics.

Additional Supporting Materials:

Books

Klaus Vogel on Double Taxation Conventions, Vol. 1 and Vol. 2, 4th edition (Eds. Ekkehart Reimer and Alexander Rust), Kluwer Law International, Alphen aan den Rijn, 2015.

Terra and P. Wattel, European Tax Law, 7th edition, Kluwer Law International, Alphen aan den Rijn, the Netherlands, 2018.

Jérôme Monsenego, Introduction to Transfer Pricing, Kluwer Law International, Alphen aan den Rijn, 2015

NOTE: The use of these books is not mandatory, although it might help those students willing to go deeper in the topics treated during the course. The books should be available at the library of the Department of Management and Economics.

Academic papers

Ault H., Some Reflections on the OECD and the Sources of International Tax Principles, 70 Tax Notes Int'l 12 (2013).

Avery Jones J., Avoiding Double Taxation: Credit versus Exemption – The Origins, 66 Bull. Taxn. 2 (2012), Journals IBFD.

Avi-Yonah R., The International Tax Regime: A Centennial Reconsideration, University of Michigan Public Law Research Paper No. 462 (2015).

Navarro A., Parada L. and Schwarz P., The Proposal for an EU Anti-avoidance Directive: Some Preliminary Thoughts, 25 EC Tax Rev. 3 (2016).

Ring D., One Nation Among Many: Policy Implications of Cross-Border Tax Arbitrage, 44 Boston College Law Review 1 (2002).

Roin J., Taxation Without Coordination, 31 The Journal of Legal Studies 1, Part 2 (2002).

Rosembuj T., International Tax Arbitrage, 39 Intertax 4 (2011).

Rosenbloom H. D., Cross-Border Arbitrage: The Good, The Bad and the Ugly, Taxes-The Tax Magazine, Vol. 85 (2007).

NOTE: All these academic papers will be provided to the students in an electronic copy (PDF). Additional reading materials in the form of academic papers; chapter of books and case law texts might also be requested/provided during the course and as per the specific topics discussed during its development.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=ajkm

International Law and Taxation - Modulo International Contracts and Corporate Law

International Law and Taxation - Module International Contracts and Corporate Law

Academic year:	2021/2022
Course ID:	MAN0299B
Teacher:	Luciano Matteo Quattrocchio (Lecturer)
Teacher contacts:	011.506.30.10, luciano.quattrocchio@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/04 - diritto commerciale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Oral

PREREQUISITES

Il candidato deve avere una conoscenza dei concetti fondamentali del diritto privato e commerciale.
The fundamental concepts of private and company law must be known.

PROPEDEUTIC FOR

Il Corso non è propedeutico ad altri insegnamenti. It is not preparatory to other examinations.

COURSE OBJECTIVES

english

The course aims to provide the basic notions of comparative company law and international contract law.

italiano

Il corso intende offrire le nozioni fondamentali del diritto societario comparato e del diritto contrattuale internazionale.

COURSE AIMS

english

Students will learn comparative techniques and be able to make proper comparisons between different legislations at European level and will be able to understand and interpret the key clauses

of international contracts.

italiano

Gli studenti impareranno le tecniche comparative e saranno capaci di effettuare comparazioni tra differenti legislazioni a livello europeo, nonché comprendere e interpretare le clausole chiave di contratti internazionali.

COURSE DELIVERY

english

The course will consist of lectures and exercises on case law cases.

italiano

Il Corso si svilupperà attraverso una serie di lezioni frontali e esercitazioni su casi di giurisprudenza.

LEARNING ASSESSMENT METHODS

english

The exam will be based on intermediate tests and a final examination.

With intermediate tests, the Candidate has the chance to obtain extra points for the final examination.

The final examination will consist of an oral interview with open-ended questions.

italiano

L'esame consisterà in test intermedi e un esame finale.

Con i test intermedi, il Candidato può ottenere punti extra per l'esame finale.

L'esame finale si terrà in forma orale.

SUPPORT ACTIVITIES

english

Exercises on case law are planned.

italiano

Sono previste esercitazioni su casi di giurisprudenza.

PROGRAM

english

Sources of EU financial law - The primary and secondary market - Banking, EU supervision and bank structures. Authorisation, capital requirements - Custody and transfer of cash and securities. Loan finance - Introduction to EU IP law: sources, EU institutions, CJEU and IP jurisprudence, territoriality, harmonization; EU copyright harmonization - EU trademark harmonization - EU IPRs harmonization: designs, plant varieties, patents; EU IP enforcement offline and online

italiano

Fonti del diritto finanziario dell'UE - Il mercato primario e secondario - Banche, vigilanza dell'UE e strutture bancarie. Autorizzazione, requisiti patrimoniali - Custodia e trasferimento di contanti e titoli. Finanziamento del prestito - Introduzione al diritto della proprietà intellettuale dell'UE: fonti, istituzioni dell'UE, CGUE e giurisprudenza della proprietà intellettuale, territorialità, armonizzazione; Armonizzazione del diritto d'autore dell'UE - Armonizzazione del marchio dell'UE - Armonizzazione dei DPI dell'UE: modelli, varietà vegetali, brevetti; Applicazione della PI nell'UE

SUGGESTED TEXTBOOKS AND READINGS

english

M. HAENTJENS, European Banking and Finance Law, 2020

italiano

M. HAENTJENS, European Banking and Finance Law, 2020

NOTE

ENGLISH

Lessons and exams will be face-to-face.

Due to the health emergency, rules on lessons and examinations could change during the academic year. Please, check Moodle for up-to-date information.

Course attendance is recommended.

Applicants may submit any questions on the topics of the course, during office hours.

ITALIANO

Le lezioni e gli esami si terranno in presenza.

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. Per informazioni più aggiornate, consultate la pagina Moodle.

La frequenza delle lezioni non è obbligatoria, ma vivamente consigliata.

I candidati, durante l'orario di ricevimento, potranno formulare eventuali domande sugli argomenti del Corso.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=t4w2

International Law and Taxation - Modulo International Law and Taxation

International Law and Taxation - Modulo International Law and Taxation

Academic year:	2021/2022
Course ID:	MAN0299A
Teacher:	Mario Grandinetti (Lecturer)
Teacher contacts:	0116706110, mario.grandinetti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	IUS/12 - diritto tributario
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

The course has the purpose of providing the students the main tools to understand the general aspects and problems on international tax law, including e.g. issues on double taxation and double non-taxation; the role of multinational enterprises within the international tax system; transfer pricing; the challenges raised by the digitalization of the economy; issues on international tax avoidance and tax evasion and the role of exchange of information; the impact of EU law on tax law; international aspects of value added taxation; among others important international tax law issues.

italiano

Il corso si propone di fornire agli studenti i principali strumenti per comprendere gli aspetti generali e i problemi relativi alla normativa fiscale internazionale, tra cui ad esempio le questioni relative alla doppia imposizione e alla doppia non imposizione; il ruolo delle imprese multinazionali nel sistema fiscale internazionale; i prezzi di trasferimento; le questioni relative all'elusione fiscale e all'evasione fiscale internazionali e al ruolo dello scambio di informazioni, tra le altre importanti questioni di diritto tributario internazionale.

COURSE AIMS

english

The course should prepare the students with the necessary tools to develop a critical approach on the current international tax law developments, using as starting point the study of the OECD Model Tax Convention as well as some basic notions of European Tax Law.

italiano

Il corso dovrebbe offrire agli studenti gli strumenti necessari per sviluppare un approccio critico sugli attuali sviluppi del diritto tributario internazionale, utilizzando come punto di partenza lo studio del Modello di Convenzione fiscale dell'OCSE e alcune nozioni di base del Diritto tributario europeo.

COURSE DELIVERY

english

The course is a 100% face-to-face course, which requires the assistance of students and their participation with questions and opinions during the class.

Notes

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

italiano

Lezioni frontali in aula, con l'intervento degli studenti con lavori di gruppo e presentazioni. La modalità di erogazione potrà mutare in base alle limitazioni imposte per l'emergenza sanitaria. In ogni caso, verrà garantita l'erogazione in streaming dell'insegnamento.

LEARNING ASSESSMENT METHODS

english

The course will require the elaboration of a short essay (5-10 pages) and a presentation of 15 minutes about an international tax law topic, followed by a discussion. The course will also have a final written exam, which shall be divided in theoretical and practical questions.

italiano

Il corso richiederà l'elaborazione di un breve saggio (5-10 pagine) e una presentazione di 15 minuti su un argomento di diritto tributario internazionale, seguito da una discussione. Di conseguenza, il corso sarà caratterizzato da una prova scritta finale suddivisa in domande teoriche e pratiche.

