# Management of Italian Excellence: seminars

# Prof. Gianfranco Brusaporci

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The aim of the course is to provide students with an understanding of the key characteristics of the Italian industrial and business contexts.

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

- Develop awareness of the key theoretical concepts underlying the Italian industrial composition and the specificities of Italian firms, and understand the implications of different models of corporate governance in Italian family firms;

- Analyze the competitive forces in an industry, autonomously extract company and industry data from AIDA database and calculate and interpret concentration ratios based on companies’ market shares;

- Critically examine the costs and benefits associated with different corporate growth decisions used by Italian firms;

- Fruitfully build and present an original presentation that systematically analyses an Italian industry or an Italian company.

***COURSE CONTENT***

The course content is organized as follows:

- Introduction to the building blocks of Made in Italy: 4Fs of outstanding Italian manufacturing (fashion and luxury, food and wines, furniture and building materials, fabricated metal products and machinery);

- Main managerial challenges affecting Made in Italy: innovation, phygital experience, Italian sounding and generational succession;

- PESTEL framework and Porter’s five forces model for the analysis of the macro- and micro-environment; industry concentration ratios and identification of strategic groups and competitive niches; Italian economic miracle

- Italian economic system: The Italian economic miracle and the history of the Industrial districts;

- Made in Italy and *Country Branding*: The unique asset of the Italian economic system;

- Specificities of small- and medium-sized enterprises and family-owned firms: types of board composition, opportunities and challenges of different degrees of family control, advantages and disadvantages of family business models, socio-emotional wealth implications;

- Directions of corporate growth of Made in Italy firms: vertical integration vs outsourcing, international business development, diversification; focus on mergers, acquisitions and dealer network development as key strategy for corporate expansion.

***TEXTBOOK AND READING LIST***

Teaching material including slides, cases, and readings will be uploaded on Blackboard during the course.

Suggested textbook: Carcano, L. & Lojacono, G. (2018). “Made in Italy Industries: Managerial Issues and Best Practices”, EGEA, Milano.

***TEACHING METHOD***

During the course, interactive lectures based on theory will be complemented with class discussions of business cases and assigned readings on selected topics. Further, to stimulate interaction and experiential learning, a group work will be assigned and assessed as an integral part of the course evaluation. Specifically, the group project will be orally presented in class at the end of the course. Detailed guidelines on the group assignment will be provided in the analytical programme. The course assumes full attendance and active participation in and outside class (group work). Should students be unable to attend, they should please contact the instructor.

***ASSESSMENT METHOD AND CRITERIA***

Students will be evaluated according to a group project (40% of the course grade) and a final written exam (60% of the course grade), which will address all the topics covered in the course. The group project will be evaluated based on its completeness, in-depth analysis and consistency of the argumentations expressed. Students who do not attend the course and do not do the groupwork, will give a written final exam (100% of the course grade) on all the teaching materials covered in the course and on additional readings provided by the instructor. The final exam will consist of a mix of closed questions, both multiple choice and true or false, and open-ended questions on the topics covered in the course. The course evaluation is expressed on a 30-point scale.

***NOTES AND PREREQUISITES***

Introductory knowledge of fundamentals to management and of financial accounting are required.

Information on office hours available on the teacher's personal page at http://docenti.unicatt.it