Bocconi

Università Commerciale
Luigi Bocconi
Graduate School

MaGER

Master in Green Management, Energy and Corporate Social Responsibility

I Edition

2011-2012

The world has become increasingly complex and more fragile. Sustainability, climate change and energy are globally recognized challenges for the 21st century, calling for a strong commitment for a change by governments, companies and civil society. Future managers and professionals will be increasingly involved in this process, addressing the need to innovate business and consumption models and to build a sustainable society.

The new Bocconi Master in Green Management, Energy and Corporate Social Responsibility is a unique opportunity for students interested in building a professional career in a multi-disciplinary topic characterized by growing momentum and the increasing interest of economic actors and international organizations.

The program is designed to equip students with the skills and competencies required to face these new challenges. Energy, renewable resources, climate change and carbon management, corporate sustainability and corporate social responsibility are some of the subjects that are confronted throughout the master.

Thanks to a full-time dedicated and specialized approach, the degree will complete the basic university and working preparation leading to different professional fields. With the help of our corporate and institutional partners, we propose multiple opportunities for interaction and exchange, serving as functional enhancements of the skills acquired during the academic year.

In 2001, Università Bocconi was among the first to dedicate a Specialized Master program to environmental and energy issues, the Master in Energy and Environmental Management and Economics (MEMAE). Since then, over 320 Italian and international students have earned this degree. Ten years later, the ambitious and innovative MaGER program, entirely in English, can draw on our internationally acknowledged reputation in teaching, research and specific experience in these fields.

Stefano Pogutz
MaGER Director

Alessandro de Carli
MaGER Coordinator

MaGER

Objectives and candidate profile

The Master in Green Management, Energy and Corporate Social Responsibility is a 12-month full-time program that proposes a multi-disciplinary educational approach to train next-generation managers and professionals interested in leading the change towards a sustainable future. We have designed a new program with the goal of attracting talented students and young professionals with diverse backgrounds, who share passion, commitment and values.

We provide awareness and knowledge on the theoretical, regulatory and ethical aspects of environmental issues. This preparation, together with the teaching of advanced management skills and competencies, put students on a specialized career path.

AWARENESS

Sustainable development, Ecosystem services, Climate change, Energy demand, Renewables, Regulatory schemes, Kyoto Protocol, Biodiversity, Cleantech, Energy markets, Carbon tax, Social entrepreneurship, Markets at the base of the pyramid, CDM...

KNOWLEDGE

SPECIALIZATION

- Energy management and renewables
- Corporate sustainability management and CSR management
- Energy markets and carbon management
- Sustainability governance and policies

CAREER PATH

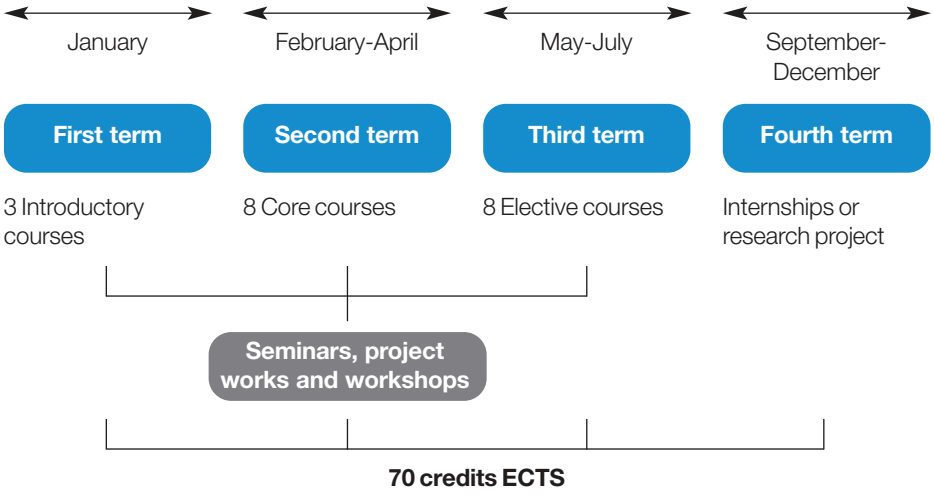
The master strives to connect university education with businesses, agencies and NGOs that have an interest in sustainability, green management, energy, and CSR.

Career opportunities

The MaGER equips students with the know-how, skills and competencies to work in firms, international agencies, policy makers and NGOs dealing with environmental issues, energy, CSR and sustainability. Potential job opportunities are numerous and varied and encompass public companies, medium and small firms, start-up enterprises, agencies and governmental organizations and NGOs.