SUPPORT ACTIVITIES

english

Supporting activities might be arranged and will be informed to the students during the course.

italiano

Esercitazioni e discussioni di casi in aula

PROGRAM

english

Program

Introduction: International Tax Law

The Organization for Economic Co-operation and Development (OECD) and the role of the OECD Model Tax Convention

General aspects on the OECD Model Tax Convention:

Persons and taxes covered

Residents for tax treaty purposes

Residence v. Source

The interaction between tax treaty law and domestic tax law

Specific provisions of the OECD Model Tax Convention:

Interest

Dividends

Royalties

Capital Gains

Other income

Business Profits and the concept of Permanent Establishment (PE)

Double Taxation (and Double Non-Taxation)

Credit method

Exemption method

International Tax Evasion, Tax Avoidance and Exchange of Information

Tax Evasion and Tax Avoidance as a global issue

The OECD Model Tax Convention and Exchange of Information

Types of Exchange of Information

Exchange of information within the European Union

Taxation of Multinationals and other International Tax Law Issues:

Transfer pricing

International Tax Planning

Base Erosion and Profit Shifting (BEPS) and other current international tax developments

Basic notions on European Tax Law

Fundamental Freedoms

EU Directives concerning International Tax Law Issues

Interest and Royalty Directive (I&R)

Parent-Subsidiary Directive (PSD)

Anti-Tax Avoidance Directive (ATAD) I and II

Case Law of the CJEU

Basic notions of State aid

State aid and the taxation of multinational enterprises

State aid and environmental issues

International aspects of VAT

italiano

Introduzione: il Diritto Tributario Internazionale

L'Organizzazione per la Cooperazione e lo Sviluppo Economico (OCSE) e il ruolo del Modello di

Convenzione fiscale OCSE

Aspetti generali del Modello di Convenzione OCSE:

Soggetti e imposte coperte

I residenti ai fini della Convenzione fiscale

Residenza v. Fonte

L'interazione tra la Convenzione e la normativa fiscale nazionale

Disposizioni specifiche del Modello di Convenzione OCSE:

Interessi

Dividendi

Royalties

Plusvalenze

Altri redditi

Utili di impresa e il concetto di Stabile Organizzazione

Doppia Tassazione (e Doppia Non-Tassazione)

Metodo del Credito d'Imposta

Metodo dell'Esenzione

Evasione fiscale internazionale, Elusione Fiscale e Scambio di informazioni

Evasione Fiscale ed Elusione Fiscale come tema di portata generale

Il Modello di Convenzione OCSE e lo Scambio di Informazioni

Gli interventi nazionali sullo scambio di informazioni, ad es. FATCA negli Stati Uniti /

Accordi intergovernativi (IGAs).

Tassazione dei gruppi multinazionali

Prezzi di Trasferimento

Pianificazione fiscale internazionale

Base Erosion and Profit Shifting (BEPS) e altri attuali sviluppi fiscali internazionali

Nozioni di base sul Diritto Tributario Europeo

Direttiva su Interessi e Royalty (I&R)

Direttiva sulle società madri e figlie (PSD)

Direttiva Anti-Elusione (ATAD) I e II

Libertà fondamentali

Direttive dell'UE in materia di Diritto Tributario Internazionale

Casi giurisprudenziali della Corte di Giustizia dell'UE

SUGGESTED TEXTBOOKS AND READINGS

Minimum materials required:

OECD Model Tax Convention 2017 and its Commentaries.

Michael Lang, Introduction to the Law of Double Taxation Conventions, 2nd, Linde, Vienna, 2013.

Michael Lang et al., Introduction to European Tax Law on Direct Taxation, 5th edition, Spiramus, Vienna, 2018.

NOTE: The text of the OECD Model Tax Convention and its commentaries can be downloaded for free at www.oecd.org. The books from M. Lang should be available at the library of the School of Management and Economics.

Additional Supporting Materials:

Books

Klaus Vogel on Double Taxation Conventions, Vol. 1 and Vol. 2, 4th edition (Eds. Ekkehart Reimer and Alexander Rust), Kluwer Law International, Alphen aan den Rijn, 2015.

Terra and P. Wattel, European Tax Law, 7th edition, Kluwer Law International, Alphen aan den Rijn, the Netherlands, 2018.

Jérôme Monsenego, Introduction to Transfer Pricing, Kluwer Law International, Alphen aan den Rijn, 2015

NOTE: The use of these books is not mandatory, although it might help those students willing to go deeper in the topics treated during the course. The books should be available at the library of the Department of Management and Economics.

Academic papers

Ault H., Some Reflections on the OECD and the Sources of International Tax Principles, 70 Tax Notes Int'l 12 (2013).

Avery Jones J., Avoiding Double Taxation: Credit versus Exemption – The Origins, 66 Bull. Taxn. 2 (2012), Journals IBFD.

Avi-Yonah R., The International Tax Regime: A Centennial Reconsideration, University of Michigan Public Law Research Paper No. 462 (2015).

Navarro A., Parada L. and Schwarz P., The Proposal for an EU Anti-avoidance Directive: Some Preliminary Thoughts, 25 EC Tax Rev. 3 (2016).

Ring D., One Nation Among Many: Policy Implications of Cross-Border Tax Arbitrage, 44 Boston College Law Review 1 (2002).

Roin J., Taxation Without Coordination, 31 The Journal of Legal Studies 1, Part 2 (2002).

Rosembuj T., International Tax Arbitrage, 39 Intertax 4 (2011).

Rosenbloom H. D., Cross-Border Arbitrage: The Good, The Bad and the Ugly, Taxes-The Tax Magazine, Vol. 85 (2007).

NOTE: All these academic papers will be provided to the students in an electronic copy (PDF). Additional reading materials in the form of academic papers; chapter of books and case law texts might also be requested/provided during the course and as per the specific topics discussed during its development.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=ajkm

International Management

International Management

Academic year:	2021/2022
Course ID:	MAN0532
Teacher:	Chiara Civera (Lecturer) Rebecca Pera (Lecturer)
Teacher contacts:	chiara.civera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

The aim of the International Management course is to provide students with the tools and the knowledge to understand how firms cope with international pressures and issues throughout global and complex supply chains. The course will offer innovative ideas on the management strategies to compete internationally. Case studies and fresh theoretical perspectives around stakeholder theory, CSR, HR Management and leadership will guide the students in a journey across borders and cultures to effectively manage grand global challenges.

COURSE AIMS

- understand global pressures and challenges
- identify strategic issues to manage global and complex supply chains
- apply stakeholder theory to manage higher relational complexity globally
- understand how to manage HR in International contexts.

COURSE DELIVERY

Frontal lectures, webex, group discussions and projects, case studies and readings.

LEARNING ASSESSMENT METHODS

Written exam, 3 open questions. Extra points through group works.

PROGRAM

- The Cultural Environment
- Corporate Social Responsibility and Sustainability to respond to and anticipate grand global challenges
- Communicating across Borders and Cultures - Communicating CSR and sustainability across Borders and Cultures - Negotiation and Decision Making across Borders and Cultures - Work Motivation across Borders and Cultures - Leadership across Borders and Cultures - Stakeholder engagement, value creation and External Human Resource Management across Borders and Cultures

SUGGESTED TEXTBOOKS AND READINGS

Civera, C., & Freeman, R. E. (2020). Stakeholder Relationships and Responsibilities: A New Perspective. *Symphonya. Emerging Issues in Management*, (1), 40-58.

Casalegno, C. G., Civera, C., & Couturier, J. (2020). Applying a company stakeholder responsibility approach to human resources management: the external human resources model. *European Journal of International Management*. 1(1).

Civera, C., De Colle, S., & Casalegno, C. (2019). Stakeholder engagement through empowerment: The case of coffee farmers. *Business Ethics: A European Review*, 28(2), 156-174.

Bridoux, F., & Stoelhorst, J. W. (2016). Stakeholder relationships and social welfare: A behavioral theory of contributions to joint value creation. *Academy of Management Review*, 41(2), 229-251.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=r7tq

Interpreting the Macroeconomic Scenario

Interpreting the Macroeconomic Scenario

Academic year:	2021/2022
Course ID:	MAN0293
Teacher:	Teodoro Togati (Lecturer) Mariacristina Rossi (Lecturer)
Teacher contacts:	0116706187, dario.togati@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

PREREQUISITES

Macroeconomics

COURSE OBJECTIVES

english

The aim of the course is to provide students with basic competences to read and interpret macroeconomic statistics and macro-trends.

italiano

Lo scopo del corso è di fornire agli studenti le nozioni e competenze di base per comprendere e interpretare i fenomeni macroeconomici

COURSE AIMS

english

Knowledge and competences in putting in context the policies implemented across Europe, with the support of the data scenarios.

conoscenze e competenze per inserire nel contesto macroeconomico le politiche implementate nel

contesto EU, con il supporto dell'analisi dei dati

COURSE DELIVERY

english

lectures and classes

Italiano

lezioni ed esercitazioni

LEARNING ASSESSMENT METHODS

english

Lab sessions tests, exams

COVID EMERGENCY: please look at the updated website:

<https://elearning.unito.it/sme/course/view.php?id=3570>

Italiano

in fase di emergenza covid l'esame avrà modalità diverse

in assenza di emergenza esame è scritto per entrambe le parti

SUPPORT ACTIVITIES

english

Teaching assistance

Italiano

Esercitazioni

PROGRAM

english

In the first part of this course we focus upon the recent debate on stagnation, i.e. the reasons why today most advanced economies, like the US, Japan or Europe grow much less than forty or fifty years ago. In particular, we will discuss

the explanations provided two main approaches or paradigms: namely, standard neoclassical theory and Keynesian theory.

The first approach holds that stagnation is not rooted in internal problems of market economies. but caused by external 'threats', such as bad institutions, demographic changes and a slowdown in technological innovation.

The second approach holds instead that stagnation is due to a major internal problem of the economy: namely, a lack of aggregate demand. This problem may be due to various factors, such as inequality in income and wealth distribution and uncertainty that leads consumers to hold money rather than spend and investors to postpone their decisions.

Main contents of the second part:

Macro Revision

Consumption and Saving

Public expenditures across EU

Pension Systems

Italiano

Il corso è diviso in due parti

La prima parte è teorica e si concentra sui recenti dibattiti sulla stagnazione, la causa della crescita attuale debole di economie forti rispetto al passato. I due principali approcci saranno approfonditi: la teoria neoclassica e quella keynesiana.

