LETTER FROM THE DEAN

I am very proud, as Dean and Director of Fondazione ISTUD, to introduce for the fourth time the PRME Report, consistently with our decision to be one of the first Principles’ subscribers.

As stated in our mission, Fondazione ISTUD has always striven to help companies and individuals to grow and exploit their potential creating value for all the surrounding system, taking into particular account the principle of the stakeholders’ value, based on a strict and modern combination between business and social commitment.

In spite of a difficult scenario, sometimes suggesting to abandon such an approach for going back to the idea of companies as mere promoters of shareholders’ interest, we have always chosen to continue along with our history and tradition to consider a Company more than an instrument to produce profits and money, but a Community. A community of people, a community that lives inside another larger community where a fair comparison and negotiation of interests, values, resources, consensus, are powerful boosters of economic and social development.

Since the distant Eighties, ISTUD has been paying a lot of attention and doing investments on the European Humanistic Culture applied to the management; and this continues to deeply distinguish our approach to the executive education. We believe that learning, from qualitative and humanistic disciplines (as philosophy, history, music and literature) - beside technical subjects - helps managers to increase their attitude and orientation towards the society as a whole and to deal better with the human relations. In detail, our approach to the responsible management is a distinguishing feature of all our master courses and training programmes for graduates and executives. Our Executive Education Programmes are generally aimed at developing managerial competences, promoting and fostering systemic leadership in the daily business, supporting managers to make decisions and to get results for the company, consistently with the expectation of the society.

We know that this is a mainstream all around the world, but in Italy this assumes a stronger meaning if connected with the very sensible and tough topics for the Italian economy and society as legality and anti-bribery.

Such an approach is strongly supported not only by means of training initiatives, but also throughout research projects, investigating the inner reasons and the growing challenges of managerial integrity and legality.

Our Masters, addressed to create a bridge between young people and the work market, are deeply concerned with the topic of sustainability, social responsibility and accountability, offering a wide range of lectures and cases from different parts of the society.

Research is the flagship of our activities, boasting a wide selection of topics which includes humanities and management, legality and ethics, healthcare and well being, in particular through the recourse to narrative medicine as innovative tool for the humanization of care paths and the promotion of sustainability in national healthcare systems.

Our Institutional Projects are finally implemented with the highest degree of transparency and fairness, and all the public resources we receive from public institutions are used with the highest respect for the public interest. Therefore I want to thank all the colleagues, Clients, Partners, for sharing these ideas and principles, which represent a cornerstone of our tradition as well as a deep and heartfelt belief which will continue to steer our professional and human life.
Fondazione ISTUD is an independent business school that operates in Europe in the field of executive education, advanced lifelong learning and management research.

As an independent high vocational education institution and centre of management research, it acts as a 'bridge' between theory and practice, between academy and the practical experience.

Its mission is to consolidate and spread a management culture based on corporate sustainability, multiculturalism, professional upright and value production.

OUR HISTORY

Founded in 1970 by Assolombarda (the largest territorial association of the entire Italian entrepreneurial system) and a group of leading Italian and multinational companies (including Pirelli, Olivetti and IBM), ISTUD has always accompanied the evolution of Italian management, making an important contribution to the spread of a modern 'management culture' in our country.

The first Faculty of the Business School was composed of professors from the Harvard Business School, sided by Italian professionals in management consultancy.

Today, ISTUD is the only high-profile independent Italian Business School. In its 46 years of activity, more than **60,000 executive and middle management profiles** and more than **2,500 graduates** have attended its training programmes and Master courses, along with many professionals now operating in training and research attended ISTUD from the seventies to today.

Currently, ISTUD can rely on a wide network of about 150 trainers and researchers and 2 main premises: in Milan (operative centre) and in Baveno on the Maggiore Lake (didactic centre).

Currently Fondazione ISTUD can rely on the support of the following members, representing primary companies in the Italian business scenario: Gruppo Pessina (founding member), Angelini, Assolombarda Confindustria Milano Monza and Brianza, Chiesi Farmaceutici, Dompé, Elica, Experientia, Gaudianello, Gruppo Generali, Gruppo Sapio, Norda, Sangemini, S.E.A. - Società Esercizi Aeroportuali, Telecom Italia, Vitecgroup Italia.
Social Responsibility has become in the last years a crucial issue for companies and their managers and pressed them to rethink their role and their relations with society and other stakeholders compliant with the modified role in the society that has to be played by universities and business schools.

Thanks to the know-how acquired and consolidated in recent years on this topic, Fondazione ISTUD has developed an innovative approach in flanking companies with consultancy and support for development and the spread of a culture of social responsibility within their organizations and towards their stakeholders.

The experience in the field shows how the existing CSR practices at times represent the answer to external problems of adaptation, or to problems of internal integration, while it is rare to find coherent and harmonic development in both dimensions. The challenge for companies today who wish to spread a culture of social responsibility within their organisations is to ensure that the CSR practices harmoniously influence both relations outside the company and therefore the definition of the strategy and the communication choices, and the mechanisms and processes of internal integration, and in particular the organisational culture and the degree of consent that the CSR receive from members of the organisation.

Fondazione ISTUD bases its activity on a mission and a set of values that are compliant with the modified role in the society that has to be played by universities and business schools.

**OUR MISSION**

To support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all the stakeholders involved. Fondazione ISTUD is Italy’s first independent Business School and has since 1970 has actively developed higher-training and research projects. Fondazione ISTUD offers a prospectus of research programmes and management training courses that are immediately applicable to market realities and to the challenges currently faced by organisations.

**OUR VALUES**

- **Sustainability:** a systemic, ethical and viable approach.
- **Method:** scientific correctness, research and experimentation as the single path to constant growth.
- **Integrity:** attentive client interaction. We believe in open dialogue and effective listening as means to enrich shared knowledge and information.
- **Teamwork:** working together with enthusiasm and passion. Resolution and consistency are the cornerstones of our commitment.
- **Results:** achievement of results and full accountability towards clients and society alike.
- **Potential:** individual attributes and personal talent are core assets for any company. We respect individuals and their potential.
ISTUD is organized in 3 business units (BU):

- Business School (research, master for graduates, Eu-granted projects)
- Health Care and Well being Area
- ISTUD Enterprise Solutions (intercompany and in house programmes)

Knowledge and managerial practice are seen as a tool, a “social technology”, crucial to address and manage the growing complexity and dynamism of today’s economic and social systems.

In this context, intellectual researches and innovative training actions, conducted by the four Practices, are the beating heart of ISTUD and are based on the pillars that inspired its history since 1970. In fact, since its foundation, in all its activities ISTUD has used humanistic instruments, like analogies, storytelling and ethnographic approach, maintaining a specific attention to create the conditions for a sustainable value for business and society. At the base of the various initiatives that ISTUD develops there is a constant research and innovation, in the development of a knowledge-oriented and updated approach to the most important questions that arise to the attention of businesses, organizations, managers and entrepreneurs with the aims to enlarge the managerial training approaches towards the so called “Humanities for Management” and the use of creativity and experience based approaches to leadership and managerial contents. This approach is very important also in the research and field based activities, since various experiences demonstrated that with the narrative analysis it is possible to reach a qualitative dimension which none questionnaire will collect.

Accordingly to EFMD’s inputs to the EU2020 strategies Fondazione ISTUD considers the management discipline as the key “social technology” to implement strategic changes and to drive innovation in all sectors of society and it is highly committed to develop good management practices as key strategic lever to address the challenges of the 2020 strategy. The complexity and dynamics of our social and economic system need to be addressed with a social technology that reflects this inherent complexity and provides means to handle it in an organized and systematic way.