Program Structure

The Master in Green Management, Energy and Corporate Social Responsibility is a 12-month program starting in January and concluding in December 2012.
The structure encompasses four segments or "Terms".
The program size is **70 credits ECTS**.



- The **first term** is characterized by **distance learning** courses aimed at standardizing the skills of students coming from different backgrounds. This phase consists of **3 courses** that are designed to assist students to prepare for the master.
- The **second term** consists of **8 compulsory courses** with the purpose of providing the fundamental knowledge and skills to tackle issues related to sustainability and energy challenges.
- The **third term** includes **8 specialization courses**. Each student must choose at least 6 courses aggregating different competencies, depending on their interests and the four suggested career paths.
- The **fourth term** is devoted to a job experience on the topics learned during the master.

Seminars, project works with partners (companies, agencies, etc.) workshops and team building activities integrate the learning process with real life experiences during the first, second and third terms.

First Term
Introductory courses

Principles of Management
This is an introductory course to the broad field of business administration, focusing on the economics and the management of private firms. The basic concepts and theories of modern management are presented and discussed. The educational objectives of the course can be summarized as follows:

- make students aware of the fundamental strategic decisions that a firm has to take in order to create value in its environment (seen in its various dimensions: economic, natural, social, institutional, etc.) and pursue sustainable growth;
- provide students with the fundamental concepts required for the economic analysis of firms' processes, as well as the ability to use them in basic situations;
- give students a practical picture of how the performance of firms at various levels is measured and how managers use performance measures in order to fulfill organizational ends in the long term.

Principles of Law

The course provides a general understanding of the fundamental principles of the international legal system, with a specific focus on the sources of law and their influence on environmental matter. The classes will be dedicated to the analysis of legal sources produced by different levels of government (national sources, international and EU sources). The last section will be dedicated to a brief introduction to the general principles governing European administrative law.

Principles of Economics

The main objective of the course is to make students familiar with the economic way of thinking. We cover the basic concepts and tools needed to undertake the analysis of such problems that arise due to the law of scarcity. In particular we focus on the microeconomic principles that demonstrate the role and limitations of both competitive and imperfectly competitive markets in motivating socially efficient consumer, business, and public sector choices. Among the issues discussed: supply and demand, theory of demand, firms in the market place, market structure and firm performance, market failures and the role of government to correct negative externalities.

Second Term
Core courses

Environmental Law, Sustainable Development and Governance

The course will deal with the legal and policy frameworks governing the environment and a wider sustainability agenda. In doing so, the program will focus on the national, EU and international policy arenas. In particular, the course will introduce students to the key challenges and opportunities posed by sustainable development to policy makers, citizens and wider civil society. The course aims to meet a growing international need to produce students with detailed knowledge of complex governance issues and excellent skills to work with trans-disciplinary and multidisciplinary approaches. The teaching methodology is based on frontal lessons as well as practical seminars which provide students with essential knowledge about governance of environmental law and sustainable development, and with a set of skills to analyze those areas at national, EU and international level.

Science and Technology for Sustainability

The course aims to illustrate the technologies for environmental reclamation in four major fields of intervention (solid waste, atmospheric emissions from

industrial processes, primary and discharge water, soil and groundwater), as well as the technologies for electric energy and heat production, and the operating principles of the energy distribution networks. There are four didactic targets of the course:

- to revise the basic principles of environmental pollution;
- to evaluate the proper technologies for environmental reclamation;
- to evaluate the technologies for production, transport and distribution of energy;
- to critically assess possible technological approaches, based on cost-benefit analysis and on an integrated approach to the problem.

The didactic methodology includes traditional lectures, numeric exercises, description of case studies. A field visit on a state-of-the-art facility will be included as a basic element of the course.

The Economics of Renewable and Energy Saving Technologies

This course aims at pursuing the following objectives:

- providing information and discussion about the economics of renewable energy sources and technologies and about the different kinds of energy saving (technologies and processes);
- exploring the policies supporting the deployment of these technologies;
- providing the basic tools to operate in the green certificates market and in the white certificates market.

Specific topics are: the economics of wind energy (costs and supporting policies in industrialized and developing countries); regulatory framework; the economics of biomass energy with emphasis on biofuels for transport uses; solar energy (thermal, thermoelectric, photovoltaic); costs and supporting policies (with emphasis on feed-in); regulatory frameworks, economics of energy saving; energy saving in the residential sector (including district heating); combined heat and power generation; heat pumps; etc. Teaching methods include lectures, guest speakers from a variety of organizations and case discussions.