La seconda parte è applicata e guarda principalmente ai seguenti temi

il fenomeno dell'invecchiamento della popolazione e conseguenze macro

Pensioni

Scelte intertemporali

Esercitazioni pratiche e applicazioni econometriche su STATA

SUGGESTED TEXTBOOKS AND READINGS

english

Blanchard, Macroeconomics

Gruber, Public Finance

Ray, Development Economics

OECD, Pension at a Glance , various years

OECD data portal

italiano

Blanchard, Macroeconomics

Gruber, Public Finance

Ray, Development Economics

OECD, Pension at a Glance , various years

OECD data portal

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=ql9x

Interpreting the Macroeconomic Scenario (on-line)

Interpreting the Macroeconomic Scenario (on-line)

Academic year:	2021/2022
Course ID:	MAN0546
Teacher:	Mariacristina Rossi (Lecturer) Teodoro Togati (Lecturer)
Teacher contacts:	011 6706078, mariacristina.rossi@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/01 - economia politica
Delivery:	Formal authority
Language:	English
Attendance:	Optional
Type of examination:	Written

PREREQUISITES

Macroeconomics

COURSE OBJECTIVES

english

The aim of the course is to provide students with basic competences to read and interpret macroeconomic statistics and macro-trends.

COURSE AIMS

english

Knowledge and competences in putting in context the policies implemented across Europe, with the support of the data scenarios.

COURSE DELIVERY

english

COVID Emergency: please go to the updated website

<https://elearning.unito.it/sme/course/view.php?id=3570>

LEARNING ASSESSMENT METHODS

english

Lab sessions tests, exams

PROGRAM

english

Macro Revision

Consumption and Savings

Public expenditures across EU

Pension Systems

SUGGESTED TEXTBOOKS AND READINGS

english

Blanchard, Macroeconomics

Gruber, Public Finance

Ray, Development Economics

OECD, Pension at a Glance , various years

OECD data portal

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=9ty0

Management Information Systems and Internal Control

Management Information Systems and Internal Control

Academic year:	2021/2022
Course ID:	MAN0530
Teacher:	Riccardo Bovetti (Lecturer)
Teacher contacts:	n/d, riccardo.boveti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

The course will provide a ground for understanding the Digital Transformation Era in which we are living.

Starting from the base elements of Computer Science the course will introduce the different application layers of Managerial Information System (Operative systems, ERPs, Business Intelligence, Robotic process automation) and will briefly introduce the internal control aspects that have impacted by Information and Communication Technology paying attention also to the "governance" aspects of enterprise IT

COURSE AIMS

Gain a basic understanding on digital evolution starting from ICT basis, database concept, Programming Language concepts, ERP and Application Layers.

Be able to understand issues and opportunities for MIS adoption in complex organization.

Be able to assess value generated from MIS and evaluate impact on people and process.

COURSE DELIVERY

Lecture

Case studies

Team Work over assignement

LEARNING ASSESSMENT METHODS

Final written examination Classroom work in team Team and personal assignement during the course period

PROGRAM

-Managerial Information systems: infrastructure, architecture, components and link

-Managerial Information systems in the age of Digital Transformation: blockchain, intelligent automation, analytics

-Managerial information systems: transactional layer

-Managerial Information systems: applications (from collaboration and CRM to operation) layer

-Managerial information systems: analytical level (from reporting to analysis to prediction)

-Managing the MIS: Internal control, governance, rules and balance

SUGGESTED TEXTBOOKS AND READINGS

Material will be uploaded on moodle platform

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=fttg

Mergers & Acquisitions

Mergers & Acquisitions

Academic year:	2021/2022
Course ID:	MAN0531
Teacher:	Enrico Battisti (Lecturer)
Teacher contacts:	+ 39 011 6706054, enrico.battisti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Elective
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/09 - finanza aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

In general term, the course provides a general understanding of Mergers & Acquisitions ("M&A") and valuation, also making reference to empirical experience and case studies. Students will learn about strategic and financial rationale for M&A, and consequences for corporations and the various players involved. They will learn how to value companies and how to assess the strategic implications of M&As.

The course is divided in two main parts. The first part about Merger & Acquisition strategy and implementation (21 hours - 3 Credits) and the second part (14 hours - 2 Credits) about financial valuation.

A) The main objective of the first part is to familiarize students with the research-based literature on Mergers and Acquisitions. The course gives (i) a broad overview of the opportunities and challenges facing firms involved in M&As in an increasingly open and dynamic world, and (ii) an introduction to the research-based literature on M&As. M&As provide firms with access to complementary resources, increased flexibility and learning, and the objective of the course is to understand how firms create value from M&As.

B) The main objective of the second part is to develop, from a theoretical and practical point of view, the knowledge of the principles of valuation and the connected main methods.

COURSE AIMS

A) The first part of the course provides an overview of core parts of the research-based literature on M&A strategy and implementation. The course will develop students' understanding of the challenges involved in identifying the rationale for, planning and managing the M&A process. B) In the second part, the student should acquire a good knowledge of principles and methods of company valuation and a good capacity to apply the main methods.

COURSE DELIVERY

Lectures, class discussion, cases and exercises.

LEARNING ASSESSMENT METHODS

The exam is structured in two distinct parts. For the first part, assessment will be in the form of a 48 hour exam to be solved groups of two (2) to three (3) students. Specific information regarding the exam will be provided in class. For the second part, the valuation is based in a written exam with an exercise and two open questions. The final grade will be given by the weighted average of the two modules.

For more information, see what will be published on Moodle before the beginning of the course (December 2021).

PROGRAM

I part:

- M&A strategies;
- M&A integration;
- The human side of M&As;
- International M&As and knowledge transfer;
- Serial acquisitions and acquisition capabilities.

II part:

- Overview of valuation: objectives and application;
- Principles of valuation and information base;
- Discounted Cash Flow valuation;
- Relative valuation.

SUGGESTED TEXTBOOKS AND READINGS

Materials provided by the lecturers. See on Moodle for more information.

NOTE

The teaching activities modalities may vary according to the limitations imposed by the current health crisis (COVID-19).

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=hi2i

Quantitative Methods for Decision Making - Integrated course

Quantitative Methods for Decision Making - Integrated course

Academic year:	2021/2022
Course ID:	MAN0523
Teacher:	Luisa Tibiletti (Lecturer)
Teacher contacts:	luisa.tibiletti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	10
Course SSD (disciplinary sector):	SECS-S/01 - statistica SECS-S/06 - metodi matematici dell'economia e delle scienze att. e finanz.
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

COURSE AIMS

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

COURSE DELIVERY

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

LEARNING ASSESSMENT METHODS

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

SUPPORT ACTIVITIES

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

PROGRAM

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

SUGGESTED TEXTBOOKS AND READINGS

english

Detailed information are available in the data sheet of each teaching module

italiano

Le informazioni di dettaglio sono inserite sulle schede dei moduli didattici

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course modules:

- Quantitative Methods for Decision Making - Modulo Data Analysis
- Quantitative Methods for Decision Making - Modulo Financial Mathematics

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=46th

Quantitative Methods for Decision Making - Modulo Data Analysis

Quantitative Methods for Decision Making - Modulo Data Analysis

Academic year:	2021/2022
Course ID:	MAN0523B
Teachers:	Arthur Van Soest (Lecturer)
Teacher contacts:	n/d, arthur.vansoest@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-S/01 - statistica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

Basic economics knowledge

- Basic mathematical tools & some calculus (Wooldridge, Appendix A)
- Linear algebra (Wooldridge, Appendix D & Appendix E)

- Fundamentals of probability theory (Wooldridge, Appendix B)
- Fundamentals of mathematical statistics (Wooldridge, Appendix C)
- Computer skills
- The statistics/econometrics software package Stata

COURSE AIMS

Becoming confident with econometrics and familiar with the statistics/econometrics software package Stata

COURSE DELIVERY

It is sufficient to know everything discussed during the lectures, the tutorials and the computer classes. This corresponds with the chapters and sections in the book given below, except that we used matrix notation and the book does not.

LEARNING ASSESSMENT METHODS

USEFUL INFORMATION ON EXAMS POST-COVID EMERGENCY

WRITTEN PART

- You have to connect to Webex (through the invitation link that has been sent to you by Prof. Basiglio) 30 minutes before the official start of the exam so that we can start on time.
- Get equipped with a webcam; you will have to connect with the webcam and you will have to show us your "place of examination" so to control that the exam will be conducted in fair conditions for everyone; the use of the webcam is COMPULSORY: if some of you disconnect the webcam the exam will be null.
- Stay prepared with the smart card that can identify yourself.
- You will be allowed to have with yourself 5 sheets of A4 paper, pen(s) and a calculator (we will control for that before starting the exam).
- The text of the exam will be downloadable from Moodle in the new section "ONLINE EXAMS QMDM".
- The structure of the exam is pretty much the same as that of past exams. You will have about 120 minutes for the examination during which you have to keep webcam and microphone ON.
- At the end of the exam, you have to scan or take pictures of your exam while connected on Webex (if someone interrupts the connection, the exam will be considered null).
- The scanned pictures have to be attached in a single file in PDF format named "SURNAME QMDM dd_mm_2020" and have to be uploaded on Moodle (where you found the text of the exam) by clicking on "Submit/Consegna compito".
- To do this, you will have 10 minutes after the end of the exam. If by then, the exam is not uploaded on the platform, your exam will not be evaluated.

SHORT ORAL on the day/some days after the written part

You will have a Skype call with Prof. van Soest (or you will be contacted through Zoom by the professor) to take a short oral exam so to have a look at the exam; students might be asked for some clarifications about the answers they gave or some other questions about the program done so far.