For this reason the business school is highly focused on few crucial priorities
1. Creating Value by basing growth on knowledge
2. Empowering people in more inclusive e-societies
3. Creating a competitive, connected and greener economy

Fondazione ISTUD has developed in recent years a series of experiences, researches, training activities, aimed at exploring the impact of globalisation on management practices. The aim is to encourage cultural and professional growth of the managers involved in the realisation of competitive global strategies, through the creation, increase and strengthening of the competences needed to operate in the modern international context. In this panorama the topic of the relation between energy and sustainability is particularly important at present, and the interest has turned to the way some factors which can contribute to eco-sustainable development while safeguarding the environment. The use, for example, of energy-saving measures in companies (in particular in the management costs of Business Equipment) can lead to a considerable reduction of consumption in the industrial sectors and therefore to the adoption of Corporate Social Responsibility policies: in fact, this is a decision relating to business and corporate strategy, which can no longer be postponed.

For some years ISTUD has been working on this topic, offering benchmarking tools for companies interested in becoming a centre of synthesis, rationalisation and constant spread of best practice in relation to the topic of energy saving. This privileged observatory has gained increasing visibility over time, allowing us to organise conventions and publish articles that highlight the criticality of this approach for the purposes of the realisation of efficient social strategies.
FUTURE STRATEGIC ADDRESSES

All the activities at the Fondazione ISTUD are based on constant research and innovation on topics relating to organisational change, socio-economic development and the professionalization of the executive class. Research is possible also thanks to the partnerships with public and private institutions interested in the results, which are transmitted to the professional and scientific community through conventions and workshops, and published in an editorial series written in cooperation with *Sole 24 Ore* and in the “Quaderni ISTUD” series.

The activities, carried out through the direct contribution of the companies themselves in the various projects, allows us to develop up-to-the-minute know-how, specific to the problems and questions that effectively occupy companies today. Our consolidated presence on the principle academic and professional networks, both in Italy and abroad, makes it possible to organise research activities to international standards, in accordance with the major changes that are impacting the present economic system and the global competitive arena.

To be mentioned, among the others strategic areas of interest and research:

THE SOCIAL ROLE OF COMPANIES

The question of social responsibility is producing long-lasting, profound effects on managerial attitudes, which with varying and at times unusual methods and intensity are changing in response to external and internal pressures, that force companies to face the need to rethink their relationship with society. This topic compels a business school like the Fondazione ISTUD to examine the future of the managerial disciplines and managerial training: in fact, it seems to us that even these are being questioned, in their basic principles, in the content and their consolidated forms.

Thanks to the know-how acquired and consolidated in recent years on this topic, the Fondazione ISTUD has developed an innovative approach in flanking companies with consultancy and support for development and the spread of a culture of social responsibility within the organisations.

The experience in the field show how the existing CSR practices at times represent the answer to external problems of adaptation, or to problems of internal integration, while it is rare to find coherent and harmonic development in both dimensions. The challenge for companies today who wish to spread a culture of social responsibility within their organisations is to ensure that the CSR practices harmoniously influence both relations outside the company and therefore the definition of the strategy and the communication choices, and the mechanisms and processes of internal integration, and in particular the organisational culture and the degree of consent that the CSR receives from members of the organisation.

DIVERSITY AND MANAGEMENT

With regard to diversity management and gender differences the Fondazione ISTUD can boast lengthy experience in projects and events focused on the study and development of diversity. In diversity management one approach to the management of Human Resources is finalised in the creation of an inclusive working environment that encourages the expression of individual potential and uses it as a strategic lever for attaining the organisational aims. The fields of analysis and study vary from the integration of different cultures, to the difficulty in comprehension between old and new generations, the ability to attract and keep people with high profile and potential, to the management of relations between men and women and the broad topic of the work-life balance and the conciliation of private and professional life. The management and development of the diversity of the organisations will increasingly be a crucial aspect for organisations in reaching a series of aims, including: reflecting the evolution of the market, attracting and keeping personnel with high potential, increasing the
number of women managers, limiting the cost of turnover of personnel, creating synergies following merger & acquisition, increasing creativity and innovation, improving the management of expatriates.

THE GLOBAL WORLD

The corporate successes in the Italian scenario, capable of international visibility and impact, were born in historical periods marked by economic equilibrium and logic, very different from today. Nowadays the critical factors of success from the past are not sufficient; in the present economic system it is necessary to ‘think global’ and not to bring to the international scale the winning elements of local business. Anyone leading a company must develop worldwide thinking, equip themselves with managerial mindset that feeds on diversity, that knows how to manage complexity, to better lead a business with a global impact.

In the past the challenge of globalisation was faced by focusing above all on delocalisation and the constant search for competitiveness at all costs. In the current situation it is necessary to acquire a new mentality and to consider the emerging markets above all as an opportunity to take up, in which Italian companies and managers can find their place giving a significant contribution to the overall development of the system.

How can these skills be developed? How can we sustain the Italian management of companies that are evolving, that decide to walk the international stage?

It is precisely to respond to these needs that Fondazione ISTUD has developed in recent years a series of experiences, researches, training activities, aimed at exploring the impact of globalisation on management practices. The aim is to encourage cultural and professional growth of the managers involved in the realisation of competitive global strategies, through the creation, increase and strengthening of the competences needed to operate in the modern international contexts.

HEALTH CARE

In the field of health care today several features are emerging that will determine the direction of future development. Firstly, there is the need to find a way to blend together the skills of health specialists with a managerial approach to health care. We also find a trend towards humanizing the whole process of medical treatment, a regionalization of the Public Health Service and decentralization of decision making bodies. The expectations of the public and health organizations regarding treatment options are also evolving, while private service companies are taking their place in public health facilities and technology is impacting on the role of health professionals. There is also a constant effort to raise the quality of medical treatment, together with the recognition of the concept of health care as an expression of the optimal quality of life for both patients and workers in the health sector, and of the need for CEM – Continuing Education in Medicine - for health professionals at every level.

ISTUD focuses on projects and study programmes intended to improve the health care offered to the client/end user and for all the health care operators involved in treatments. The research aims to find a key to the understanding of all areas of this sector and to produce shared solutions of practical benefit to the health service system.

The ISTUD Health Service Area plans its research projects using:

- standard scientific methodology and approach (formulation of the initial hypothesis; testing of the hypothesis through analysis of relevant data)
- research tools commonly used in social science studies (interpretation of data after collection, language analysis, case studies, analogies, metaphors).

Health Service Area activities are divided into two key areas:

- The finance/management sector deals with training, and with the research into and the
identification of solutions inspired by a business management approach, for the organization of health care.

- The social/medical sector deals with the typical problems arising in the process of medical care and treatment, which are unique to this field in their complexity and in the professional competencies they demand.

**LEARNING, TRAINING SYSTEMS AND TRAINING ASSESSMENT**

In line with its identity as a bridge building organization, over the years ISTUD has focused on the role of private sector businesses in this field. Relationships with the community, with the local authorities and government agencies have been reinforced through projects and initiatives intended, on the one hand, to help companies to maintain a “community presence” and develop an awareness of their social impact and, on the other, to help government bodies to “interpret” and to exploit to the full the contribution that the private business sector can offer.

This has led to the development of a “value based” perception of the business world and its relationship with the government actors with whom, increasingly, finds itself in interaction and in dialogue. This new concept has resulted in a series of initiatives that can be combined and adapted for a wide range of purposes and situations. As regards the “social role “ of corporations, the Fondazione ISTUD is currently working on behalf of the major national and international government agencies on a detailed study of some issues that are of crucial importance to the business sector and to government. These issues include community responsibility, new technologies and innovation, in-training and knowledge within the company, diversity and diversity management, assessment. One important issue that cuts across a number of fields is “assessment”, which can refer either to the evaluation of training programmes or to the evaluation of the effectiveness of government policies.

**INNOVATION AND MANAGEMENT**

Italian companies are facing a crossroad: growth or apathy in a niche position. Launching innovative products that combine the physical and performance dimension of the product, with the aim of creating ‘memorable’ experiences, could be the answer. These memorable experiences encourage consumers to pay a higher price, which in turn creates fidelity and generates word of mouth, increasingly efficient marketing tools for expanding the client base rapidly and with limited investments.