Business and Governance for Sustainability

The course analyzes the role of business in addressing the environmental challenges and focuses on examining the governance for sustainability in different sectors: manufacturing, automotive, insurance and banks, energy, environmental services, industrial associations, etc. Testimonies from our sponsors and practitioners will actively participate in this course, providing students with their practical experience.

Business and Corporate Strategy for the 21st century

The world is getting more fragile, due to the end of cheap oil, and the impact of climate change, which have produced pervasive disruptions across the logistics of global businesses. No matter how these factors will play out, sustainability will not be just an environmental issue, but it will affect both competitiveness and competitive advantage. This course is aimed at providing an overview of the managerial challenges, and the analytical frameworks required to succeed in the 21st century. A specific focus will be dedicated to the exam of the UN Global Compact initiative. The course will address the following contents: the challenge of management in a fragile world; crossing the energy divide: how the end of cheap oil will impact industries and corporations; the impact of sustainability on financial markets and country-level competition; the impact of

sustainability on organizational models: new roles and responsibilities, managing change at the board level; the notion of Corporate Citizenship; UN Global Compact: from principles to implementation.

Environmental and Energy Economics

This course is an introduction to an economics and policy perspective of the use of environmental and natural resources, with special attention to exhaustible and renewable energy sources. The first part of the course will develop appropriate economic concepts and tools for analyzing environmental and natural resource issues with special attention on how economic policies can be designed to deal with these impacts. This part will be complemented by the analysis of cases taken from water, waste and transport sectors. The second part will discuss the efficient use of depletable and renewable natural resources such as oil, gas and renewable energy sources with special attention to the electricity generation. More applications of this part will be developed in subsequent courses. Throughout the course the separate and complementary roles of markets and governments in allocating and regulating the use of environmental and energy resources will be discussed.

Sustainable Business and Green Management

Over recent decades, environmental and sustainability challenges such as climate change, ecosystem degradation and competition for scarce energy resources have become more and more relevant. This course is intended to familiarize students with these challenges and the impact on business strategies. It will address environmental risks, dependence on ecosystem services and new business opportunities arising from managing the natural environment. Moreover, we will look at responses at a strategic and operational level: green innovation and green supply chain management, green marketing and sustainable consumption, environmental management systems and certification (ISO 14001, EMAS, etc.). The format is based on active learning and includes lectures, case studies, videos, incidents and class discussion, qualified speakers and a project work with a leading company in sustainability management.

Project Finance and Financing Strategies for Green Business

The course will provide a general understanding of the principles of corporate finance and corporate risk management and their specificity as applied to green business. The first part of the course will develop the general theoretical framework for project evaluation in corporate finance. To this aim, a number of key valuation concept will be presented, ranging from the time-value of money, different concepts of risk, the compensation of risk on financial markets, cost of equity, cost of capital, etc. The second part will provide an in depth view of project financing techniques for renewable energy (solar, wind, hydro, etc.) and environmental projects (water, carbon sequestration, infrastructures, etc.). Contents of this part will include: setting up a project finance transaction, risk analysis and risk management, and financing the deal. The third part will examine a common set of techniques which can be used by managers in dealing with (especially environmental) risk management, including prevention, diversification, risk retention and transfer via insurance and non-insurance market tools. A decision-making framework for selecting among these various tools will be established. The fourth part will focus on current social responsible investment behavior of institutional investors and on the effect of socially responsible investing on the financial performance of firms.

Third Term
Elective courses

Management of Utilities
The course analyzes the main strategies of companies focused on the waste, water and energy sectors. The key topics will be: marketing and communication policies, grid management, financial policies, mergers and acquisitions, and corporate organizational structure. The course provides mainly a local perspective within a national and European context. Particular attention will be given to the case studies regarding leading European utilities (for example: EDF, E. On, ACCIONA, Iride, Alpiq, etc.). Guest speakers such as top managers, regulators and public administrators are part of the program; in addition, the course will include discussion of research prepared by the students.

Energy Markets
The course addresses the business and public policy issues raised by the transition to liberalized energy markets. Nowadays energy industries are characterized by a complex mix of regulated and market-driven elements. Moreover, growing concerns about the long-term sustainability of our energy systems are increasing the room for regulation even in activities already open to competition, such as power generation. This is changing the way energy markets function, leading to new business challenges and opportunities. Topics include: the main approaches to the organization and operation of electricity and gas markets; the operation of petroleum markets, including futures markets; the link between energy markets and environment; market power and antitrust.