SUPPORT ACTIVITIES

See also the Online Appendix to the book available at

http://www.cengagebrain.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&product_isbn_issn=9781408093757&token=D0471F3DC97D707874DA394B6BE5ADDB93E053F47E08D6C5F12E4C0F769D6778107EE7A3E8423077&template=EMEA

In particular, we will use matrix and vector notation, as in Appendix E of the book. Appendices A – D provide a good overview of the concepts and tools from mathematics and statistics that we will need in the course. These are essentially the prerequisites of the course.

PROGRAM

A provisional overview of how the lectures (8 lectures of 2 hours each) match to the textbook is given below.

Lecture 1

Chapter 1: The nature of econometrics and economic data

- What is econometrics?
- Examples of empirical questions
- Steps in empirical economic analysis
- The structure of economic data

Chapter 2: The simple linear regression model

- Data and econometric model
- OLS estimator
- Model assumptions
- Properties of OLS
- Expected value and variance OLS estimator

We will skip Section 2.5 and discuss this as a special case of Chapter 3

Introduction Chapter 3: Multiple linear regression model in vector and matrix notation

Computer exercises

Data description; estimation of the standard linear model, prediction. Application: Flat prices in Moscow

Lecture 2

Chapter 3: Multiple regression analysis: estimation

- Model assumptions
- Mechanics and interpretation of OLS
- Goodness-of-fit
- Prediction
- Expected value and variance of OLS estimator
- Gauss-Markov theorem

Section 3.2: skip "A "Partialling Out" Interpretation of Multiple Regression";

Section 3.3: skip "Omitted variable bias: the simple case" and "Omitted variable bias: more general cases"

Section 3.4: skip "Variances in Misspecified Models"

Introduction Chapter 4: Statistical inference in the linear regression model

Computer exercises

Estimation of the standard multiple linear regression linear model, prediction. Application: Flat prices in Moscow

Lecture 3

Chapter 4: Multiple regression analysis: inference

- Sampling distribution of OLS estimator
- Testing hypothesis about single population parameter (t-test)
- Confidence intervals
- Testing multiple linear restrictions (F-test)

Computer exercises

Estimation and testing; t-test; F-test; model F-test. Application: Satisfaction with household finances;

Lecture 4

Chapter 6: Multiple regression analysis: further issues

- Effects of data scaling on OLS statistics
- More on functional form
- Prediction and residual analysis

Skip Section 6.3; Section 6.4: skip "Predicting y when $\log(y)$ is the dependent variable"

Chapter 7: Multiple regression analysis with qualitative information: binary (or dummy) variables

- Describing qualitative information
- Dummy independent variables (including multiple categories)
- Interactions involving dummy variables
- Logarithms, squares, and other functional form issues
- A binary dependent variable: linear probability model

Skip Section 7.6

Chapter 5: Multiple regression analysis: OLS asymptotics

- Law of large numbers and central limit theorem
- Consistency
- Asymptotic normality and large sample inference
- Asymptotic efficiency of OLS

Section 5.2: skip the second part ("Other large sample tests...")

Introduction to non-standard linear regression models: Relaxing the assumptions

Computer exercises

The standard linear model: statistical inference, model selection, prediction intervals. Application: Wage differentials between ethnic groups in Malaysia.

Lecture 5

Chapter 8: Heteroskedasticity

- Generalized linear model with heteroskedasticity
- Consequences for OLS
- Testing for heteroskedasticity
- Heteroskedasticity-robust inference after OLS estimation

Section 8.2: Skip the last part ("Computing heteroskedasticity-robust LM Tests")

Skip Section 8.4; skip Section 8.5

Excerpts from Chapter 10: Basic regression analysis with time series data, and Chapter 11: Further issues in using OLS with time series data.

- Nature of time series data
- Examples of time series regression models
- Finite sample properties of OLS under classical assumptions
- Trends and seasonality
- Stationary and weakly dependent time series
- Asymptotic properties of OLS

Only the following sections: 10.1, 10.2, 10.3, 10.5, 11.1, 11.2

Computer exercises

The generalized linear model with heteroscedasticity; linear probability models; time series models.

Applications: School continuation decisions at age 16; Advertising and sales.

Lectures 6 and 7

Chapter 15: Instrumental variables estimation and two-stage least squares

- Motivation and examples
- Properties of OLS
- IV estimation of the multiple regression model
- Two-stage least squares
- Testing for endogeneity
- Testing for instrument validity
- Simultaneous equations model

Only the following sections: 15.1, 15.2, 15.3, 15.4, 15.5

Computer exercises

Estimation and testing in models with potentially endogenous regressors. Applications: Job satisfaction and work hours; immigrant wages and speaking fluency.

SUGGESTED TEXTBOOKS AND READINGS

Textbook: Jeffrey M. Wooldridge (2014), Introduction to Econometrics. A Modern Approach, Cengage Learning

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=kqih

Quantitative Methods for Decision Making - Modulo Financial Mathematics

Quantitative Methods for Decision Making - Modulo Financial Mathematics

Academic year:	2021/2022
Course ID:	MAN0523A
Teachers:	Luisa Tibiletti (Lecturer)
Teacher contacts:	luisa.tibiletti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-S/06 - metodi matematici dell'economia e delle scienze att. e finanz.
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

PREREQUISITES

english

Successful course completion requires knowledge of the subjects of analysis developed in the course of Mathematics.

italiano

Per una proficua frequenza dell'insegnamento è necessaria la conoscenza degli argomenti di analisi sviluppati nei corsi di base di Matematica per l'Azienda.

COURSE OBJECTIVES

english

This course provides an introduction to fundamental concepts in Financial Mathematics. The course is intended to equip the students with some basic mathematical tools that can be usefully applied both in financial theory and in corporate finance.

italiano

Obiettivo dell'insegnamento è familiarizzare lo studente con i concetti fondamentali, i metodi di calcolo e le prassi presenti nel calcolo finanziario.

COURSE AIMS

english

The ability to analyze standard behaviors of brokers on the financial market by understanding the relationship between performance and remunerations. The ability to build models referring to financial applications and to develop new models.

italiano

Capacità di analizzare comportamenti standard degli operatori sul mercato finanziario comprendendo la relazione tra prestazioni e controprestazioni. Capacità di costruire modelli di applicazioni finanziarie e di sviluppare nuovi modelli.

COURSE DELIVERY

english

The course is organized in 35 hours of lectures.

italiano

L'insegnamento è organizzato in 35 ore di lezioni frontali.

LEARNING ASSESSMENT METHODS

english

The exam consists in a compulsory written test (lasting about 1 hour) and it is aimed at ascertaining the students' ability to:

- briefly introduce the main concepts and tools developed in the course;
- use these tools to solve practical financial exercises.

This aim is achieved through:

- the formulation of two open ended questions, of a theoretical nature, with the purpose of illustrating one or more concepts developed during lessons
- the formulation of four multiple choice questions, with the purpose of carrying out short numerical exercises that require the application of the acquired competences.

The answers are to be crossed on the question paper. In addition, it is mandatory to give on a white sheet a detailed report about the given answers.

italiano

L'esame è costituito da una prova scritta obbligatoria (della durata indicativa di 1 ora) ed è volta ad accertare la capacità degli studenti di:

- presentare brevemente i principali concetti e strumenti sviluppati nel corso;
- usare questi strumenti per risolvere esercizi di natura finanziaria.

Questo viene raggiunto attraverso:

- la formulazione di due domande a risposta aperta, di natura teorica e applicativa, con lo scopo di illustrare uno o più concetti sviluppati durante le lezioni;
- la formulazione di quattro domande a risposta multipla, con lo scopo di svolgere brevi esercizi di natura numerica che richiedono l'applicazione dei concetti presentati durante le lezioni.

Le risposte vanno indicate tutte sul foglio delle domande mentre la giustificazione delle risposte, ossia lo svolgimento, deve essere riportata obbligatoriamente su un foglio bianco distribuito all'inizio della prova.

SUPPORT ACTIVITIES

english

During the course, activities will be carried out. In particular, some practical questions involved in Financial choices will be tackled.

italiano

Durante l'insegnamento, verranno svolte attività nel corso delle quali gli studenti potranno approfondire alcuni aspetti sulle scelte finanziarie affrontati in ambito professionale.

PROGRAM

english

Financial calculus

Common financial laws. One-variable and two-variable financial laws. Inflation and the real rate of interest. Rolling over and buy and hold strategies. Term structure of interest rates. Annuities and amortization plans.

Financial choices

Financial objectives. The Net Present Value (NPV) and NPV of levered investments (APV). IRR criterium. Valuation of a fixed-income asset. Immunization, duration and convexity.

Financial applications

Construction of leasing contracts. Microsoft Excel for financial valuations.

italiano

Calcolo finanziario

Regimi finanziari usuali di capitalizzazione e attualizzazione. Leggi finanziarie in una e due variabili. Valutazioni in termini reali. Strategie di rolling over e buy and hold. Struttura per scadenze dei tassi. Costituzione di un capitale. Ammortamenti a tasso d'interesse variabile e a due tassi.

Scelte finanziarie

Obiettivi finanziari. Valore attuale netto (VAN). VAN con uso di capitale proprio e capitale di debito (APV). Il criterio del TIR. Valutazione di titoli a reddito fisso. Immunizzazione e durata media finanziaria.

Applicazioni finanziarie

Contratti di vendita rateale e di leasing. Uso di Microsoft Excel per le valutazioni finanziarie.