The analytical and ‘reductionist’ methods do not help managers to orient themselves in the increasing complexity of the context in which companies move, linked to the emergence of the post-industrial economy. But above all they do not allow them to grasp the opportunities offered by the new technologies and new business paradigms.

The managerial culture, technical know-how and knowledge of man – his needs, aspirations and fears – must be combined in an integrated projectual approach, with management at the hub.

**ENERGY AND SUSTAINABILITY**

The topic of the relation between energy and sustainability is particularly important at present, the international scenario is marked daily by constant increases in the cost of oil. By 2050 the global demand for energy will double and it will be necessary to meet this demand while fighting the greenhouse effect. At present humanity consumes an average of 14 terawatt per second, in 2050 it will need 28 terawatt per second. The fossil fuels – oil, natural gas and coal will be sufficient to majority of the demand until the middle of the century, but not double the demand.

Interest has turned to the way some factors can contribute to eco-sustainable development while safeguarding the environment. The use, for example, of energy-saving measures in companies (in particular in the management costs of Business Equipment) can lead to a considerable reduction in consumption in the industrial sectors and therefore to the adoption of Corporate Social Responsibility policies: in fact, this is
a decision relating to business and corporate strategy, which can no longer be postponed. For some years ISTUD has been working on this topic, offering benchmarking tools for companies interested in becoming a centre of synthesis, rationalisation and constant spread of best practice in relation to the topic of energy saving. This privileged observatory has gained increasing visibility over time, allowing us to organise conventions and publish articles that highlight the criticality of this approach for the purposes of the realisation of efficacious social strategies.

LEAN THINKING

Over the last several years management theory has taken inspiration from a variety of sources, intrinsic to the humanistic culture of Europe: philosophy, history, sociology. Unfortunately little of this wealth of culture has been absorbed into management training and consultancy and, still less, into management practice. ISTUD’s approach to Lean Thinking is based on this fundamental observation. Beginning with an analysis of the reorganization methods adopted by a large number of American, European and Japanese companies (in their efforts to gradually eliminate the waste inherent in the traditional production set up), the aim is to bring the concept of the “lean company” back to its original philosophical and cultural roots. This approach also finds its confirmation in the growing need expressed by management and corporations to find new paradigms to address new, previously unknown problems. The need for new paradigms is particularly urgent for Italian companies. Given the cultural approach and scale of Italian industry, it is not advisable for them to adopt without question management models developed in Japan or in the English speaking world, even though these models have valuable lessons to teach.

Lean Thinking has absolutely no new ideas to express: it could rather be seen as a reprise and development of earlier models of organization (total quality, process re-engineering, etc.) which have been compacted and integrated into a convincing system. The term “lean” refers to the fact that Japanese production methods streamline to the barest minimum the resources used: Human Resources, capital investment, space occupied, time etc.

The key principle of lean thinking is the continual effort to eliminate waste so as to produce more while reducing consumption of resources. In following this process we must stress that some features of Lean Thinking can, however, contribute to the professional development of all the Human Resources involved. This is because each staff member is required to contribute to the continuous process of improvement and eco-friendly practice, where the optimal use of all resources (space, materials, and waste products) helps to protect the environment. If individual companies adopt an in-house policy of efficiency and energy saving this could lead to a significant reduction in energy consumption across the whole industrial sector, a result which is absolutely consistent with the policy of Corporate Social Responsibility. It is, in effect, a choice which companies can no longer put off to the future, a key choice for Operations and, most importantly, an essential part of any company’s strategy. What ISTUD is offering is firstly an analysis of the cultural and sociological background that is necessary if we are to understand the different contexts in which lean thinking has developed: Japan, USA, Germany and Italy. The challenge is then to arrive to the contamination between the culture of management, social sciences and humanistic culture.

PROJECT MANAGEMENT

Fondazione ISTUD’s experience in research and training in the area of Project Management has been consolidated over more than 15 years. As a result of our constant interest in project management during this period, we have set up a dedicated faculty and have established a continuous working relationship with the major international centres working in this area (including the PMI – Project Management Institute). Throughout these years we have been in constant contact with many different companies, we have set up and carried out many specialized training programmes, provided consultancies, have overseen the introduction of project management into companies, published case studies. In short, we have been constantly working with companies to achieve significant change and, as a result,
we have developed a comprehensive overview and vision, which is constantly updated and in line with the current developments in the general theory, methods and practice of project management.

ISTUD's work with a company develops from the ground up. We start with basic training, then move on to guidance and support (also in-house) for the project leaders, to the study of project issues, to raising management awareness, until we arrive at the ultimate goal: the organization, planning and set up of the systems (which can be extremely complex) governing projects in the company - in short, the set up of a Project Management Office (PMO).

Fondazione ISTUD has developed its own vision of Project Management, which we understand principally as a philosophy of management and organization, not merely a set of techniques and tools. This philosophy has proved to be ideal for setting up initiatives and processes of innovation and, at the same time, responding to the following needs which companies see as fundamental:

- inter-functional and inter-organizational integration;
- organizational flexibility;
- teamwork orientation;
- decentralization of decision making operations;
- focus on critical problems and tasks, through correct use of planning and monitoring techniques.

As a result of this approach, Fondazione ISTUD’s Project Management sector has been structured into three basic areas:

- **Organization**: here we study the fundamental principles, theories and practice of project organization which will guide the choices made by management regarding the definition of the structure and context of the projects to be set up, as well as monitoring systems for these projects;

- **Relational/behavioural area**: here we study the competences of observation, interpretation and management of the relational dynamics that occur as the project develops;

- **Methodology**: here we study the definition of the aims and the context of the project, the methodology to be applied in the approach and in the work, the identification and management of the different interlocutors, the interconnection between the project and the company’s project system and with other ongoing projects, and the tools and techniques of planning and management, where more general issues of quality and risk are incorporated into the strategies of project management.

This is the vision that has always informed our planning of the programmes for training and development of Project Management competences - single company and intercompany - that Fondazione ISTUD has provided for our clients.

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**Artful Leadership**
2015
[http://www.artfulleader.eu/](http://www.artfulleader.eu/)

**OSTESA (Organizational success through employee satisfaction)**
2015
[http://ostesa.eu/](http://ostesa.eu/)

**Development of a managerial model for the Mafia-seized properties**
2015

**Le@d3.0 Academy**
2015
[http://www.eleaderacademy.eu/](http://www.eleaderacademy.eu/)

**D-THINK – Design Thinking Applied to Education and Training**
2015

**Vision AMD: Value in Stories of Illness on Neovascular Wet AMD**
2015

**SES EU - Social Entrepreneurship Support Europe**
2015
[http://www.ses-project.eu](http://www.ses-project.eu)

**Well being and health status in the Italian sector of services: a gender perspective.**
2015
The collaboration with the PRME network will support ISTUD Foundation in following and effectively reaching these goals and in particular for what concerns the possible works on business integrity, ISTUD is willing to share the experiences developed on this issue and it is open to a wider collaboration with the Anti Corruption Working Group of PRME and it gives its availability to collaborate on the development of an international observatory on business & management integrity and to create in Italy an Anti-corruption Action Center (ACAC).
This objective is strongly pursued paying a specific attention to new and future generations of leaders with consolidated master programmes and developing innovative national and international learning settings and contents for global managers.

The involvement of Fondazione ISTUD in different corporate global training programmes outlined the importance of working on diversity management, business innovation and business integrity issues with a wide international approach.

The high level of the international agreements signed in the last years and the excellent work carried out in the international research activities are important pillars on which to base the incorporation of global social responsibility into the curricula for all Fondazione ISTUD’s targets groups.

For what concerns youth and post graduates curricula ISTUD reinforced its efforts on its consolidated Master programmes but paying attention to:

- Open them to an international scenario (with agreements with EU organizations specialized in international internships and reaching excellent results in international rating as Eduniversal ones)
- Exploiting new curricula and related programmes.