Carbon Markets and Carbon Management
The objective of the course is to provide theoretical and practical knowledge regarding the functioning of carbon markets and the management of carbon risks. Carbon market institutions, rules and mechanisms, and the determinants of carbon prices will be analyzed, both related to the Kyoto Protocol (ET, CDM, JI, REDD) and other regulations (EU ETS), and voluntary markets. Their effects on competition and corporate strategies will be evaluated through simulations. Programmatic CDMs will also be considered through a case study by the World Bank applied to a city in an emerging country. Carbon risk assessment and management, and the role of carbon cycle operators (analysts, consultants, traders, certifiers, etc.) will be investigated through the interaction with experts.

Environmental Planning and Environmental Assessment
The local scale is increasingly considered as fundamental to addressing environmental issues. The course presents the most important topics of the economics of urban and regional planning with special emphasis devoted to environmental management of cities and regions. Measurement of city sustainability through composite indicators, environment-transport interactions, land use controls and cost-benefit analysis will be examined in depth to provide a broad picture on the socio-economic analysis of public interventions on a local scale.

Sustainable Innovation and Supply Chain Management
In terms of sustainable innovation, the course analyzes the New Product/Service Development Process as a complex inter-functional management topic, which

requires strategic initiatives, aligned organizational activities, and appropriate methodologies (such as eco-design, design for environment, quality function deployment, project management and LCA). With regard to sustainable supply chain management, the course analyzes different supply chain strategic models, approaches and structures, highlighting topics such as reverse logistics, closed loop supply chain, collaboration and life cycle approach.

Social Entrepreneurship and Innovation

Over the last decade, a new wave of entrepreneurial ferment has taken hold around the globe, motivated by the search for new, sustainable solutions to complex social problems. This course is intended to familiarize students with the challenges and opportunities of social entrepreneurship, providing knowledge and tools to sustain social opportunity identification and exploitation. It will address social planning along the stages of entrepreneurial discovery, social impact assessments, innovative investment and financial models, such as venture philanthropy and social venture capital.
Moreover, recent advancements in the field of innovation for social change will be reviewed, with a focus on bottom of the pyramid strategies, scaling opportunities, and cross-sector social partnerships. Leveraging on the variety of current experiences and perspectives, theory and practice of social entrepreneurship will be articulated throughout the course, combining traditional lectures, case studies, project works and interaction with professionals in the field.

CSR and Corporate Sustainability

The long-term success of a firm and its capacity to generate sustainable value depend on the quality of its relationships with the various stakeholders. In fact, a company develops its activities through a stakeholder network, which affects and is affected by corporate behavior. Thus, the CSR concept has a strategic value that should lead to rethinking the nature, purposes and behavior of companies. The course aims to define the CSR concept and identify the implications for the business management in terms of:

- sustainability of value creation processes;
- identification and engagement of different stakeholder groups;
- new managerial solutions and new corporate performance evaluation and reporting methodologies capable of integrating and improving traditional economic measures.

The purpose of the course is to build a new vision of business, management and managerial tools according to a sustainability and responsibility oriented approach, based on a stakeholder framework. It adopts an international perspective, qualified managers and experts will be involved and interactive teaching methodologies (case studies, movies and team work) will be used.

Topics in Sustainability Management and Energy

The course designed and organized each year adresses emerging issues in the sustainability and energy fields, providing innovative managerial tools that can integrate and complete student specialization. Example of topics are: water scarcity and management, nutrition and sustainability, smart cities. Example of managerial tools are: energy efficiency standards, socially responsible investing and sustainability rating, environmental impact assessment.

Seminars, workshops and project works

Our master attracts the interest of a broad network of corporate, agency, government and NGO partners. With their collaboration, the program draws together a wide range of integrative learning methods such as project works, seminars with keynote speakers from academia, company presentations, company visits and specialized workshops. More than 50 hours of interaction are provided, exposing our students to their potential employers.

In 2010 and 2011 we have visited the following companies and plants: Tetra Pak, Loccioni, Lamborghini, waste-to-energy plant, district heating plant and waste water treatment plant.

Specialized workshop on Carbon Asset Management and Carbon Finance

Carbon management and carbon finance have become an important issue in the sustainability and climate change challenge. This one day workshop provides our students with specialized knowledge and competencies necessary to operate in these new markets. Keynote speeches and sessions of parallel laboratories based on small groups and case studies involve students and practitioners with interactive learning processes. In 2010 and 2011 the following companies and agencies have participated in the workshop: the World Bank, Point Carbon, First Climate, Bureau Veritas, Puraction, Eco-way, British Consulate General Milan, etc.