SUGGESTED TEXTBOOKS AND READINGS

CASTAGNOLI, M. CIGOLA, L. PECCATI, Financial Calculus with Applications, Milano, EGEA, 2013. ISBN-10 : 8823821746

BROVERMAN S.A., Mathematics of Investment and Credit, 7th Edition, ACTEX Learning, New Hartford CT, USA, 2010. ISBN: 978-1-63588-221-6

Teaching notes and slides provided by the teachers.

NOTE

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Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=zjk4

Quantitative Methods for Decision Making - Modulo Data Analysis

Quantitative Methods for Decision Making - Modulo Data Analysis

Academic year:	2021/2022
Course ID:	MAN0523B
Teacher:	Arthur Van Soest (Lecturer)
Teacher contacts:	n/d, arthur.vansoest@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-S/01 - statistica
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

Basic economics knowledge

- Basic mathematical tools & some calculus (Wooldridge, Appendix A)
- Linear algebra (Wooldridge, Appendix D & Appendix E)
- Fundamentals of probability theory (Wooldridge, Appendix B)
- Fundamentals of mathematical statistics (Wooldridge, Appendix C)
- Computer skills
- The statistics/econometrics software package Stata

COURSE AIMS

Becoming confident with econometrics and familiar with the statistics/econometrics software package Stata

COURSE DELIVERY

It is sufficient to know everything discussed during the lectures, the tutorials and the computer classes. This corresponds with the chapters and sections in the book given below, except that we used matrix notation and the book does not.

LEARNING ASSESSMENT METHODS

USEFUL INFORMATION ON EXAMS POST-COVID EMERGENCY

WRITTEN PART

- You have to connect to Webex (through the invitation link that has been sent to you by Prof. Basiglio) 30 minutes before the official start of the exam so that we can start on time.
 - Get equipped with a webcam; you will have to connect with the webcam and you will have to show us your "place of examination" so to control that the exam will be conducted in fair conditions for everyone; the use of the webcam is COMPULSORY: if some of you disconnect the webcam the exam will be null.
 - Stay prepared with the smart card that can identify yourself.
 - You will be allowed to have with yourself 5 sheets of A4 paper, pen(s) and a calculator (we will control for that before starting the exam).
 - The text of the exam will be downloadable from Moodle in the new section "ONLINE EXAMS QMDM".
 - The structure of the exam is pretty much the same as that of past exams. You will have about 120 minutes for the examination during which you have to keep webcam and microphone ON.
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 - To do this, you will have 10 minutes after the end of the exam. If by then, the exam is not uploaded on the platform, your exam will not be evaluated.
- SHORT ORAL on the day/some days after the written part

You will have a Skype call with Prof. van Soest (or you will be contacted through Zoom by the professor) to take a short oral exam so to have a look at the exam; students might be asked for some clarifications about the answers they gave or some other questions about the program done so far.

SUPPORT ACTIVITIES

See also the Online Appendix to the book available at

http://www.cengagebrain.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&product_isbn_issn=9781408093757&token=D0471F3DC97D707874DA394B6BE5ADDB93E053F47E08D6C5F12E4C0F769D6778107EE7A3E8423077&template=EMEA

In particular, we will use matrix and vector notation, as in Appendix E of the book. Appendices A – D provide a good overview of the concepts and tools from mathematics and statistics that we will need in the course. These are essentially the prerequisites of the course.

PROGRAM

A provisional overview of how the lectures (8 lectures of 2 hours each) match to the textbook is given below.

Lecture 1

Chapter 1: The nature of econometrics and economic data

- What is econometrics?

- Examples of empirical questions
- Steps in empirical economic analysis
- The structure of economic data

Chapter 2: The simple linear regression model

- Data and econometric model
- OLS estimator
- Model assumptions
- Properties of OLS
- Expected value and variance OLS estimator

We will skip Section 2.5 and discuss this as a special case of Chapter 3

Introduction Chapter 3: Multiple linear regression model in vector and matrix notation

Computer exercises

Data description; estimation of the standard linear model, prediction. Application: Flat prices in Moscow

Lecture 2

Chapter 3: Multiple regression analysis: estimation

- Model assumptions
- Mechanics and interpretation of OLS
- Goodness-of-fit
- Prediction
- Expected value and variance of OLS estimator
- Gauss-Markov theorem

Section 3.2: skip "A "Partialling Out" Interpretation of Multiple Regression";

Section 3.3: skip "Omitted variable bias: the simple case" and "Omitted variable bias: more general cases"

Section 3.4: skip "Variances in Misspecified Models"

Introduction Chapter 4: Statistical inference in the linear regression model

Computer exercises

Estimation of the standard multiple linear regression linear model, prediction. Application: Flat prices in Moscow

Lecture 3

Chapter 4: Multiple regression analysis: inference

- Sampling distribution of OLS estimator
- Testing hypothesis about single population parameter (t-test)
- Confidence intervals
- Testing multiple linear restrictions (F-test)

Computer exercises

Estimation and testing; t-test; F-test; model F-test. Application: Satisfaction with household finances;

Lecture 4

Chapter 6: Multiple regression analysis: further issues

- Effects of data scaling on OLS statistics
- More on functional form
- Prediction and residual analysis

Skip Section 6.3; Section 6.4: skip "Predicting y when $\log(y)$ is the dependent variable"

Chapter 7: Multiple regression analysis with qualitative information: binary (or dummy) variables

- Describing qualitative information
- Dummy independent variables (including multiple categories)
- Interactions involving dummy variables
- Logarithms, squares, and other functional form issues
- A binary dependent variable: linear probability model

Skip Section 7.6

Chapter 5: Multiple regression analysis: OLS asymptotics

- Law of large numbers and central limit theorem
- Consistency
- Asymptotic normality and large sample inference
- Asymptotic efficiency of OLS

Section 5.2: skip the second part ("Other large sample tests...")

Introduction to non-standard linear regression models: Relaxing the assumptions

Computer exercises

The standard linear model: statistical inference, model selection, prediction intervals. Application:

Wage differentials between ethnic groups in Malaysia.

Lecture 5

Chapter 8: Heteroskedasticity

- Generalized linear model with heteroskedasticity
- Consequences for OLS
- Testing for heteroskedasticity
- Heteroskedasticity-robust inference after OLS estimation

Section 8.2: Skip the last part ("Computing heteroskedasticity-robust LM Tests")

Skip Section 8.4; skip Section 8.5

Excerpts from Chapter 10: Basic regression analysis with time series data, and Chapter 11: Further issues in using OLS with time series data.

- Nature of time series data
- Examples of time series regression models
- Finite sample properties of OLS under classical assumptions
- Trends and seasonality
- Stationary and weakly dependent time series
- Asymptotic properties of OLS

Only the following sections: 10.1, 10.2, 10.3, 10.5, 11.1, 11.2

Computer exercises

The generalized linear model with heteroscedasticity; linear probability models; time series models.

Applications: School continuation decisions at age 16; Advertising and sales.

Lectures 6 and 7

Chapter 15: Instrumental variables estimation and two-stage least squares

- Motivation and examples
- Properties of OLS
- IV estimation of the multiple regression model
- Two-stage least squares
- Testing for endogeneity
- Testing for instrument validity
- Simultaneous equations model

Only the following sections: 15.1, 15.2, 15.3, 15.4, 15.5

Computer exercises

Estimation and testing in models with potentially endogenous regressors. Applications: Job satisfaction and work hours; immigrant wages and speaking fluency.

SUGGESTED TEXTBOOKS AND READINGS

Textbook: Jeffrey M. Wooldridge (2014), Introduction to Econometrics. A Modern Approach, Cengage Learning

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Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=kqih

Quantitative Methods for Decision Making - Modulo Financial Mathematics

Quantitative Methods for Decision Making - Modulo Financial Mathematics

Academic year:	2021/2022
Course ID:	MAN0523A
Teacher:	Luisa Tibiletti (Lecturer)
Teacher contacts:	luisa.tibiletti@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-S/06 - metodi matematici dell'economia e delle scienze att. e finanz.
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

PREREQUISITES

english

Successful course completion requires knowledge of the subjects of analysis developed in the course of Mathematics.

italiano

Per una proficua frequenza dell'insegnamento è necessaria la conoscenza degli argomenti di analisi sviluppati nei corsi di base di Matematica per l'Azienda.

COURSE OBJECTIVES

english

This course provides an introduction to fundamental concepts in Financial Mathematics. The course is intended to equip the students with some basic mathematical tools that can be usefully applied both in financial theory and in corporate finance.

italiano

Obiettivo dell'insegnamento è familiarizzare lo studente con i concetti fondamentali, i metodi di calcolo e le prassi presenti nel calcolo finanziario.

COURSE AIMS

english

The ability to analyze standard behaviors of brokers on the financial market by understanding the relationship between performance and remunerations. The ability to build models referring to financial applications and to develop new models.

italiano

Capacità di analizzare comportamenti standard degli operatori sul mercato finanziario comprendendo la relazione tra prestazioni e controprestazioni. Capacità di costruire modelli di applicazioni finanziarie e di sviluppare nuovi modelli.

COURSE DELIVERY

english

The course is organized in 35 hours of lectures.

italiano

L'insegnamento è organizzato in 35 ore di lezioni frontali.

LEARNING ASSESSMENT METHODS

english

The exam consists in a compulsory written test (lasting about 1 hour) and it is aimed at ascertaining the students' ability to:

- briefly introduce the main concepts and tools developed in the course;
- use these tools to solve practical financial exercises.

