



CENTRO UNIVERSITARIO
DI ORGANIZZAZIONE AZIENDALE
Business School dal 1957

Il Sistema Qualità del CUOA è certificato UNI EN ISO 9001:2000

MBA part time
Master of Business Administration
March 10, 2011 - July 20, 2012
5th Edition

Fondazione CUOA

Fondazione CUOA is a non-profit private school of management founded in 1957 as a post-graduate training school in the heart of North-eastern Italy. It is one of the most active training centres in Italy.

More than 100 employees

Since 1970, founder member of ASFOR, the association of the best Italian Business Schools.

Since 1995, member of Sistemi Formativi Confindustria (training systems of the Federation of Italian - Industrial Associations).

Since 1998, Quality System certified UNI EN ISO 9001

Members of Fondazione CUOA

- Universities: Padua, Verona, Trento, Trieste, Udine, Venice and IUAV.
- Public bodies
- Private companies and banks.

The Fondazione CUOA's special structure helps bring together the academic component with the social and economic components to provide training, research and consultancy services to young graduates, entrepreneurs, managers, public officials and banks.

Fondazione CUOA is organised into three Areas:

CUOA Executive Education

Based on its fifty-year-long experience in the organization of Master degree programs, the Area offers full time, as well as part-time master degree programs and Executive Courses.

FULL TIME MASTER COURSES: Master in Retail Management, Master in General Management, Master in Banking & Finance, Master in Business Innovation.

PART-TIME MASTER COURSES: Executive MBA Master of Business Administration, Master for entrepreneurs of SMEs, MBA -Master of Business Administration, in collaboration with the University of Michigan-Dearborn, Master in Lean Management.

EXECUTIVE COURSES by Jobleader: Sales and Distribution, Innovation and R&D, Emotional Intelligence Development Program, Human Resources Management, Marketing, Advertising and Promotion.

CUOA Finance

It is focused both on planning activities (analysis, study, innovation-oriented research) and on operations (actual realisation of projects). The services offered reflect the firm conviction that training is the main instrument that banks and other financial companies can and must use to step up the pace of change. Accordingly, the Area's customised training programmes are streamlined, flexible and adapted to the actual needs of the companies served. Training activities are conducted partly at CUOA's own facilities and partly in-firm (at individual banks, financial companies and insurance companies).

CUOA Innovation

The Area works with foreign institutions, international organizations, universities and business schools in order to promote **research**, **training** and **consultancy** activities. It carries out national as well as international projects.

It provides training for directors, directors-general, managers and other personnel within government and government agencies. The main users are: local authorities (regions, provinces, municipalities), health services (local health administrations, hospitals, the Ministry of Health), educational institutions (schools, provincial educational authorities, the Ministry of Education), and other agencies and corporations in the public sector, non-profit organizations and cultural and artistic organizations.

It also organizes courses addressed to foreign managers from private companies or government-run enterprises, both in Italy and abroad.

MBA part time in collaboration with the University of Michigan – Dearborn, USA

The Value of the Choice

It is a Business Administration Master that aims at giving a strong managerial culture, in order to consolidate and enlarge practical as well as theoretical competencies, to manage strategic and organizational changes, with an international approach.

It is the only Master in Italy that allows the participation to online MBA courses offered by the University of Michigan - School of Management, Dearborn USA.

It is a global MBA offering the possibility of being part of an international network, learning in a multicultural context, dealing with managers and professionals from throughout the world. For 16 months without leaving one's job one can have the chance to develop an integrated and strategic vision of the company and its processes, managing the appropriate tools in order to cope with new challenges in ever-more complex international contexts.

In addition to the MBA CUOA Certificate one also obtains the University of Michigan Certificate.

MBA Program

March 10, 2011 - July 20, 2012

This is the 4th edition of a course addressed to young internationally-oriented professionals with a good knowledge of the English language wishing to invest their time to acquire new competencies and thus become more competitive in the labour market. The program is 16 months long and steady attendance is required. The program is designed to meet the attendees' needs to handle their professional responsibilities and private life.

The schedule classes is as follows:

- two weekends a month: Friday from 2 pm to 8 pm, Saturday from 9 am to 2 pm,
- three Thursday from 9 am to 6 pm
- at least 2 hours per day for 4 months (January – April 2012) to attend an online course.

Teaching Methodologies

Teaching methodologies include class lessons, business case studies, outdoor activities, simulations, project work, participation in a business game, the drawing up of a business plan, seminars, testimonies of managers, visits and contacts with the companies. Part of the programme (see the specialisation) shall be carried out through distance-learning with the objective of facilitating learning for those at work and help create an international professional community. Learning in the overall training process requires the active participation and personal contribution of all members.