Accenture project work

Accenture and MaGER Bocconi have developed a specific field project for our master students on the topic of clean tech. Each team must provide a professional assessment on a set of innovative, low carbon and blue technologies, as businesses model, operating as a consultant. Students must deliver a final report organized in 3 sections: Technologies overview and stage of maturity; Market analysis, trends and forecast; Business case for potential profits. The project is launched with a 3 hours session offered by Accenture Consultants. Each team is in contact with the company by a Tutor who support the development of the work and give feedbacks, and presents the final report to Accenture consultants simulating a "real" meeting with the investor, who is looking at the low carbon or blue sector.

Loccioni project work

In 2011 MaGER Bocconi and Loccioni, an innovative Italian company operating in industrial solutions & design, have developed a project work on Clean Technologies and Sustainable Innovation. Students have analyzed the clean tech families and the main drivers of development for these solutions, they have assessed the leading countries in promoting clean tech and in the public green fiscal stimulus; finally they have selected a list of leading companies in the field, investigating the role of Loccioni in this competition. The company hosted us for a one-day intense company visit, showing the different project on sustainability. Each team has delivered a presentation of their specific project in front of the company founder, Mr. Enrico Loccioni, and the company board.

Tetra Pak project work

MaGER and Tetra Pak Italia have built a live case on recyclable and low-carbon packaging. Students interact with the company on the development of a strategy

focused on promoting the green advantage of the Tetra Pak packaging solution when compared to other materials. A company presentation opens the case setting the problem. Each team of students is given a specific task and negotiates a budget with the company headquarters. The presentation of the results is delivered in front of Tetra Pak managers, who discuss the outcomes with our students.

Fourth Term
Internship or research project and final project work

This term is devoted to a job experience on the topics learned during the master. The internship length is minimum 10 weeks. As an alternative students can apply for a research project. Internship and research project will be tutored by master's faculty members.

Teaching and learning

The courses focuse on modern teaching techniques and active learning methodologies, including: traditional lectures, case studies and guided discussions, practical exercises, group works, company presentations, outside visits and in-company projects, seminars with experts, combining both theoretical and practical perspectives. The pedagogical approach serves to promote an interdisciplinary vision offering students multiple disciplinary perspectives, languages and different methodological styles.

The master requires a full-time commitment and compulsory attendance. In order to receive Masters degree a frequency of 80% attendance of classroom lessons is required.

Assessment and final project work

The level of knowledge and analytical skills are appropriately demonstrated through written and/or oral exams, binding for each subject; contribution to the learning process in group and classroom activities; evaluation of the project in the field; continued attendance and active participation in the educational program. Teachers in charge of courses define the procedures for examinations, in light of the proposed teaching content and the methods used.

The final project work is evaluated by a tutor, based on a final written report showing the participant’s educational goals and activities, and formally discussed in front of a specialized committee (dissertation).

Faculty

- **Director of the program**
  Stefano Pogutz

- **Coordinator of the program**
  Alessandro de Carli

The course is taught by professors and specialists in environmental, sustainability, energy and CSR issues to ensure the necessary multidisciplinary approach of the master.

Teaching staff

Barry Anderson
Thomas Astrup
Edoardo Croci
Alessandro de Carli
Francesco De Leo
Luigi De Paoli
Matteo Di Castelnuovo
Giuseppe Franco Ferrari
Vitaliano Fiorillo
Fabrizio Fracchia
Marco Frey
Stefano Gatti
Andrea Gilardoni
Mario Grosso
Francesco Gullì
Volker Hoffman
Giovanni Lonati
Arturo Lorenzoni
Javier Martinez Del Rio
Marco Merelli
Nicola Misani
Giacomo Nocera
Jacques Percebois
Marco Percoco
Francesco Perrini
Stefano Pogutz
Clara Poletti
Frank Raess
Federica Ranghieri
Graziella Romeo
Eloise Scorford
Antonio Tencati
Maria Vasquez
Vittoria Veronesi
Bruno Villois
Clodia Vurro
Anahita Williamson
Silvia Zamboni

Placement at a Glance

Relationship with firms

The master attracts the interest of a broad network of corporate, agency, government and NGO partners. With their collaboration, the program draws together a wide range of integrative learning methods such as project works, seminars with keynote speakers from academia, company presentations, and specialized workshops.

Sponsorship
In the past 5 years, the following firms have offered scholarships:

Actelios
AEM and ASM Brescia (now A2A)
Ansdaldo Energia
Autostrade per l'Italia
Biancamano
Buzzi Unicem
Municipality of Milan
CONAI
Consorzio Venezia Nuova
Edison
EGL Italia
ENEL
ENI
ESSO Italiana
Fisia Impianti
Italcementi Foundation
ILVA
Pirelli
Recchi
San Paolo IMI
Shell Italia
SOGIN
Sviluppo Italia
Telecom Italia
Veolia Acqua

Career Service

The Career Service helps master students enter the job market by providing:

- on-campus presentations and the career event Bocconi&Jobs;
- JobGate, web-based area with internship and job offers;
- training seminars on selected job search issues, including effective application and the interview process;
- a Placement Library offering information and reference documents on the Italian and international job market.