MASTER IN HUMAN RESOURCES AND ORGANISATION

The Master in Human Resources and Organisation aims at preparing young Italian and foreign professionals, capable of strategically govern all the levers for a sustainable and social responsible management of human resources (to this aim some lectures have been devoted to the topic of ethical dilemmas and legality). The programme, which has reached its 21st edition it’s a 1st level University Master course, organised in co-operation with the Università Cattolica del Sacro Cuore in Milan and it is open to students and graduates from all faculties. The Master is accredited ASFOR (the Italian Association For Management Education Development), it gives 60 university ECTS and in 2015 it has been awarded among the “Top 200 Best Masters in Human Resources Management Global Ranking” (49° in Western Europe) by the Eduniversal international ranking.

www.istud.it/masterruo

MASTER IN MARKETING MANAGEMENT

The Master in Marketing Management (at the 19th edition) offers an education path which aims at strengthening the connections between business sustainability, innovation and competitive advantage creation. The objective of the Master is to train young Italian and foreign professionals, having competencies that can be immediately and successfully used in a firm. In this frame, a particular attention is given to the comprehension of business aims, considered in the light

VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
of the need to create a sustainable value for the society as a whole. The Master is accredited ASFOR (the Italian Association For Management Education Development).

www.istud.it/mastermktg

MASTER “SCIENTISTS IN THE COMPANY”

The aim of the Master is to train graduates in scientific disciplines who want to develop their careers in pharmaceutical and biomedical companies. Scientists in the company is the specialisation course on ‘Business culture and organisation for companies operating in the life sciences sector’ and is destined for students and graduates with first or second level degrees in scientific disciplines with a medical-biological and pharmaceutical specialisation, including graduates in medicine, engineering, biomedical physics and sciences and agricultural technologies.

The programme supplies the competencies necessary to develop individual professional skills mainly in the following areas: monitoring of clinical studies, regulatory affairs, marketing and communication, scientific information on pharmaceutical products.

www.istud.it/scienziati

RETAIL AND SALES MANAGEMENT PROGRAMME “RETAIL YOUR TALENT”

Training program created to enable a link between young people come from the University and businesses booming in Italy and in the world of Commercial Distribution, Chain Specialist, e-commerce and the Industrial Brand, One Brand stores that open and must manage the distribution in general.

The Program has a duration of 9 months, full-time: the classroom phase, project work, company visits and study tours, spread over 14 weeks and involves the constant intertwining of sessions “inside” and “outside” classroom.

With regard to the field of Commercial Distribution, Brands with One Brand Shop, e-commerce and the commercial sector and trade marketing of industrial companies, are occurring growth trend and are consolidating new professional opportunities. There are visits to the stores, experience abroad, testimonials, projects commissioned by companies and lectures by industry professionals.

www.istud.it/retail

PRINCIPLE 2
EXECUTIVE EDUCATION

Being able to deliver executive education programmes focused on CSR is one of the most important strategic addresses pursued by Fondazione ISTUD. ISTUD offers inter-company and tailored education programmes to help organisations to understand stakeholders’ changing expectations and the implications for business success. Workshops and seminars concerning economic sustainability are important parts of the managerial training offer of Fondazione ISTUD. Its inter-company catalogue are focused on managers and executives of all kind of companies, from the small ones to big multinationals.

For what concerns the executive education, to be mentioned are in particular the following methodologies:

MEETINGS OF MINDS

Aims:
- Imagine and investigate the trends of a medium-term prospect, beginning with an evaluation of the needs and expectations of the markets in a medium-long term timescale.
- Create ‘virtuous circles of thinking’ to verify, together with the persons and companies involved, spaces for innovation at product level, of business models, of sector structure and of other sectors involved.

Target: The participants are entrepreneurs and/or executives who understand the international/global market and have multidisciplinary skills and a strategic role in the company, they come from companies particularly oriented towards innovation and the study of the needs of the final client.

Topic: It is an opportunity for meeting between entrepreneurs and/or top managers from various sectors sitting around a free and creative table, to discuss the perspectives and the trends for the coming years. The ability to look beyond and direct professional activities towards scenarios that must still be partially invented, not yet translated into goods and services will emerge.

ANALOGIES, LESSONS FOR MANAGERS

Aims: The analogies make it possible to develop by levering various intellectual and cognitive dimensions, beyond the technical aspects of the profession (widely consolidated) and have the aim of enriching the professional culture of the senior management.

Target: The learning model, by analogy, is particularly efficacious in the training of senior managers.

Topic: The “Analogies” are a training model that is part of the ISTUD heritage, since it has been successfully offered to companies in both inter-company and in-house format since 1998. In recent years it has been possible to consolidate a significant heritage of experiences in the planning and organisation of this training model and to create professional relations with a group of lecturers, who combine solid preparation in their field with the ability to relate to the working world.

This teaching model is based on analogical thinking, a method of reasoning that operates by similitude, by apparently improbable comparisons that generate potential new perspectives. Leaving behind ‘logic’, which operates according to strict cause/effect relations, it connects various ‘elements’ (topics, themed areas...), seeking correspondences and/or diversities. It is therefore useful to open new routes, offering unusual points of view in approaching a problem.

The meetings on the ‘analogy’ model are based on the concept that by examining cultures, knowledge and
disciplines other than those that we are accustomed to deal with in working contexts, can reveal new and different ways of seeing and dealing with management problems.

On the basis of this assumption, each meeting foresees the presence of a speaker from professional settings very different from the corporate environment. The lecture is followed by a dialogue between the participants, the moderator and the speaker, seeking possible analogies between the experience described and the organisational dynamics.

MEETING WITH EXCELLENCE

Aims: The aim of the meetings is to emphasise the potential of the companies and their senior management, increasing their growth capacity on the markets, the visibility and the network of high-level entrepreneurial contacts, through moments dedicated to a restricted and selected number of entrepreneurs and in prestigious locations.

Target: Senior and top management.

Topic: Meeting with excellence is a series of activities and meetings that emphasise the pool of experience, competences and best practice in Italy and internationally. Through these meetings the Fondazione ISTUD intends to construct and consolidate over time a true network of excellence, in which entrepreneurs and managers can get in contact and discuss, beginning with the descriptions of stories of success, supported during the phase of contextualisation and generalisation of the ‘break-through’ by ISTUD’s lecturers and academics of recognised international fame, both Italian and foreign, experts in the topics dealt with. Around these experiences it is important to generate a debate and a structured elaboration that can ‘photograph’ as far as possible those decisions and practices that have generated value, innovation and competitive advantage, channelling them into a conceptual grid that is useful for the management of business in various corporate contexts.

Fondazione ISTUD has begun a process of aggregation of these entrepreneurial experiences, asking entrepreneurs themselves to talk about their strategies, the criticalities faced and the challenges won, the limits and the opportunities linked to the territory they belong to, valorising and placing at the centre of the debate the social and cultural role that the company plays in the context.

FIRST IN LINE

ISTUD Business School, LinKS and The Wharton School introduce a new leadership program for next generation leaders: FIRST in Line. The program is designed in close collaboration with a selection of Italian, Scandinavian & global corporations. The program focuses on the successful manager who has consistently proven through 2-3 management positions that he or she has the potential to attain the top executive level within 5-10 years and approach to global challenges. The program challenges the ‘next in line’ manager on ‘Authentic Leadership’ and works with a specific company project of strategic importance at a global scale.
EXECUTIVE DEVELOPMENT PROGRAMME

Our Executive Development Programme positions itself as a training path to General Management in which participants can hone their ability to analyse complex problems and make business decisions. Here, possible action patterns are researched and encouraged and people are confronted with different realities. Participants learn to understand change and evaluate its impact, they share its logics with other players in the organization and ultimately tackle issues involving resources and skills from other company functions, thus securing tools and methodologies for designing innovative business solutions.