This aim is achieved through:

- the formulation of two open ended questions, of a theoretical nature, with the purpose of illustrating one or more concepts developed during lessons
- the formulation of four multiple choice questions, with the purpose of carrying out short numerical exercises that require the application of the acquired competences.

The answers are to be crossed on the question paper. In addition, it is mandatory to give on a white sheet a detailed report about the given answers.

italiano

L'esame è costituito da una prova scritta obbligatoria (della durata indicativa di 1 ora) ed è volta ad accertare la capacità degli studenti di:

- presentare brevemente i principali concetti e strumenti sviluppati nel corso;
- usare questi strumenti per risolvere esercizi di natura finanziaria.

Questo viene raggiunto attraverso:

- la formulazione di due domande a risposta aperta, di natura teorica e applicativa, con lo scopo di illustrare uno o più concetti sviluppati durante le lezioni;
- la formulazione di quattro domande a risposta multipla, con lo scopo di svolgere brevi esercizi di natura numerica che richiedono l'applicazione dei concetti presentati durante le lezioni.

Le risposte vanno indicate tutte sul foglio delle domande mentre la giustificazione delle risposte, ossia lo svolgimento, deve essere riportata obbligatoriamente su un foglio bianco distribuito all'inizio della prova.

SUPPORT ACTIVITIES

english

During the course, activities will be carried out. In particular, some practical questions involved in Financial choices will be tackled.

italiano

Durante l'insegnamento, verranno svolte attività nel corso delle quali gli studenti potranno approfondire alcuni aspetti sulle scelte finanziarie affrontati in ambito professionale.

PROGRAM

english

Financial calculus

Common financial laws. One-variable and two-variable financial laws. Inflation and the real rate of interest. Rolling over and buy and hold strategies. Term structure of interest rates. Annuities and amortization plans.

Financial choices

Financial objectives. The Net Present Value (NPV) and NPV of levered investments (APV). IRR criterium. Valuation of a fixed-income asset. Immunization, duration and convexity.

Financial applications

Construction of leasing contracts. Microsoft Excel for financial valuations.

italiano

Calcolo finanziario

Regimi finanziari usuali di capitalizzazione e attualizzazione. Leggi finanziarie in una e due variabili. Valutazioni in termini reali. Strategie di rolling over e buy and hold. Struttura per scadenze dei tassi. Costituzione di un capitale. Ammortamenti a tasso d'interesse variabile e a due tassi.

Scelte finanziarie

Obiettivi finanziari. Valore attuale netto (VAN). VAN con uso di capitale proprio e capitale di debito (APV). Il criterio del TIR. Valutazione di titoli a reddito fisso. Immunizzazione e durata media finanziaria.

Applicazioni finanziarie

Contratti di vendita rateale e di leasing. Uso di Microsoft Excel per le valutazioni finanziarie.

SUGGESTED TEXTBOOKS AND READINGS

CASTAGNOLI, M. CIGOLA, L. PECCATI, Financial Calculus with Applications, Milano, EGEA, 2013. ISBN-10 : 8823821746

BROVERMAN S.A., Mathematics of Investment and Credit, 7th Edition, ACTEX Learning, New Hartford CT, USA, 2010. ISBN: 978-1-63588-221-6

Teaching notes and slides provided by the teachers.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=zjk4

Risk Management, Integrated Reporting and Sustainability - Integrated course

Risk Management, Integrated Reporting and Sustainability - Integrated course

Academic year:	2021/2022
Course ID:	MAN0524
Teacher:	Paola De Vincentiis (Lecturer) Maurizio Cisi (Lecturer) Simona Fiandrino (Lecturer)
Teacher contacts:	011 6706043, paola.devincentiis@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	12
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

NOTE

ENGLISH

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ITALIANO

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Course modules:

Risk Management, Integrated Reporting and Sustainability - Module: Financial Risk Management

Risk Management, Integrated Reporting and Sustainability - Module: Integrated Reporting & Sustainability

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=09mu

Risk Management, Integrated Reporting and Sustainability -

Module: Financial Risk Management

Risk Management, Integrated Reporting and Sustainability - Module: Financial Risk Management

Academic year:	2021/2022
Course ID:	MAN0524A
Teachers:	Paola De Vincentiis (Lecturer)
Teacher contacts:	011 6706043, paola.devincentiis@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

Learning how to evaluate the map and evaluate the exposure of a company or financial intermediary to different types of risks, with particular reference to market risk and credit risk

COURSE AIMS

- Map the exposure of a financial or non-financial companies to different types of risks
- Understand the main features and inter-connections between different types of risks
- Evaluate the exposure to interest rate risks
- Evaluate the exposure to market risk through the value-at-risk and expected shortfall metrics
- Evaluate the exposure to credit risks
- Understand the internal control framework of a firm (first, second and third level controls) along with the risk appetite framework

COURSE DELIVERY

The course will include lectures, practical sessions in computer lab and group works.

Should the sanitary emergency of Covid19 require it, the lectures will be delivered through videos,

while the practical sessions and group discussion will be organised at SAA in smaller groups if needed.

LEARNING ASSESSMENT METHODS

The exam will be in written form with a few exercises and essay questions in 1.5 hours.

Should the emergency of Covid19 require social distancing, the exam will be a quiz through Moodle with exercises and multiple choice questions, followed by an oral examination through webex, aimed at confirming the grade of the test.

SUPPORT ACTIVITIES

Tutorial sessions and practical sessions in computer lab will be organised by the teaching assistant, who will also be available through office hours for clarifying doubts and coaching.

PROGRAM

a) Risk classification

b) Interest rate risk evaluation

- repricing gap

- duration gap

- internal transfer rates

c) Market risk evaluation

- value at risk

- expected shortfall

- stress testing

d) Evaluating credit risk

- expected losses

- EAD, PD and LGD models

- scoring and rating models

- unexpected losses

d) Internal control framework

- first, second and third level controls

- role of the Board of Directors

- Risk appetite framework

SUGGESTED TEXTBOOKS AND READINGS

Resti A., Sironi A., RISK MANAGEMENT AND SHAREHOLDERS' VALUE IN BANKING, Wiley Finance.

or

Hull J., RISK MANAGEMENT AND FINANCIAL INSTITUTIONS, MacGraw Hill (latest available edition)

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=i77o

Risk Management, Integrated Reporting and Sustainability - Module: Integrated Reporting & Sustainability

Risk Management, Integrated Reporting and Sustainability - Module: Integrated Reporting & Sustainability

Academic year:	2021/2022
Course ID:	MAN0524B
Teachers:	Maurizio Cisi (Lecturer) Simona Fiandrino (Lecturer)
Teacher contacts:	maurizio.cisi@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Oral

PREREQUISITES

Basic knowledge in CSR and in business analysis

COURSE OBJECTIVES

ENGLISH

This course aims to develop knowledge and understanding of contemporary issues in the theory and practice of sustainability accounting, accountability and reporting. The course will adopt a critical stance and examine both the theoretical underpinning and the practical challenges associated with non-financial reporting. In the context of integrated reporting, emerging practice will be critically examined through the study of sustainability reports and solutions recommended by organisations such as GRI and IIRC.

ITALIANO

Il corso si propone di sviluppare la conoscenza e la comprensione delle attuali problematiche teoriche e pratiche del reporting di sostenibilità e in generale dell'accountability aziendale. Il corso esaminerà sia la base teorica che le sfide pratiche associate al reporting non finanziario. Nel contesto della rendicontazione di sostenibilità ed integrata, le pratiche emergenti saranno esaminate attraverso lo studio di report reali e dei framework di riferimento come quelli GRI e IIRC.

COURSE AIMS

ENGLISH

The course is designed to provide an introductory understanding of non-financial reporting and to foster students understanding about the possibilities and challenges of accounting for, measure outcomes, report, and assure corporate sustainability practices. Students will achieve a critical appreciation of key issues and research relevant to sustainability accounting, accountability and reporting; a critical and theoretical understanding of the role of accounting and reporting in corporate social responsibility; a critical appreciation of developments and rationales for sustainability accounting and reporting such as GRI and Integrated reporting.

ITALIANO

Il corso è progettato per introdurre al reporting non finanziario e per fornire agli studenti gli strumenti per la comprensione delle possibilità e delle sfide della misurazione dei risultati e del reporting dei processi di sostenibilità aziendale. Gli studenti saranno in grado di discutere sulle questioni chiave relative alla contabilità e alla rendicontazione della sostenibilità, con particolare riferimento alla coerenza dei principi adottati, alle problematiche legate ai confini del reporting e della comparabilità

COURSE DELIVERY

ENGLISH

Lectures presenting the problems summarized by group work carried out in the classroom, by analysis of real case studies, by presentations from students on theoretical and practical topics.

ITALIANO

Lezioni frontali in cui si presentano le problematiche compendiate da lavori di gruppo svolti in aula dagli studenti, da analisi di case studies reali, da presentazioni da parte degli studenti su argomenti teorici e pratici.