Selection and Admission

The Università Bocconi MaGER program is designed for graduates with an undergraduate degree (i.e. Italian "Diploma di laurea", American "Bachelor of Arts or of Science", French "Licence", Russian "Bakalaur"). Admission to the program depends on a rigorous selection process.

When and how to apply

There is a two-stage admissions process:

- a **first round** of selection in October, intended both for applicants who have completed the GMAT or GRE and applicants who plan to take the Bocconi Admission Test in English;
- a **second round** of selection in November, intended both for applicants who have completed the GMAT or GRE and applicants who plan to take the Bocconi Admission Test in English.

Admission to the master is awarded at the end of each of the stages.

Application

- **Online application:** to apply for the MaGER you need to complete our online application form.
- **Dossier:** once you have submitted your online application form, you'll have to send your application dossier with all supporting documents (transcript of grades, CV, personal statement, reference letters, GMAT/GRE official score report, English language certificate, passport-sized photos). Applicants who take the Bocconi admission test are not required to include the test score report in their application dossier. The dossier can be delivered personally to the MaGER Office or sent by courier or registered mail.

For all information regarding application and selection process please refer to the website at: **www.unibocconi.eu/mager**

If you need any further information about your application status, contact: **mager@unibocconi.it**

Deadlines

First round
Application deadline: **24 October 2011**
Bocconi Admission Test*: **28 October 2011**
Results: **10 November 2011**

Second round
Application deadline: **28 November 2011**
Bocconi Admission Test*: **1 December 2011**
Results: **16 December 2011**

*For applicants who have not taken the GMAT or GRE

Tuition fee and financial aid

The tuition fee for the 2012 edition is € 13,000. Fees include course materials, use of Bocconi facilities, access to the Library and MaGER online databases. Fees are payable in three installment as follows:

- **1st installment**: € 5,229.24 at time of enrolment (this sum includes the € 1,000 non-refundable commitment fee). Please be aware that while settling the 1st installment you will also be asked to pay € 29,24 of Italian government tax on University fees.
- **2nd installment**: € 5,200 by the end of March 2012.
- **3rd installment**: € 2,600 by the end of June 2012.

Early applicants will be required to pay the €1,000 non-refundable commitment fee.

Scholarships

A number of scholarships partially covering tuition fees are offered by MaGER corporate partners. Scholarships are assigned to applicants on the basis of merit criteria according to the outcome of the selection process (GMAT/GRE or Bocconi Admission Test and CV profile).

Student Loans

There are also other options to finance your study. You can benefit from special agreements between Università Bocconi and several banks, which offer students the possibility to request a low-interest loan.
Find out more on the "Student Assistance, Financial Aid and Loans" section of the Bocconi website **www.unibocconi.eu/specializedmasterloans**.

The University reserves the right to change the programs, times and teaching faculty indicated in this brochure

In Their Own Word*

Companies

Carlo Ferrara
Head of Carbon Strategy Development China at Enel
As a professional in the energy and environment world, I considered a move to China as essential for my career. MEMAE offered me the unique opportunity to move towards the vibrant and challenging reality of China through an internship at the Cooperation between the Italian Ministry for the Environment, Land and Sea and the Ministry of Environmental Protection of China.
Having been one of the early movers in the CDM context in China I worked for the cooperation for 3 years, facilitating both the achievements of the Italian Carbon Fund as well the scouting of CDM projects by Italian private entities. Afterwards I joined Enel in 2007 as CDM Portfolio Manager managing the scouting and the registration of more than 60 projects associated to a potential of more that 20 million tonnes per year until reaching my current status of Head of Carbon Strategy Development China unit of Enel. Today Enel is the first private buyer in the CDM Chinese Market in terms of volume of CER/y.

Pietro Bertazzi
Policy and advocacy manager at Global Reporting Initiative
Environment, justice, human rights and global issues have always fascinated me, so after I graduated in law with a focus on Public European and International Law from LUISS University, I started my career in the public sector. I began as an intern at the European Parliament and then worked in the not-for-profit sector, dealing with corporate accountability for human rights violations. I then decided to invest one year at Bocconi's MEMAE program to improve my knowledge of the environmental and economic aspects of these issues and develop my management skills. The master gave me the opportunity to work in the CSR team of a large Italian multinational company, in the area of sustainability policies and performance.
In early 2010 I joined the Global Reporting Initiative, which has pioneered the development of the world's most widely used sustainability reporting framework. I am working as Manager of Policy and Advocacy, engaging in policy dialogue with Governments and International Organizations. Among other things, I am fully involved in the collaboration with UNGC, and engaged in the Green Economy discussions leading up to the Rio+20 Conference, 20 years after the milestone Earth Summit in 1992.