In the frame of the Executive Development Programme 2015/2016, a specific space has been devoted to the contribution of Marco Frey, President of the Italian Global Compact.

Target: Executives and managers aiming for roles of increasing responsibility at the head of companies.

Objectives

• Learn to read an organization as a network: focus on the links rather than the components
• Understand how to lead and manage change through one’s own leadership
• Understand logics and handle issues calling for the competencies of different company functions
• Acquire methods and tools to develop innovative business solutions.

Teaching methods:

• Peer Coaching
• Study tours
• Personal Stories
• Business Games
• Learning Room
• Business Cases

Contents

• Module 1: Defining business: competitiveness and sustainability
• Module 2: Managing business: value delivery, economic and financial considerations
• Module 3: Changing business: change management projects and processes

Course structure

Three 4-day modules and 2 individual sessions of executive coaching.

formazione.istud.it
Fondazione ISTUD intends to be a new voice in the field of training and development for management, focusing its activities on the uniqueness and the potential of the individuals and of the organisations. Constant research and innovation are the basis for the research and training programmes proposed, with the development of cutting edge know-how directed towards problems and questions that most effectively concern responsible businesses, organisations and managers today.

Choosing ISTUD means ‘coming into contact’ with a forward-looking reality in the panorama of Italian management education, backed by a 46 years’ experience in the managerial training and business research sectors. The proven ability to contribute to the evolution of managerial thinking, the international network, the qualified presence in companies and institutions, the high standard of the prospectus and the teaching methods, together with the quality of the lecturers, the reputation and prestige of the name, are some of the principal elements that make ISTUD an excellent choice, unique in the panorama of managerial research and training.

Taking part in an ISTUD seminar or training course is an extremely engaging experience, in which the participant is the protagonist of the learning process, in a stimulating setting, with the constant presence of the ISTUD professionals throughout the course. In the classroom the focus is on the analysis of concrete situations, the search for efficacious solutions, acceptance of responsibility, interpersonal communication, negotiation and group work. The Faculty lecturers, according to the various moments of the programme and the topics dealt with, a vast and flexible range of teaching tools are utilized, including lectures, exercises, discussion of case studies.

Our approach is based on comparison. Comparison that arises from the dialogue with participants from various sectors and professional families and from the constant debate and discussion with the Faculty lecturers, all experts in their area of competence, with effective understanding of corporate problems deriving from important experiences in management, consultancy or research.

All participants are supplied with ample theoretical documentation on the topics dealt with, a complete and up-to-date bibliography, plus exclusive ISTUD materials prepared and personalised according to the client’s specific needs.

ISTUD is continuously working on the development of new learning settings that can be more effective and on the improvement of the quality of the learning outcomes of its training paths. In particular, there are a few interesting paths to be highlighted:

**METHOD**

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
ANALOGIES, LESSONS FOR MANAGERS

Fondazione ISTUD has developed an original and innovative didactic methodology for managers and entrepreneurs: the learning by analogy. Analogy is a way of reasoning for similarities, for apparently improbable comparisons generating new perspectives. It correlates different elements, looks for correspondences and diversities and contributes to offer unusual points of view in the approach to a problem. The word analogy, from the Greek ana-logos, means “proportioned to” or “in relation with” and has been widely used by the writers of literary works and parables. For entrepreneurs and managers, thinking through analogies means reflecting on concepts and events that do not concern directly their activity, but lend themselves to be interpreted by the criteria that are specific of the organisational behaviour. Aim of this exercise is to stimulate a creative reflection that suggests a new and often different way of evaluating situations and facts which are ordinary and object of consolidated judgement. Every encounter consists of the participation of a witness coming from professional experiences which are often far from enterprise management, and following a dialogue among the participants, the moderator and the witness in search of possible analogies between the narrated experience and organisational dynamics. Among our future projects concerning innovative didactic methodologies, we intend to include in our offer an analogy on ethics and CSR issues.

During the last years, analogies have been delivered in several contexts and this methodology has been transferred with the European project LEAN LEarningfrom Analogies (LLP-Ldv TOI-12-CY-1671208) to various business schools, consulting companies and training actors in Cyprus, Poland, Romania in order to support the development of innovative educational processes for problem solving and decision making.

As a consequence of that, a relevant experience and know-how has been implemented, enriching ISTUD knowledge domain. In 2016, the book “Analogy, Lessons for Managers” has been published to collect all the major analogical topics which have been delivered and discussed in the frame of in-house training sessions. The book, written by the ISTUD researcher Tommaso Limonta and edited by Lupetti (Milan, 2016), includes a brief introduction to the methodology and an overview about the current needs of executive education in the light of the social, economic and cultural changes impacting on the business strategies at global level.

THE NARRATIVE MEDICINE FOR A SUSTAINABLE HEALTHCARE SYSTEM

National and International Health Care systems are filled of excellent and qualified professionals who, from their medical education, have been trained to adopt a highly technical approach. Nevertheless, recent studies reveal how the tendency to neglect the humanity of care leads to a decline in empathy among students in Medicine – as a matter of fact physicians’ empathy decreases before becoming professionals.

The natural inclination to express needs resulting from living with illness is often neglected from professionals who are used to interrupt patients after 18 seconds when they start talking. However, these unexpressed needs are crucial to achieve a good quality of care and to reduce inappropriate services caused by the defensive medicine. Humanity of care does not mean only being more sympathetic and charitable with patients, but it means taking advantage from the potentialities of humanity.

Reintroducing medical humanities in training programs could help young future physicians, but also experienced professionals, to develop their relational competences and their attention to the humanization of care pathways.
As a matter of fact, Narrative Medicine points out a possible solution: researching a sense of attachment to the condition derived from illness and the consequential care pathways is a way to go out from a hostile and not valuing job climate, rediscovering and enhancing the original meaning of the medical profession. This activity requires awareness and offers the possibility to understand, through listening, the different aspects and potentialities of being human, even in situations of illness.

Narrative medicine can be defined as “what is circumscribed between the physician and the patient, from the collection of information on events before the disease, to how it has been revealed, focusing on psychological, social and ontological implications” (Greenhalg and Hurtwitz, BMJ 1999).

Collecting stories from patients, their families, health care and social professionals brings the attention to how the person lives his/her illness and to the meaning of the care pathway, in order to carry on together with the health care team.

Physicians who are studying and experimenting narrative medicine bring a testimony of how this approach changed their clinical practice, reducing anxiety and insecurities on patients’ and professionals’ understanding.

The experience of ISTUD Healthcare and Well being Area in the field of narrative medicine has been deeply described by the Healthcare Director Maria Giulia Marini, whose essay “The Bridge. Bridging the gap between Evidence-Based Care and Medical Humanities” (Springer) has been released in 2016. The book examines all aspects of narrative medicine and its value in ensuring that, in an age of evidence-based medicine defined by clinical trials, numbers, and probabilities, clinical science is firmly embedded in the medical humanities in order to foster the understanding of clinical cases and the delivery of excellent patient care. The medical humanities address what happens to us when we are affected by a disease and narrative medicine is an interdisciplinary approach that emphasizes the importance of patient narratives in bridging various dividers, including those between health care professionals and patients. The book covers the genesis of the medical humanities and of narrative medicine and explores all aspects of their role in improving healthcare. It describes how narrative medicine is therapeutic for the patient, enhances the patient–doctor relationship and allows the identification, via patients’ stories, of the feelings and experiences that are characteristic for each disease. Furthermore, it explains how to use narrative medicine as a real scientific tool. Narrative Medicine will be of value for all caregivers: physicians, nurses, healthcare managers, psychotherapists, counselors and social workers.

www.medicinanarrativa.eu

THE MASTER IN NARRATIVE MEDICINE

The Master in Applied Narrative Medicine is intended to be:

- practical, based on learning to collect, analyze and explain ordinary and real stories from health care world to improve the health care system;
- international, referred to Medical Humanities experts who have been studying narrative medicine for twenty years in a structured way, through international direct testimonies;
- multidisciplinary, to create a community of professionals through the integration of experiences in order to diffuse Medical Humanities;
- humanistic, inspired by our classical cultural tradition in order to rediscover our lost way of storytelling, writing and expressing ourselves during the illness time.
To whom it’s addressed: physicians, health care providers, social and aid professionals, patients’ advocacy members, social and health care institution members, health care economist and health care managers, and professionals working in life sciences and health care industry.