Business Functions

The initial training phase allows the attendees to develop the necessary skills and competences necessary to understand and consider a company as being an integrated system in which there is the interaction and coordination of different functions.

Quantitative methods

The subjects studied include the principles of financial mathematics and statistics and the work tools necessary for business management. The objective is that of giving the students, with different school and professional backgrounds, a common knowledge base.

Accounting

This section presents the characteristics of the company's administrative and general accounting systems. The topics discussed include: modalities and problems linked to the drafting of balance sheets, the reclassification of balance sheets, the analysis of business indexes and the interpretation of the balance sheets according to indexes and flows.

Corporate Finance

This module studies the main financial analysis tools in detail. In particular, it focuses on the analysis of monetary balance management tools in financial decisions in terms of the overall financial dynamics and the financial flow management tools and resource management control.

Management Accountability & Control

This module presents the main business management technical-accounting and organizational themes. The analysis tools supplied allow the assessment of the calculation schemes used for the decision-taking and the identification and understanding of the possible alternatives in cost calculation, organizational control structure, financial planning and the analysis of the performance measurements and variations.

Marketing

This module develops the basic tools for the study of demand. In particular, it focuses on consumer behaviour, the marketing information system, market segmentation and product positioning. This section also develops customer management and the identification of the marketing mix components. Moreover, the main planning and marketing control activities are presented and their links to the other business plans highlighted.

Human Resources Management

The section presents the human resources management and development systems from the widest organizational analysis perspective. It tackles the techniques and operational tools for the analysis of the organizations both in terms of company business models and work organizational models. In particular, it examines personnel recruitment and selection, remuneration policies, resource development and assessment methods, performance and career systems and capacity-building.

Operations Management

This module supplies the instruments necessary to develop appropriate operation management methods in the context of an ever-growing internationalisation of production. Today operations no longer simply have an operational and tactical role seeking to ensure the "good operation" of all the activities linked to production and logistics. Indeed, they also play a strategic role seeking to support and define the competitive advantage of the entire company including outsourcing. Great attention is given to the lean and modular production systems for mass customisation together with a flexibility in the mix of products and in the volumes carried out according to the specific market needs with reduced stocks along the entire process and more attention being paid to the intangible resources and to customer-supplier relations.

Supply Chain Management

In a context characterised by growing competition between business systems this module analyses the integration with suppliers and customers together with the opportunities and constraints which exist in working as a system of businesses. The problems, decisional areas, the strategic and operational consequences concerning materials management, physical distribution, purchase orders and supplier management are analysed in a partnership perspective between the different actors in the chain. An analysis is made of the role of logistics in production systems which tend to be ever more fragmented (internationalisation, production decentralisation, cluster and

productive networks) and in distribution systems which are ever more complementary as compared to the physical product in defining the level of customer satisfaction.

Strategic Management

This section analyses a business and its competitive system. It highlights its characteristics, sources and determining factors using core competency and capabilities assessment schemes. The analysis is enriched from the evolution point of view by a horizontal and vertical “interpretation” of the competitive context. From the horizontal point of view the structural characteristics of the sector are studied (concentration, life-cycle, etc), the strategic business area concept, strategic grouping and competitive advantage. From a vertical point of view the positioning of the company within the supply chain and the dynamic chain management are examined.

International Management

This module studies the strategies adopted by business to tackle the globalisation opportunities with testimonies by scholars and international operators offering examples in different sectors. After having highlighted the process’ implications in terms of management internationalisation, information is given on the recent evolutions in the important geopolitical areas both from an economic and financial point of view as well as from the institutional and cultural point of view. In particular, institutional problems in international markets are analysed together with the opportunities and risks of international competition, multicultural management and international career problems as well as the implementation of the internationalisation strategy.

Business Processes

Once the main business functions have been analysed, this module offers attendees the possibility of integrating the different perspectives and develop a cross-sectional analysis of the business. It is during this phase that the attendees master the management techniques and the organizational and technological tools applied to the main business processes.

Project Management

This module introduces the basic aspects of project management and presents the principles, organizational modalities and support tools to ensure efficient project management .

Business Process Reengineering

This module envisages mapping the activities and their relationships with the objective of attaining management excellence in company strategy.

Data Management & Information Systems

This module illustrates the ICT (Information & Communication Technology) potential and applications in the information flow management supporting the different company processes and highlights their opportunities as a source of competitive advantage.

New Product Development

Product development in all its facets is tackled. It is a critical process which brings together integration problems as well as economic-financial, marketing, design, industrialisation and production decisions.

Customer Relationship Management

This module analyses the value of the service to the customer and customer satisfaction. Actual business cases are examined.

Order to Delivery

The management process – from the purchase order to the delivery of the product/service are examined and the different phases of the process, the actors, the decision criteria and the management logic in the different contexts recreated.