Alumni

Charles Desjardins (FR) - MEMAE, IX Edition
Alerion Clean Energy
After being graduated in Economics and Finance and a couple of years of professional activity, I decided to focus my career on the Green Business sector. Following personal interest and previous work experience, I was particularly interested in the Renewable Energy field. As I was looking for a Master Level

*The following interviews describe the career path of some Alumni of both the MEMA and MEMAE programs, which were the basis for the new international MaGER program

course that would allow me to improve my understandings of the Green Business related issues, I chose to attend the Master MEMAE in Università Bocconi. I was mainly seduced by the equilibrium in the lectures, covering both technical, economical and social aspects of the subject. Additionally, the mixing between the various origins of the other attendants ideally matched the practical approach offered. Ultimately, the network, logistics and dynamic communication highly supported my research for a job that fit with my ambitions.

Ricardo Scacchetti (BR) - MEMAE, VIII Edition
First Climate
I decided to join MEMAE after an intense experience in management consulting in Brazil, where I closely witnessed the clear focus of private and public companies on taking advantage of the country's economic growth momentum while despising the environment and social impacts linked to their activities. MEMAE met my expectations perfectly because of its comprehensive program, covering the most important topics in environmental and social management space and bringing essential insights and management tools that could be applied in a real context. MEMAE also played a fundamental role in advising me during my first working experience in the "green" field. Thanks to MEMAE's network I was introduced to First Climate, a carbon asset management company, where I am currently working as Project Finance manager engaged in the conceptualization of an investment fund focused on emission reduction projects in Africa and America Latina.

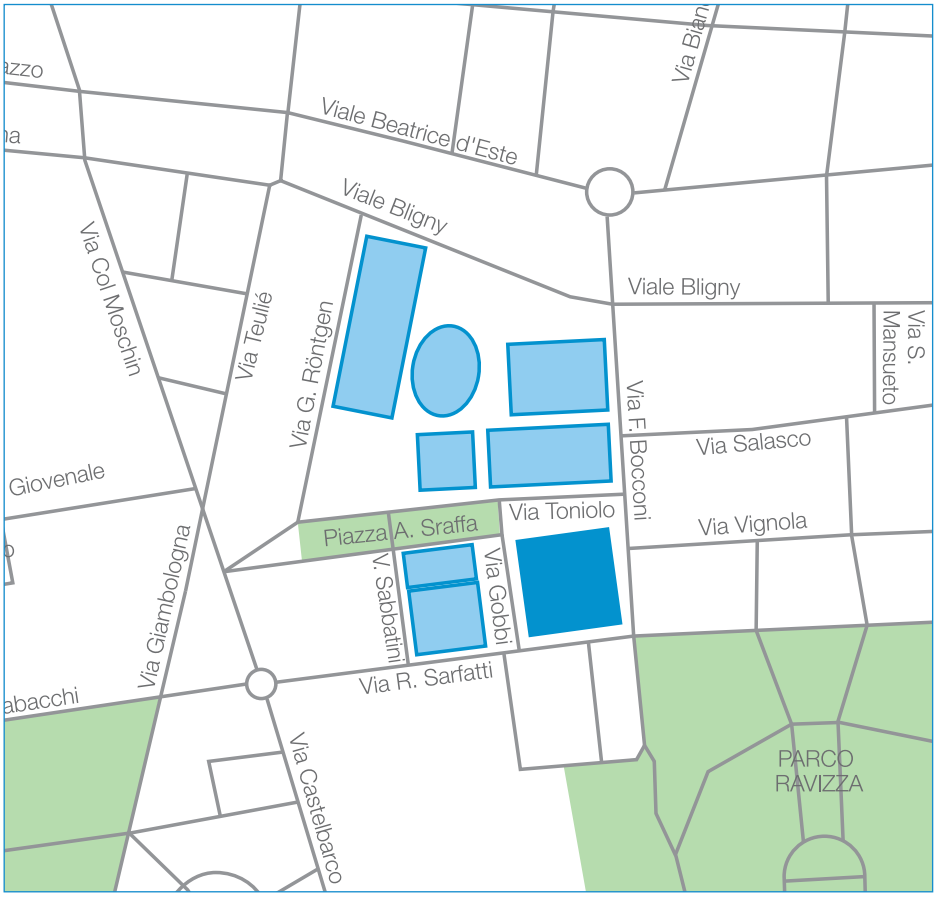
Mara Chiorean (RM) – MEMAE, VIII Edition
CSR ASIA
The Master program has been a life changing experience for me. It has offered me the ideal environment to learn and challenge my views on sustainable development. The structure of the master allowed me to gain information and knowledge on environmental and energy issues. At the same time, the teaching methods helped me enhance my presentation and project management skills. It is a program that opened my appetite for knowledge. It offered me the learning platform on which I built up with my own inquiries, reading and practice.
As a foreign student, I was given all the needed support for integration from both the academics and my colleagues. Following the academic part of the studies, I have done an internship in Singapore with CSR Asia, and I am now pursuing a career in CSR in Hong Kong. I am convinced this would not have happened hadn't been for the reputation of Bocconi and the knowledge that MEMAE provided me with. The best thing about this master is that it attracts people with very different backgrounds creating the perfect learning environment where you learn not only from your teacher, but mostly from the experiences and knowledge of your colleagues. I was lucky enough to have brilliant colleagues and I am sure it will be the same with the next master generations.