FUTURE STRATEGIC ADDRESSES

ISTUD is highly committed to develop innovative educational framework that can leverage various intellectual and cognitive dimensions, beyond the technical aspects of the managerial profession (widely consolidated) and that have the aim of widening and enriching the professional culture and personal development of executive and senior management. Examples of this attitude are the two courses below:

MINDFULNESS

In a world dominated by the frenetic and hyper stimulation, it is very easy to lose lucidity and fall victim to habits and dysfunctional reactions. For this reason, during the last year, Fondazione ISTUD proposed to managers a series of courses inspired by the approach of mindfulness. Cultivating a mindful attitude means to develop awareness of what happens to us in the present moment, increasing our ability to manage and respond to functional contexts and stressful conditions; it means to learn to direct and focus your attention on an object (a task, a person, a situation ...), without being distracted by internal or external stimuli, and without being overwhelmed by the emotional relationship with the ‘object itself.

This courses are aimed to managers that work within complex organizational systems, with both coordination and operational roles, which they need to make more informative and effective on the behavioural and organizational terms: improving the capacities of perception (self, other, context), listening, relationships, decision-making, leadership...

The objectives of the approach are:
• Gain confidence in for the managers’ own lives and integrate mindfulness-oriented practices
• Develop the ability to manage stress and metabolism in all of its forms
• Increase the ability of recognition and response to own and others’ needs and moods
• Train the ability to focus and maintain attention
• Increase clarity and effectiveness in decision-making and interpersonal relations.

THE ART OF COURAGE

The modern scenario requires managers to act out of their comfort zones, and make quickly important decisions. To act with courage and lucidity in unfamiliar situations is a skill that can be developed through training and the construction of right personal and organizational conditions. Fondazione ISTUD offers his approach to the art of Courage to help managers to operate successfully in this fast scenario.

The art of courage is to provide the basic tools for acting with courage in front of the unexpected, but also develop confidence in each person and to understand their own mental models.

The Art of Courage approach has as objectives:
• Develop capacity to implement the five types of courage: Try, Trust, Tell, Give, Take Responsibility
• Improve its effectiveness in complex decision processes
• Increase ability to manage emotions
• To better express full potential in personal and business
• Increase capacity to act out of comfort zones
• Develop self-confidence and ability
• Define concrete action plans with a view to personal and organizational development.
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

In 2002 ISTUD launched its first research program on CSR, in order to explore and understand the strategies adopted by European companies to improve the quality of relations between themselves and society. Through the research project was found out and described a three-steps maturity model (“tactical approach”, “strategic rationalisation” and “cultural consolidation”). At the time of the research program the most of analysed companies were positioned on the “tactical approach” step.

After five years another research project was promoted by ISTUD, which aimed at verifying the existence of a learning process inside organizations and a possible evolution among a panel of around 80 companies. The results of this second research project enlightened an evolution towards a more rationalized and strategic approach. Sustainable operation process, roles and responsibilities focused on sustainability, some consistent control systems and metrics, certifications and ratings, were only some of the signals of this transformation process. But at that moment it was clear that sustainability had not yet become able to affect and inspire the whole companies culture and business model.

Now, after eight years since that analysis, and after we have collected several practical experiences in supporting companies to establish competence and value systems consistent with sustainability, our hypothesis is that the present challenge for scholars and practitioners is to break the old paradigm and rethink the way in which work and value are generated and distributed towards the entire social and economic system surrounding the company.

From this point of view, systemic thinking becomes the preferable perspective to analyse and design new strategic patterns and giving a new strategic role to the stakeholders. The increasing economic and social complexity requests to consider that stakeholders are becoming more and more numerous, informed, demanding, differentiated, interdependent. In this enlarged context the company should see itself as the central actor of a network of economic, social and political subjects that grow and define their objectives and behaviours on the premise that projects and results can be effectively obtained only through the contribution of all.

In the last years the GRI introduced the concept of materiality, to enable companies to decide which sustainability initiatives to invest in, and to single out the most relevant stakeholders to deal with. Fondazione ISTUD is highly investing in the analysis and use of the materiality matrix, in order to support companies in ranking those critical issues that are important for the stakeholders and, at the same time, relevant for their strategy and business. The materiality matrix has become one of the most adopted instruments to report the sustainability investments and provides companies with qualitative evaluations of social and environmental value.

But ISTUD is focusing its research activities also on other crucial issues for business and global sustainability and it has created multidisciplinary research teams on the
following research topics:
- Working life cycle, welfare and generational studies
- Management and business integrity
- Diversity Management
- Green Management

MANAGEMENT AND BUSINESS INTEGRITY
Starting from a series of surveys carried out by Fondazione ISTUD in the course of the Executive Development Programme, the research on this topic aims at offering useful points of view on the relationship between managerial choices and ethical dilemmas. In particular, special attention has been paid to the following issues:
- manager’s focus during the decision-making process
- enterprise concept
- profit or no-profit vocation
- manager’s profile.

In the last two years ISTUD has been more and more involved in projects and initiatives focused on the relation between Management and Legality, developing an Observatory on Management and Business Integrity through new projects and initiatives and taking active part in the Anti-Bribery Work Group.

DEVELOPMENT OF A MANAGERIAL MODEL FOR THE MAFIA-SEIZED PROPERTIES
The project was promoted by Aldai and Assolombarda and saw his first trial in Milan. The goal set is to put at the disposal of the National Assets Seized and Confiscated a pool of highly qualified and professional choices that can be used in the assessment and management of seized and confiscated enterprises, in order to make productive citizenship “assets” consist of those firms. The beneficiaries are unemployed managers but also employees who have sent their résumés to Aldai and Assolombarda, who then provided, together with a team of experts, to select the 64 participants. The project, funded by Fondirigenti, is made up of three business schools: SDA Bocconi, Fondazione ISTUD and LUISS Business School. These three educational institutions provide teachers with proven experience who have a dual role to perform during classroom lectures and support participants during the field work, an activity that involves the study of businesses confiscated and that will lead to the drafting of reports related to businesses. The project’s evidences have been described and commented by Marella Caramazza (ISTUD General Director) in the book “The Mafia-seized companies” (Guerini, Milan, 2015)

DIVERSITY MANAGEMENT
The first research project on Diversity Management was carried out by ISTUD in 1999: it aimed at providing tools, methodologies and criteria for the valorisation of diversities in the management of human resources. Since then, ISTUD has always attached a particular importance to the investigation of diversity challenges which still represent an area of pivotal interest.

The project intended to develop a specific knowledge of the welfare organizations, who adopting a gender perspective, combining addresses from multiple disciplines - organizational sciences, epidemiology, medicine, social and gender - in order to identify systemic approaches and concrete operational arrangements of diagnosis, management and promotion of health. In this direction, the research required to meet these needs in-depth knowledge, while maintaining a constant synergy between the theoretical thrust, in a multidisciplinary way, and its practical application within organizations.
WOMEN ENTREPRENEURSHIP ENHANCEMENT - WIN (2013-2015)
The analysis of the latest data on female entrepreneurship highlights the growing presence of self-employed workers, and consequently highlights their growing importance in the economic system as creating new employment opportunities. However, there is little information and only partial as to the specificity of female entrepreneurship or the most appropriate way to sustain and develop it, and has not yet been adequately studied the impact of geographical and socio-economic variables on the birth and development of female entrepreneurship.