LEARNING ASSESSMENT METHODS

ENGLISH

Verification of learning is based on the following mix:

Evaluation of group and individual works produced during the course by the students (weight 70% of the final grade)

Individual oral (weight 30% of the final grade)

ITALIANO

La verifica dell'apprendimento di base sul seguente mix:

Valutazione lavori di gruppo e individuali prodotti durante il corso dagli studenti (peso 70% del voto finale)

Orale individuale (peso 30% del voto finale)

SUPPORT ACTIVITIES

ENGLISH

Tutorship

ITALIANO

Tutor della materia

PROGRAM

ENGLISH

The course will cover the following topics:

- 1 Introduction to sustainability accounting and reporting
- 2 The sustainability context
- 3 Concepts of accounting and accountability
- 4 The roles of accounting in embedding sustainability
- 5 Stakeholders in sustainability accounting and reporting
- 6 Motives underlying sustainability reporting (1) legitimacy theory
- 7 Motives underlying sustainability reporting (2) institutional theory
- 8 Standardization of sustainability reporting: GRI and integrated reporting
- 9 Building from the bottom, inspired from the top: accounting for sustainability and environmental agency

10 Sustainability and organizational connectivity

11 Evolution of risk, opportunity and the business case in embedding connected reporting

12 Mandatory Environmental, Social, and Governance Disclosure in the European Union

13 Integrated reporting

14 Integrated Assurance

ITALIANO

Il corso tratterà i seguenti argomenti:

- Introduzione alla contabilità e alla rendicontazione della sostenibilità
- Stakeholder nella contabilità e reporting di sostenibilità
- Motivazioni alla base della rendicontazione di sostenibilità (1) teoria della legittimità
- Motivazioni alla base della rendicontazione della sostenibilità (2) teoria istituzionale
- Standard internazionali di reporting non finanziario
- Il GRI Global Reporting Initiative: principi e contenuto
- L' Integrated reporting dell'IIRC: principi e contenuto
- Gli altri standard
- Divulgazione obbligatoria in materia ambientale, sociale e di governance nell'Unione europea
- L'Assurance dei report di sostenibilità

SUGGESTED TEXTBOOKS AND READINGS

ENGLISH

Gbangbola K., Lawer N. Gold Standard Sustainability Reporting - Second edition 2020 Routledge

Busco, C., Granà F., Izzo M.F. Sustainable Development Goals and Integrated Reporting

ITALIANO

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ENGLISH

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ITALIANO

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Risk Management, Integrated Reporting and Sustainability - Module: Financial Risk Management

Risk Management, Integrated Reporting and Sustainability - Module: Financial Risk Management

Academic year:	2021/2022
Course ID:	MAN0524A
Teacher:	Paola De Vincentiis (Lecturer)
Teacher contacts:	011 6706043, paola.devinentiis@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/11 - economia degli intermediari finanziari
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

Learning how to evaluate the map and evaluate the exposure of a company or financial intermediary to different types of risks, with particular reference to market risk and credit risk

COURSE AIMS

- Map the exposure of a financial or non-financial companies to different types of risks
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Risk Management, Integrated Reporting and Sustainability - Module: Integrated Reporting & Sustainability

Academic year:	2021/2022
Course ID:	MAN0524B
Teacher:	Maurizio Cisi (Lecturer) Simona Fiandrino (Lecturer)
Teacher contacts:	maurizio.cisi@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	2nd year
Type:	Related or integrative
Credits/recognition:	6
Course SSD (disciplinary sector):	SECS-P/07 - economia aziendale
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Oral

PREREQUISITES

Basic knowledge in CSR and in business analysis

COURSE OBJECTIVES

ENGLISH

This course aims to develop knowledge and understanding of contemporary issues in the theory and practice of sustainability accounting, accountability and reporting. The course will adopt a critical stance and examine both the theoretical underpinning and the practical challenges associated with non-financial reporting. In the context of integrated reporting, emerging practice will be critically examined through the study of sustainability reports and solutions recommended by organisations such as GRI and IIRC.

ITALIANO

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COURSE DELIVERY

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Orale individuale (peso 30% del voto finale)

SUPPORT ACTIVITIES

ENGLISH

Tutorship

ITALIANO

Tutor della materia

PROGRAM

ENGLISH

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- 2 The sustainability context
- 3 Concepts of accounting and accountability
- 4 The roles of accounting in embedding sustainability
- 5 Stakeholders in sustainability accounting and reporting
- 6 Motives underlying sustainability reporting (1) legitimacy theory
- 7 Motives underlying sustainability reporting (2) institutional theory
- 8 Standardization of sustainability reporting: GRI and integrated reporting
- 9 Building from the bottom, inspired from the top: accounting for sustainability and environmental agency

10 Sustainability and organizational connectivity

11 Evolution of risk, opportunity and the business case in embedding connected reporting

12 Mandatory Environmental, Social, and Governance Disclosure in the European Union

13 Integrated reporting

14 Integrated Assurance

ITALIANO

Il corso tratterà i seguenti argomenti:

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- Stakeholder nella contabilità e reporting di sostenibilità
- Motivazioni alla base della rendicontazione di sostenibilità (1) teoria della legittimità
- Motivazioni alla base della rendicontazione della sostenibilità (2) teoria istituzionale
- Standard internazionali di reporting non finanziario
- Il GRI Global Reporting Initiative: principi e contenuto
- L' Integrated reporting dell'IIRC: principi e contenuto
- Gli altri standard
- Divulgazione obbligatoria in materia ambientale, sociale e di governance nell'Unione europea
- L'Assurance dei report di sostenibilità

SUGGESTED TEXTBOOKS AND READINGS

ENGLISH

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Busco, C., Granà F., Izzo M.F. Sustainable Development Goals and Integrated Reporting

ITALIANO

Gbangbola K., Lawer N. Gold Standard Sustainability Reporting - Second edition 2020 Routledge

Busco, C., Granà F., Izzo M.F. Sustainable Development Goals and Integrated Reporting

NOTE

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ITALIANO

GLI STUDENTI SONO PREGATI DI ISCRIVERSI SU MOODLE PER AVERE LA POSSIBILITA' DI RICEVERE INFO DAI DOCENTI E PARTECIPARE A EVENTUALI AULE VIRTUALI

Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico.

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=v7vo

Safety, Quality and Environment Management

Safety, Quality and Environment Management

Academic year:	2021/2022
Course ID:	MAN0298
Teacher:	Riccardo Beltramo (Lecturer) Stefano Duglio (Lecturer)
Teacher contacts:	0116705718, riccardo.beltramo@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/13 - scienze merceologiche
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

english

Quality, Environment and Safety Management (Prof. Riccardo Beltramo)

Quality, Environment and Safety are key issues for enterprises wherever they are and whatever product they manufacture. Quality defines the capacity to listen to customers and to satisfy their desires, accordingly to resources, capacities and technologies available. Environment provides vital resources, input for the entrepreneurial activity and receives outputs, able to modify its characteristics. Safety is related to risks of negative events regarding to operations, human resources and products.

Their vital importance is generally recognized, at the point that there are International standards which guide the enterprises in identifying critical variables and in designing and implementing management systems to relentlessly drive the enterprises towards defined goals. Moreover, the holistic approach in management stresses the importance of developing integrated solutions, able to identify and monitor the relations which exist among quality, environment and safety.

International Standards (ISO9001, ISO 14001, OHSAS 18001, ...) can also be helpful for the identification of strategies to drive enterprises towards circular economy, which is and will be the guiding principle of development in the coming decades. The transition from linear transformative systems to circular systems is driven by the progressive reduction of material and energy resources and the resulting environmental, economic and social implications. It is a overwhelming movement that involves manufacturing and service activities.

Circular Economy implies strategic visions, based on a Life Cycle Thinking approach, which matures

through the collaborative behavior of many subjects who define new collaborative relationships for the material and energy utilization of waste.

The evolution of the present production paradigm can only be achieved through technological and organizational innovations. The creative process that determines them is fueled by the knowledge of management models, related to products and processes, that integrate environmental, economic and social requirements. The lessons concern methodological fundamentals and case studies. The most relevant international management models will be described in detail and, through the presentation of success stories, the effectiveness of innovations will be analyzed. Optimizing the use of resources not only involves the individual companies themselves but redefines the mutual relationship between businesses and between them and the environment. From these considerations comes the opportunity to know the methodologies that are supportive in dealing with the unstoppable change.

italiano

Qualità, ambiente e sicurezza sono questioni chiave per le aziende ovunque si trovino e qualunque prodotto producano. La qualità definisce la capacità di ascoltare i clienti e di soddisfare i loro desideri. L'ambiente fornisce risorse vitali, input per l'attività imprenditoriale e riceve degli output, sotto forma di impatti, in grado di modificarne le caratteristiche. La sicurezza è legata ai rischi di eventi negativi relativi alle operations, alle risorse umane e ai prodotti.

La loro importanza vitale è generalmente riconosciuta, al punto che esistono standard internazionali che guidano le imprese nell'identificazione delle variabili critiche e nella progettazione e implementazione di sistemi di gestione per guidare inesorabilmente le imprese verso obiettivi definiti. Inoltre, l'approccio olistico nella gestione sottolinea l'importanza di sviluppare soluzioni integrate, in grado di identificare e monitorare le relazioni esistenti tra qualità, ambiente e sicurezza.

Tali standard internazionali (ISO9001, ISO 14001, OHSAS 18001, ...) possono anche essere utili per l'identificazione di strategie per guidare le imprese verso l'economia circolare, che è e sarà il principio guida dello sviluppo nei prossimi decenni. La transizione dai sistemi di trasformazione lineare ai sistemi circolari è guidata dalla progressiva riduzione delle risorse materiali ed energetiche e dalle conseguenti implicazioni ambientali, economiche e sociali. Si tratta di un movimento travolgente che coinvolge le attività di produzione e di servizio.

L'economia circolare implica visioni strategiche, basate su un approccio Life Cycle Thinking, che matura attraverso il comportamento collaborativo di molti soggetti che definiscono nuove relazioni collaborative per l'utilizzo materiale ed energetico dei rifiuti.