Dream Cazzaniga (ITA-USA) - MEMA, VI Edition
KPMG
I decided to apply to Bocconi's Master in Environmental Economics and Management (MEMA) in 2007, while completing my Bachelor's degree in

International Cooperation. Acknowledging the global developmental concerns we are facing today and the scope of our multifaceted crisis, I chose to embrace this challenge with great passion and said: Yes. I want to be part of the solution. I was eager to understand what have been the key issues revolving around sustainable development, in particular in relation to the role of the private sector, and I found at Bocconi a fantastic and incredibly efficient academic institution. I am deeply thankful to MEMA's professors as they have provided me with the necessary instruments to get a complete overview of all relevant topics from diverse and complementary perspectives. They have enhanced my talents and followed my academic path attentively all through the year. Moreover, after graduation, they have continued to support my professional career with precious advice, constant availability and incredible trust. Work wise, I was looking for a context where I could make my knowledge available for new ideas, I was looking for projects and people who wanted to make a difference and at MEMA I found a great entrance door.

Marco Rinaldi (ITA) - MEMA, VII Edition
Edison
After my degree in Environmental Engineering and a short work experience, I felt the need to investigate some issues. Taking a break from working was not, however, an easy choice. But the high quality of teaching and the very current issues convinced me to attend MEMA. And even in times of crisis, I have found that a Master degree is value added to my curriculum, which allowed me to find an interesting job at the end of the final stage of the course.

The Campus



Secretary MaGER
Università Bocconi
via Sarfatti 25
(2nd floor, room 217)
20136 Milano
tel. +39 02 5836.3815
mager@unibocconi.it

From an **unsustainable** present to a **sustainable** future

"Today humanity uses the equivalent of 1.5 planets to provide the resources we use and absorb our waste. This means it now takes the Earth one year and six months to regenerate what we use in a year".

Global Footprint Network, "Ecological Footprint Atlas 2010", 2011

"We know how to limit greenhouse-gas emissions. We have a good sense of the costs - and they're manageable. All we need now is the political will."

Paul Krugman, awarded Nobel Price in economic science in 2008, "Building a Green Economy", New York Times, 7 April, 2010

"If per capita energy demand continues unabated: Energy demand is expected to increase by 40% by 2050. Carbon emissions are expected to increase to 34.5 GT CO2 by 2020 and 40.2 GT CO2 by 2030. The estimated capital required to meet projected energy demand through to 2030 is huge, amounting in cumulative terms to US$ 26 trillion (in 2008 dollars)".

International Energy Agency, "World Energy Outlook 2009 Fact Sheet", 2010

"If we had a thousand planets we might continue with the reckless experiment on which we are embarked, and if the likely disaster occurred we could move on to another. Unfortunately we do not have that luxury: we have only one planet".

Joseph Stiglitz, awarded Nobel Prize in economic science in 2001, and Lord Stern, Financial Times, 2 March, 2009

"Sustainability spending has survived the downturn, with almost 60% of companies saying that their investment increased in 2010".

MIT Sloan Ma Review and The Boston Consulting Group, "Sustainability: The "Embracers" Seize Advantage", Research Report, Winter 2011

MaGER
Università Bocconi
via Sarfatti 25
20136 Milano
tel. +39 02 5836.3815
mager@unibocconi.it
www.unibocconi.it/mager

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