The objective of the WIN project is the development of women’s skills to the professional level, the understanding of the characteristics of women entrepreneurs and their relationship with the geographical and socio-economic development and to promote the establishment and management of new businesses.

MAIN EVENTS (2014-2016)

GREEN MANAGEMENT - ENERGY AND SUSTAINABILITY
- **Green Attack: smart cities, car sharing and agro-bio energy**
  Milan, June 25th 2014
- **Made in Italy Green**
  Milan, July 15th 2015
- **Made in Italy Green**
  Milan, April 20th 2016

WELLBEING AND NARRATIVE MEDICINE
- **International round table on narrative medicine**
  Milan, June 13th 2014
- **Towards an intelligent wellbeing in the Italian services organizations**
  Milan, March 9th 2015
- **Organizational wellbeing: people at the Mindfulness centre and other resources at companies’ disposal**
  Milan, April 6th 2016

MANAGEMENT AND ORGANIZATION
- **Marketing What’s Next: #IoPensolInnovativo**
  Milan, June 23th 2014
- **Collaborative Innovation. How to partner to deliver superior value**
  Milan, October 14th 2014
• **Hashtag Generation: companies and the new consumers**  
  Milan, March 10th 2015

• **Negotiating Reality: the power of persuasion**  
  Milan, May 19th 2015

• **The art of courage**  
  Milan, June 23th 2015

• **Open Innovation – A glance beyond**  
  Milan, September 15th 2015

• **Brave New World: what leadership for the digital era?**  
  Milan, November 3rd 2015

• **Lessons for managers: learning from jazz music**  
  Milan, November 17th 2015

• **Design Thinking for training**  
  Milan, February 8th 2016

• **Weness: Innovation, cooperation and growth in the “We” economy**  
  Milan, March 1st 2016

• **The evolution of Engagement: towards an “irresistible” organization**  
  Milan, May 24th 2016

• **The Italian management model: distinctiveness, competitiveness and growth. A meeting with Alessandro Profumo**  
  Milan, June 6th 2016

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**BUSINESS**

• **Italy in Europe: what growth perspectives?**  
  Encounter with Ferdinando Giugliano  
  Milan, September 25th 2014

• **Gulf&Med – Markets, investments and the Islamic finance**  
  Milan, March 25th 2015

• **Gulf&Med, business from Iran to Africa**  
  Milan, December 16th 2015

• **Roundtable: crowdfunding**  
  Milan, January 26th 2015
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Fondazione ISTUD is a private, non profit foundation whose members are, since its birth in 1970, leading Italian and international companies and primary industrial associations such as Assolombarda (which is the largest territorial association of the entire entrepreneurial system in the country) so the strong interaction and link with managers, executives, top managers is part of the school soul.

ISTUD’s mission is to support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all stakeholders in this process. The development of partnership and alliances with companies is crucial to better understand and face today's global business challenges. For these reasons in the last years ISTUD has strongly reinforced its collaboration with international universities and higher education in EU and at global level and it is now considered by Italian companies as a reliable global partner able to mainstream CSR and sustainability within organizations at international corporate level.

INTERNATIONAL STRATEGY

The international strategy of ISTUD aims to modernise, update and enlarge the managerial training approaches and training offers towards the so called “Humanities for Management” and the use of creativity and sustainable experience based approaches to leadership and managerial contents.

As described above, in the last years ISTUD has significantly expanded its international activity:

- Increasing the number of international partners
- Participating in international networks EFMD (European Foundation for Management Development) and EABIS (European Academy for Business in Society), PRME (Principles for Responsible Management Education) of the UN Global Compact and THA (Triple Helix Association)
- Developing innovative international training projects.

INTERNATIONAL PARTNERSHIPS

On July 2nd 2012 ISTUD has marked a Memorandum of Understanding (MoU) with the Institute of Social Economy and Culture of Beijing University (Beida), one of the most prestigious universities in the world and the second largest in China. It also collaborates with other leading Chinese universities such as the Tsinghua University Business School in Beijing, for the development of joint training activities for students and Chinese and Asian managers.

To supply high-level international training, ISTUD has consolidated also its collaboration with the Wharton School of the University of Pennsylvania and LinKS (ISTUD-LinKS@Wharton) for the training of executives and it has expanded the international collaboration through its extensive network of contacts with all the major European business schools, and ISTUD can today rely on a broad international faculty of the highest level. Regarding the internationalization of post graduates training programmes, ISTUD has succeeded in including 2 training courses for post graduates students (Master
HR and Scientists in the Company) in the international ranking EDUNIVERSAL in 2013 and the Master in Human Resources and Organization has been recognized amongst the “Top 200 Best Masters in Human Resources Management Global ranking” (49th in Western Europe). To reach these international goals ISTUD has selected (and will choose in the future) its national and international partners based on their previous experiences and on their coherence and relevance with the contents that will be developed in the specific projects.

EU PROJECTS

Fondazione ISTUD has developed and carried on during the last 2 years different EU-funded projects, such as Erasmus+ which focused on some crucial issues for the business market development and played a core role in the mission of the Foundation itself (some of them are described in the previous values). These projects have also been developed with the aim to work and collaborate with a selected number of international partners, interested in sharing effective and innovative approaches to face nowadays crucial challenges in managerial education and training. Thanks to these initiatives ISTUD has developed and strengthened partnerships with business schools, universities, research centres, consulting firms in all EU countries and it can count on a wide international faculty.

Two Erasmus + projects are currently in phase of submission.

Hereafter the already granted EU-projects whose activities are ongoing:

**ARTFUL LEADERSHIP**

*Year: 2015*

*Themed areas:* Innovation and Management

*Partner countries:* Italy, Macedonia, Netherlands, Portugal.

Globalization, technology, profound demographic changes, financial crisis, ethic dilemmas lead us to question the validity of our educational, management and leadership paradigms. The new generations arriving to the workforce have different expectations and demand for more ethical, people-centered management.

**Artful Leadership** is an Erasmus + project aimed to suggest possible and viable solutions to this question. Its main goal is to create innovative digital learning resources about Servant Leadership, supported by arts-based learning methods and deployed through different methods and techniques (e.g. digital storytelling, visual art, design thinking, etc.). These digital learning resources will be then easily implemented in formal and non-formal education settings.

http://www.artfulleader.eu

**OSTESA (ORGANIZATIONAL SUCCESS THROUGH EMPLOYEE SATISFACTION) EU PROJECT**

*Year: 2015*

*Themed areas:* Social role of companies

*Partner countries:* Cyprus, Czech Republic, Italy, Poland and Portugal

Started in September 2015, the **OSTESA EU project** is a 3 year initiative designed to develop soft skills (such as leadership) to improve and build a positive organisational climate, which is assumed to be a major force in influencing employee’s motivation and behaviour. The core assumption of the project is that in a positive organizational climate, employees have the confidence and stability they need to increase their performance. How then can organizations and particularly SMEs create and improve this positive organizational climate?

**OSTESA EU** provides them with a support system which consists of different tools and training materials designed
DEVELOPING SENIOR HUMAN CAPITAL AND PROMOTING ACTIVE AGING THROUGH TEACHING AND COACHING (TRAINCODE)

Year: 2014  
Themed areas: Learning, training systems and training assessment

The target groups of the TrainCoDe project are: managers over 45 dropped out the labour market (both unemployed or retired), intermediaries (training organisations/business schools), companies, stakeholders supporting the organisations active in the VET sector. The project aims at fostering the employability of managers over 45 by upskilling and exploiting their competencies in a new professional domain (training and consultancy processes).

The project aims and objectives will be achieved by transferring, customising and localising a training programme (Professional Faculty Programme) developed by Fondazione ISTUD. The transfer and adaptation programme will allow the intermediary organisations to provide unemployed and retired managers a tailored training programme to support their reintegration in the labour market, addressing the issue of social and professional exclusion of elderly workers. At the same time the programme will enhance the exploitation of elderly managers experience in different contexts, thus facilitating the setting up of cross-fertilization processes among generations.

