



# UNIVERSITÀ DI PISA

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## MANAGEMENT PRACTICE

**PAOLA CANTARELLI**

Anno accademico

2023/24

CdS

DATA SCIENCE AND BUSINESS  
INFORMATICS

Codice

629PP

CFU

6

Moduli	Settore/i	Tipo	Ore	Docente/i
MANAGEMENT PRACTICE	SECS-P/08	LEZIONI	48	PAOLA CANTARELLI SABINA DE ROSIS

### Obiettivi di apprendimento

#### *Conoscenze*

The course aims to provide students with an in-depth understanding of how the main theoretical foundations of innovation management translate into the management practices that characterise today's competitive environment across public institutions and private firms. Emphasis will be placed on the role of enabling factors and management practices in organizations. The course will also introduce students to behavioral sciences and service delivery, with a focus on innovative management practices.

The course will be delivered in English language and will include theoretical and practical lectures. It will consist of two main sections:

Part I (Behavioral sciences insights to improve organizations: theoretical concepts and management implications )

Part II (Management practices and enabling innovations)

At the end of the course students will have learned about the following topics:

- Application of behavioral science insights to the design of innovative policies and practices
- Application of behavioral science insights to the management of human resources in mission driven organizations
- The nature, types, patterns and evolution of innovation: not only technology in the business and strategic direction definition
- The managerial practices related to the evolution of the role of stakeholders and enabling innovations: co-production and co-creation of value

#### *Modalità di verifica delle conoscenze*

The examination will consist of a written test followed by an oral test, which will include the discussion of a project work carried out individually. Both tests will be conducted in English.

The 6 CFU are to be achieved through the written and oral examination, which together make up the examination. These must be recorded within one calendar year of passing the written test. The written test alone does not constitute an examination. Failure to pass the oral test will require a new written test to be taken.

#### *Capacità*

At the end of the course students will be able to:

- Understand and evaluate the dynamics of research, development adoption and diffusion of behavioral sciences in management practices and of innovative practices of co-production
- Read and interpret the managerial literature on the management of innovation
- Understand and evaluate the main managerial practices accordingly to the more recent development in terms of behavioral sciences and value co-creation

#### *Modalità di verifica delle capacità*

The course will introduce students to the theoretical foundations of the various topics and will supplement these notions with case studies, reading and discussion of articles and examples of contemporary management practice.

During each module, active learning and interaction with students will be encouraged, using case studies, group work and simulations in addition to the traditional face-to-face teaching method.



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### Comportamenti

Group work and classroom interaction will allow students to apply the knowledge learned in the modules to concrete cases and to learn to critically discuss and interpret the main managerial strategies and practices related to the management of technological innovation. Active participation of students in lectures is strongly encouraged.

### Modalità di verifica dei comportamenti

The final assessment will take into account how responsibilities are defined and how group work is organised and managed

### Prerequisiti (conoscenze iniziali)

Sufficient knowledge of English is strongly recommended for understanding a written text, writing the project work and interacting in the classroom and in the exam.

### Programma (contenuti dell'insegnamento)

The course will be delivered in English. The syllabus will include the following topics: PART 1: Behavioral science insights to improve organizations: theoretical concepts and management implications

- Behavioral sciences ad fontes: historical evolution of theories and research methodologies
- Social influences in management practices
- Overconfidence in management practices
- Typologies of default options in management practices
- The applications of prospect theory insights to management practices
- Theories of work motivation
- Typologies of leadership and styles of reciprocity
- Management practices that boost innovation in complex organizations

### PART 2: Management practices and enabling innovations

- Definitions, nature, types, patterns innovation: evolution of theories and models
- Role of innovation in the business and strategic direction definition
- Social innovation: the role of stakeholders in the co-production and co-creation of value
- Managerial practices and enabling innovations for co-mechanisms
- Adoption and diffusion of management practices of innovation and co-production

### Bibliografia e materiale didattico

The teaching materials, in English, will be provided by the lecturers and will be available on the web. The textbook covering the contents of Part 1 is Thaler, R. H., & Sunstein, C. R. (2021). *Nudge*. The final edition. Yale University Press.

For the Part 2, the reference textbook is Giannetti R. and Dello Sbarba A., *Management and Fundamentals of Accounting*, McGrawHill, 2020 (chapters 4 and 6), and Bovaird, T., & Loeffler, E. (2022). *Co-production: theoretical roots and conceptual frameworks*. In *Handbook on Theories of Governance*. Edward Elgar Publishing.

### Indicazioni per non frequentanti

The examination for non-attending students is the same as for attending students.

### Modalità d'esame

The examination will consist of a written test followed by an oral test, which will include the discussion of a project work. Both tests will be conducted in English.

The 6 CFU are to be achieved through the written and oral examination, which together make up the examination. These must be recorded within one calendar year of passing the written test. The written test alone does not constitute an examination. Failure to pass the oral test will require a new written test to be taken.

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