L'evoluzione dell'attuale paradigma produttivo può essere raggiunta solo attraverso innovazioni tecnologiche e organizzative. Il processo creativo che li determina è alimentato dalla conoscenza di modelli di gestione, legati a prodotti e processi, che integrano requisiti ambientali, economici e sociali. Le lezioni riguardano i fondamentali metodologici e i casi di studio. I modelli di gestione internazionali più rilevanti saranno descritti in dettaglio e, attraverso la presentazione di storie di successo, l'efficacia delle innovazioni sarà analizzata. L'ottimizzazione dell'utilizzo delle risorse non coinvolge solo le singole aziende stesse, ma ridefinisce il rapporto reciproco tra le imprese e tra esse e l'ambiente. Da queste considerazioni deriva l'opportunità di conoscere le metodologie che sono favorevoli nell'affrontare il cambiamento inarrestabile.

COURSE AIMS

english

The ability in critically auditing and analysing the relationship between companies' processes and the environment, production quality and health and safety in the production systems.

The knowledge and the correct use of voluntary and mandatory normative instruments.

italiano

La capacità di controllare e di analizzare criticamente il rapporto tra i processi delle aziende e l'ambiente, la qualità della produzione e la salute e la sicurezza nei sistemi di produzione.

La conoscenza e il corretto uso di strumenti normativi volontari e obbligatori.

COURSE DELIVERY

english

Teaching is structured in 35 hours of classroom teaching. The program addresses the foundations of business relationships and the environment, and aims to guide the student towards identifying aspects relevant to quality, safety and the environment. It also aims to fully illustrate the operational tools that make integrated management possible, with insights on Life Cycle Thinking and Circular Economy.

Didactic media are diversified (slides, articles, videos) and are designed to encourage active learning.

During the course, students are offered some exercises to take place in the classroom and in a collective manner to verify the understanding of the topics discussed and to facilitate learning.

Frequency is optional, recommended, and the final exam will be the same for attendants and not.

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L'insegnamento è strutturato in 35 ore di didattica frontale. Il programma affronta le basi delle relazioni commerciali e dell'ambiente e mira a guidare lo studente verso l'identificazione di aspetti rilevanti per la qualità, la sicurezza e l'ambiente. Ha anche lo scopo di illustrare appieno gli strumenti operativi che rendono possibile la gestione integrata, con approfondimenti sul pensiero del ciclo di vita e sull'economia circolare.

I media didattici sono diversificati (articoli, video) e sono progettati per incoraggiare l'apprendimento attivo.

Durante il corso, agli studenti vengono offerti alcuni esercizi che si svolgono in classe e in modo collettivo per verificare la comprensione degli argomenti discussi e facilitare l'apprendimento.

La frequenza è facoltativa, ma consigliata e l'esame finale sarà lo stesso per frequentanti e non.

LEARNING ASSESSMENT METHODS

english

Verification of student preparation will take place with written exam, consisting of open questions, with a default response space. The total points (30) will be subdivided on the basis of the questions in the test by relevance and extension and pre-announced during the exam. The final score will be given by the sum of the partial scores. No oral exam is scheduled. The duration of the written test is 1 hour and 15 minutes. The subjects of the written exam will reflect the ones taught in the course and contained in the program, designed to bring students to reflect on the issues of quality, safety and environment management in enterprises. In addition to verifying the knowledge and understanding of the topics discussed, the written examination aims at verifying the abilities mentioned above (see Expected Learning Outcomes). The questions, in fact, include descriptive but critical elements as well. It is necessary to overcome the examination the appropriate use of terminology and a clear and concise written exposition that shows the logical links between the aspects considered.

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La verifica della preparazione degli studenti avverrà con un esame scritto, costituito da domande aperte, con uno spazio di risposta predefinito. I punti totali (30) saranno suddivisi sulla base delle domande del test per rilevanza e estensione e pre-annunciati durante l'esame. Il punteggio finale sarà dato dalla somma dei punteggi parziali. Non è previsto alcun esame orale. La durata della prova scritta è di 1 ora e 15 minuti. Le materie dell'esame scritto rifletteranno quelle insegnate nel corso e contenute nel programma, progettato per portare gli studenti a riflettere sui temi della qualità, della sicurezza e della gestione dell'ambiente nelle imprese. Oltre a verificare la conoscenza e la comprensione degli argomenti discussi, l'esame scritto mira a verificare le capacità di cui sopra (vedere Risultati di apprendimento attesi). Le domande, infatti, includono anche elementi descrittivi ma critici. È necessario superare l'esame l'uso appropriato della terminologia e un'esposizione scritta chiara e concisa che mostri i legami logici tra gli aspetti considerati.

PROGRAM

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Fundamentals:

- Quality, Safety, Environment
- Management
- Systemic approach
- Life Cycle Thinking

International Standards and Management Systems for Organizations

ISO 9001: 2015

ISO 14001: 2015

Circular Economy: concept and examples

ISO 26000: 2010

Eco-Management and Audit Scheme

italiano

Fondamenti:

- Qualità, Sicurezza, Ambiente

- Gestione

- Approccio sistemico

- Pensiero del ciclo di vita

Standard internazionali e sistemi di gestione per le organizzazioni

ISO 9001: 2015

ISO 14001: 2015

Economia circolare: concetto ed esempi

ISO 26000: 2010

Schema di ecogestione e audit: Regolamento EMAS

SUGGESTED TEXTBOOKS AND READINGS

english

Materials provided by the Teachers.

Suggested readings will be provided during the course.

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Slide fornite dai docenti e letture suggerite durante il corso

NOTE

english

The teaching modalities may vary according to the limitations imposed by the current health crisis. In any case, the online teaching and examinations will be ensured throughout the academic year

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Le modalità di svolgimento dell'attività didattica potranno subire variazioni in base alle limitazioni imposte dalla crisi sanitaria in corso. In ogni caso è assicurata la modalità a distanza per tutto l'anno accademico

Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=h1rx

Strategic Marketing

Strategic Marketing

Academic year:	2021/2022
Course ID:	MAN0522
Teacher:	Rebecca Pera (Lecturer) Alberto Ferraris (Lecturer) Veronica Scuotto (Lecturer) Gabriele Baima (Tutor)
Teacher contacts:	n/d, rebecca.pera@unito.it
Degree course:	BUSINESS ADMINISTRATION - Curriculum: Business Management and International Marketing BUSINESS ADMINISTRATION - Curriculum: Finance and Accounting
Year:	1st year
Type:	Distinctive
Credits/recognition:	5
Course SSD (disciplinary sector):	SECS-P/08 - economia e gestione delle imprese
Delivery:	Formal authority
Language:	English
Attendance:	Obligatory
Type of examination:	Written

COURSE OBJECTIVES

This course aims at training students around the strategic aspects of marketing, by focusing on long-term strategies to creating company value, customer value and collaborator value. It seeks to go beyond the typical marketing tactics to include stakeholder theory and business ethics as main drivers of value creation and optimal value proposition. The principal marketing strategies will be investigated under the lens of Corporate Social Responsibility in order to outline what competitive advantages companies can gain and sustain while creating value for society and environment at the same time.

COURSE AIMS

Students will be able to create a marketing plan that groups together strategies for sustaining competitive advantages in the long-term and will be able to change their mindset from the mere logic of competition to the broader logic of co-creation, cooperation and jointness of interest among all stakeholders involved in the value creation process. They will eventually understand the usefulness and the complexity of strategic marketing under unusual perspectives, by intergating stakeholder theory and corporate social responsibility to the everyday marketing activities.

COURSE DELIVERY

Frontal lectures.

Case studies where the participation of all students in class is required.

LEARNING ASSESSMENT METHODS

Written exam with 2/3 open questions.

From 1 to 3 extra-points obtained from the case studies work in class.

The Slow food project (preparation and presentation in group) weights 1/3 of the exam, only for attendants.

PROGRAM

1. Marketing Strategy and Tactics
2. Targeting, Segmentation & Positioning
3. Repositioning & Marketing Plan
4. Case study on SWOT
5. Value Creation: customers, companies, collaborators
6. Value co-creation: participation, collaboration and engagement + case study
7. Corporate Social Responsibility & stakeholder management
8. McDonald's case: sustainability & repositioning
9. Managing Communication: how to balance new communication purposes?
10. Everyday Sustainability for Business

All the modules will be integrated with case studies developed around specific topics applied to various firms such as Netflix, Air Asia, Amazon, Fitbit.

Students will be involved in the preparation and presentation of new proposals of business development of the Terra Madre Salone del Gusto by Slow Food. A company visit will facilitate the delivery of such project.

SUGGESTED TEXTBOOKS AND READINGS

- Strategic Marketing Management, Alexander Chernev, 2018 (9th edition), Cerebellum Press USA
- Integrated Company Responsibility in the Food and Beverage Industry, Chiara Civera (2018), Giappichelli

- Good Strategy Bad Strategy, Rummelt (2013)

- Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and "the corporate objective revisited". *Organization science*, 15(3), 364-369.

- Harrison, J. S., & Wicks, A. C. (2013). Stakeholder theory, value, and firm performance. *Business ethics quarterly*, 23(1), 97-124.

- Sulkowski, A. J., Edwards, M., & Freeman, R. E. (2017). Shake Your Stakeholder: Firms Leading Engagement to Cocreate Sustainable Value. *Organization & Environment*, 1086026617722129.

NOTE

ENGLISH

The teaching activities modalities may vary according to the limitations imposed by the current health crisis. In any case, lectures will be online throughout the academic year.

ITALIANO

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Course webpage: https://www.business-administration.unito.it/do/corsi.pl/Show?_id=0922