Along with Fondazione ISTUD, the participating organizations in the project come from Poland, Cyprus and Romania.

http://www.traincode.eu/

LE@D3.0 ACADEMY

Year: 2015  
Themed Areas: Leadership and Management  
Partner countries: Italy, UK, Poland, Germany

The project aims at promoting a Knowledge Alliance between companies and universities with the purpose to spread among trainers the use of MOOCs (Massive Open Online Courses) and OER (Open Educational Resources) to develop transversal e-leadership competences to cope with the changing needs of job market.

http://www.eleaderacademy.eu/

D-THINK – DESIGN THINKING APPLIED TO EDUCATION AND TRAINING

Year: 2015  
Themed Areas: Learning, and evaluation of training paths  
Partner countries: Portugal, Finland, Spain, Italy, Belgium and Poland

The project aims at promoting in the field of education and training the recourse to the innovative methodology of design thinking as a transversal learning tool, to achieve the goal of more skilled human resources, able to deal with the growing challenges of new and flexible markets.
Year: 2015
**Themed Areas:** Youth
**Partner countries:** Portugal, Romania, Poland, Cyprus, Italy

The project has been developed with the aim to promote the employment, fostering and strengthening of the existing competences in the field of social entrepreneurship, according to the EU strategies aimed at transforming Europe into an intelligent, inclusive and sustainable economy.

http://www.ses-project.eu/
We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

ISTUD activities are based on the maximum development of the opportunities for exchanges and relations with the outside world, whether it is the world of business, of the institutions or of research. Our Business School organises its activities through constant dialogue and discussion with a series of national and international partners including our partner companies and associations, the professional and territorial organisations (regions, provinces, municipalities), the business associations (chambers of commerce) and cultural associations (foundations and similar), the universities, the business schools and the research centres in Italy and abroad, without forgetting the individual public figures in the cultural and managerial sectors.

From 2012, ISTUD is officially accredited by the Italian Ministry for Education, University and Research as private research institute and from 2011 ISTUD is authorized by the Ministry to host researchers/students that come from third countries

http://www.istud.it/istud_chi_siamo/accreditamenti.aspx

The collaboration with local participants and staff resources will contribute to develop the incoming students’ language competences in Italian but, in the same way this interaction will support the improvement of the participants and staff resources in English.

ISTUD thinks that mobility is an important opportunity to enrich the personal experiences and to enhance competences and knowledge of both the neo-graduate students and the staff. To take this opportunity it is fundamental to be fluent in English, the most common used language abroad. ISTUD, every year, organizes 40 hours of English lessons, in groups, for each student of the ISTUD Master. It also gives the opportunity to the staff to improve English through individual courses, e-learning courses, telephone calls with English teachers and the attendance to many meetings spoken in English.

To further support this exchange process ISTUD has signed an agreement with King Stage London (UK) concerning the mobility of students who attend ISTUD’s Masters and Programmes. This agreement is aimed to help the students to find traineeships opportunity in companies abroad through these actions: CV review, screening of opportunities, Career Advice, service of guidance to the application, follow-up during the internship period.

As primary business school, ISTUD has always been involved in the promotion of dialogue and confrontation among trainers, civil society, public institutions and media.

An intensive collaboration has been promoted with AIESEC (International Associations of Students in Economic Sciences and Business) with whom are currently organized workshops, seminars aimed at fostering international mobility of students.

In order to actively promote events in the matter of green and sharing economy, ISTUD has developed a specific partnership with the Italian Representatives of the EU Commission in Milan.
A students and trainers' exchange programmes has been finally implemented with the Universities of Coventry and Bournemouth.

SOCIAL NETWORKS

LINKEDIN
• Alumni ISTUD and ISTUD for Executive are LinkedIn groups with the purpose of sharing articles and events and to create engagement between participants (ISTUD company page) as well as the group ISTUD ALUMNI
• ISTUD Business School: company page and university page

FACEBOOK PAGES
• Fondazione ISTUD: Fan page, it shows and spreads ISTUD activities in general
• ISTUD Sanità e Salute: Fan page of ISTUD Healthcare Area
• Free Your Talent: Fan page of the students’ community

TWITTER OFFICIAL ACCOUNTS
• ISTUD_IT: it engages companies and managers who deal and share projects with ISTUD.
• ISTUD_Sanita: account of ISTUD Healthcare Area
• ISTUD_Executive: account for Executives
• FreeYourTalent: account for the students community

GOOGLE + AND YOUTUBE CHANNEL
• Fondazione ISTUD: they show and spread ISTUD activities in general.

INSTAGRAM
• ISTUD_IT: promotes the spreading of photos and pictures regarding ISTUD activities

ISTUD SURVEYS
Based on the “Observatory” web tool, ISTUD surveys the principal socio-economic questions and includes a panel of more than 2000 managers from Italian and multinational companies who were trained at ISTUD, belonging to various corporate functions and manufacturing sectors. The concept behind the surveys is to enter, as active agents, the socio-economic debate and the exchange of ideas within the country; becoming the interpreters of the opinions of an authoritative part of the present and future executive class.
FUTURE STRATEGIC ADDRESSES

The national and international strategy of Fondazione ISTUD aims to enlarge the managerial training approaches and training offers towards the so-called “Humanities for Management” and the use of creativity and sustainable experience based approaches to leadership and managerial contents.

As already presented, ISTUD has expanded the international collaboration through its extensive network of contacts with all the major European business schools, and ISTUD can today rely on a broad international faculty of the highest level that will be involved in innovative capacity building activities and train the trainers sessions and in the transfer and share of good practices in higher education, in order to reinforce its training offer thanks to the possibility to confront with EU universities and VET providers.

To reach these national and international goals ISTUD has selected and will choose its national and international partners based on their previous experiences and on their coherence and relevance with the contents that will be developed each time in the specific projects.

At the moment ISTUD can count on partners on all the 29 EU countries and in various third countries in Asia, USA and Latin America. As described above, the most relevant geographic areas for the internationalisation strategy of Fondazione ISTUD are the EU countries for what concerns the training programmes for post graduate students and for the research and innovation projects to be developed under the EU Erasmus+, Horizon2020 and Cosme Programmes.

For what concerns the research activity of the Observatory on youth and labour market ISTUD will strengthen and enlarge its relations and collaborations with EU Universities and also with non EU countries like China, India, Latin America and USA but, possibly, it will also enlarge these relations in North Africa and Canada. ISTUD wants to develop joint and double degrees programmes for post graduates students and for managers and executives with some EU leading universities, with a specific attention to some countries like UK, France, Germany and Poland as these are the most interesting countries for Italian students and for Italian international companies.

The most important objectives of the next mobility activities of ISTUD will be to:

- give to its post graduates students the possibility to spend a short or medium long time in partner organisations to attend joint international programmes and/or to spend international internships in companies located in a EU or non EU country that can add value to the learning outcomes of the training programme attended in Italy and that can increase and enlarge the specific professional competences developed by the participant/student. In the selection of these partnerships a particular attention will be given to this specific point and the partners will be selected on the base of the relevance and added value for the professional competences, to be developed by a specific training programme and for a specific target group
- give to the participants of its short cycled training programme the possibility to integrate their learning with study visits abroad to understand and deepen relevant experiences and best practices in foreign countries
- provide to its staff and faculty members the opportunity to know and confront with other educational centres, universities and training organisations, in order to learn from their best practices and to increase their multidisciplinary and multicultural competences and learning.
SUPPORT FROM PRME

1. Exploit opportunities to collaborate on business and legality and anti-corruption practices
2. Provide more opportunities for business school faculty and students to meet (vis a vis and with webinar) and share best practices on responsible management education
3. Provide periodic updates via email newsletter on what’s happening with the other practitioners
4. Share global trends on PRME and the related impact
5. Create networks to jointly present project proposal under EU and other possible international donors funding