Total Quality Management

All the components of a quality system are analysed. The certification and total quality management themes are studied in depth.

Business Sustainability

Today business ethics is considered part of a company's culture and compliance with the rules a business value. Companies must pay attention to the social costs which their economic activity produces and the ethic values achieved.

Electives

The international dimension of the MBA, thanks to the exclusive collaboration agreement between Fondazione CUOA and the University of Michigan-Dearborn (USA), allows students to acquire an in-depth knowledge of a specific functional area of their choice through their participation to a regular online MBA course of the School of Management of the University of Michigan in Dearborn. Such course constitutes an integral part of the Fondazione CUOA MBA training course.

The MBA students of Fondazione CUOA, with a view to networking and international cross-learning, can thus learn, exchange views, discuss business cases, carry out group work and prepare reports with other managers and professionals from the entire world under the supervision and guidance of an American professor.

The possible choice is among three on line courses:

Marketing Management (University Of Michigan Code: Mkt515)

This course provides a thorough understanding of the business processes and strategies associated with marketing management. An integrated framework, called "The Big Picture," will be a central theme of the course. Students will learn about the fundamental elements of the marketing management process and the basic components of marketing programs. Upon completing the course, students will have a solid understanding of the role of marketing managers and how to apply marketing concepts to a wide range of management decisions. The course requires the successful student to stay highly involved.

The Big Picture framework will be applied in a series of mini-cases, chosen and written by 3-5 person teams of students, using a carefully designed template. Students will take a leadership role in managing the discussion of these mini-cases. If you have a current marketing problem that interests you, you will have an opportunity to work directly on that problem in this course.

In this way, the course will permit you to maximize the relevance of the cases to your own interests and professional lives.

Organization Behaviour (University Of Michigan Code: Ob510)

This course provides a basic understanding of individual, inter-personal and group behaviour in organizations and how this understanding can be used in the practice of management.

Topics for discussion include: motivation, communication and influence, group dynamics, structures design and inter-group relations, planning, control and rewards systems, leadership, and organizational development.

The course is designed to:

- develop an awareness of the key principles of organization behaviour ranging from micro through macro aspects of the organization
- build skills in leadership, decision-taking, problem solving, motivation and conflict resolution
- create an appreciation for managing and leadership in both domestic and international organizations.

Business Economics - Economic Analysis: Firm & Consumer (University Of Michigan Code: Be530)

This is a microeconomics course with a business emphasis designed for MBA students. This course emphasizes business applications of microeconomic theory i.e. the actions of individual economic agents.

Among the topics covered are supply and demand, production functions, cost functions, profit maximization, competitive markets, monopoly, oligopoly, decision making in uncertain situations, and asymmetric information. By the end of this course, students should have an understanding of some of the methods of microeconomics and the importance of these techniques for the effective management of a modern firm. In particular, students should be able to use these techniques to analyze specific market situations.

Computer And Information Systems (University Of Michigan Code: Mis525)

This course focuses on the management concepts and information technology needed to create effective information systems. Topics include: a survey of information technology, information systems and organizations, strategic information systems, management support systems and ethical and social issues in information systems.

At the end of the master, in addition to the **Fondazione CUOA MBA Diploma**, each student shall also receive the **Certificate of the University of Michigan – Dearborn** attesting the participation to the specific online course he has attended.

Deployment Activities

Business Game

Participants will join work groups in competition; every group will represent a company in the market that will work according to specific actions and plans in order to optimise its results. This activity will promote the acquisition of a global vision of the company and the verification of tools, decision-making skills and how coherent the decisions made will be.

Business Plan

A practical activity will be the drawing up of a business plan from the identification of the right “business idea” to the definition of the business targets and the strategy to achieve them, together with the identification of all the resources that the business management needs.

Project Work

Several counselling-like projects will be developed thanks to a direct involvement of companies. Carrying out his-her own project, within a transversal context or pertaining to a specific business function, each participant will be encouraged to work by targets and to transfer into practice the competencies and tools learned during the lessons.

Competencies' Development

Learning spaces are created through individual and group activities to help develop cross-sectional competencies such as leadership, flexibility, objective orientation, planning, self-control, public-speaking, interpersonal relations management. Some activities are carried out outdoor such as team building and orienteering.

Faculty

The scientific director is Andrea Vinelli, professor at the department of Engineering and Management - University of Padua.

The Faculty of the master includes professors as well as consultants and training experts in order to provide an integration between a proper methodology and the application of the concepts to the professional experience. A staff of assistants and tutors is always available to ensure the best coordination of activities.

Fees

€ 17.500 + VAT (20%) subdivided into 4 instalments..