

STRATEGIC ISSUES OF MADE IN ITALY 2011/2012

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1. Introduction

Welcome to the exciting world of MADE IN ITALY!

In this age of globalization we expect that all of you will be involved in managerial decision making that will take you beyond the realms of your geographical territory.

This course will have the focus on helping you make better understanding of the Italian economic situation.

In the era of globalization, there are very few companies that can say that they are companies that don't meet the competition from global companies. This changes the entire structure of a large part of the traditional Italian industry.

There are many risks of entering into the global market. The most obvious is the Foreign Exchange Risk. Some of the other less obvious are the Political Risk, the Economic Risk, and then of course the Industry & Positioning Risk. This course will attempt to present real experiences in addressing these risks.

The basic philosophy behind this course is to develop a holistic understanding of the made in Italy, appreciating the risks, identifying the strengths and weaknesses, and the future perspectives facing the actual critical economic cycle.

2. Contact Details and Roles and Responsibilities

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2.1 Roles and responsibilities

Course leader

The course leader has overall responsibility for the course including its content, design and assessments. You should contact your course leader during his office hours or by email if you have questions relating to this course.

Secretary

The Secretary is responsible for the smooth administration of programmes within the Department. You may contact the Secretary if your grades are incorrectly listed, if you have been absent from class through illness or if you have encountered difficulties making an appointment with your course leader.

Your Role

It is your responsibility to undertake all of the work requested of you in this course (i.e. assessment, reading and Seminar preparation). To do well in courses it is often necessary to make sure you go beyond the minimum instructions (in reading for example) and that you ask questions or seek advice if you don't understand readings, lecturers, Seminar exercises or assessment.

It is also your responsibility to attend regularly or notify the programme leader if you are sick. Please remember that although learning should be intellectually challenging it is important that classes run smoothly so it is important not to be disruptive (e.g. chatting during classes, leaving mobile phones on or being persistently late) and not to be impolite to other members of the class. **This is a must when we are guest of external speakers.** Finally, remember that your assessments should be your own work unless group work is allowed. Plagiarism and similar forms of cheating will be punished and it is important not to engage in such behaviour or to make it easy for other members of your class to cheat.

3. Course Details

3.1 Aims

Some of the students may have little or no classroom exposure to the subject, while there may be others who will use the course as background for more specialized studies in the area. My approach would be to expose the students to the essential issues characterizing the most important industries of the made in Italy. Therefore, the content coverage is likely to be focused. From the methodological view point we will proceed with an inductive approach: focusing specific industries we will develop more general conclusions.

The primary objective then is to develop the capability of the students to identify and understand the specific problems of one industry identifying possible solution on the light of a more general theoretical frame of reference. Having said that, due care would be taken not to overwhelm the students. The secondary objective is to present a live viewpoint of real-world managers.

The aim thus is to give students a clear insight into the major factors governing the companies operating in the so called made in Italy system, and to provide an understanding of various management problems and perspectives in this context at both a conceptual and a practical level.

3.2 Learning Outcomes

The learning outcomes would include the understanding of the rationale of the made in Italy; the management of risks; the different strategic options for survival and growth ; and managing strategic challenges coming from the international competition.

Students will be able to address management issues from an international perspective.

They will be able to develop self-awareness, openness and sensitivity to cultural diversity in dealing with typically Italian business issues and people from different cultural backgrounds. In addition, the ability to present well balanced arguments in the context of management and international business theories will be encouraged as well as the development of the ability to appreciate the impact of managerial decisions.

3.3 Learning and teaching activities

The course is structured in two sessions per week:

Thursday 14,00-16,00

Friday 10,00-13,00

The basic content and the order of presentation will follow a modular concept. The sequence is mentioned in the session-wise teaching plan. Pedagogy will include lectures, video films, student debates & live case discussions.

The aim is to:

1. Build the interest of students so that they are motivated to read what is coming up for discussion;
2. Introduce problems and situations that will be explained further by theories and research findings presented within the session;
3. Present situations for which students must analyse possible actions based on what they have learned in the module.

4. Readings and basic textbooks

a) attending students:

- the main notes and course overheads,
- the materials distributed along the course.
- company presentations.

b) non attending students:

- course overheads
- Alberti F., Sciascia S., Tripodi C., and Visconti F. (2008)
Entrepreneurial growth in industrial districts. Four Italian cases.
London Edward Elgar
- Saviolo S. and Testa S., (2002)
Management in the fashion Companies
Milan: ETAS

5. Detailed description of assessment

1. contribution to the class discussions: 10% of the total grade will be towards attendance in Classes. All students are encouraged to attend all the classes.

2. Group Project Work: This will be a detailed essay on any topic of your choice in the area of Made in Italy. Please do confirm your topic with me before 2nd of March. Changes after that will not be allowed.

This will account for 30% of the total evaluation.

3. Final Examination: This will be a comprehensive test of your holistic understanding of the subject. It is expected to be in two parts, Part A which will be a multiple choice questionnaire, and Part B, which will involve analytical short essays. This will account for 60% of the total evaluation.

6. Electronic Submission

Please note that, this year, the Department of strategy and business policy is piloting a coursework process that differs in some important respects from that used by other Departments. Please read this section carefully before submitting coursework.

In particular:

1. Written coursework will only be accepted as a PDF electronic file submitted through the respective course WebCT site by the coursework deadline. The maximum file size for submission will be communicated . Submissions that do not meet these requirements may not be marked.

On submission you will be emailed a receipt. Please retain your receipt as proof of submission of assignments. It is also strongly advisable to keep a copy of all work submitted in case of any problems with WebCT or printing.

For the submission of group work, use the name and Banner ID number of the student submitting to WebCT but include all group members' names and ID numbers at the start of the assignment itself.

Submissions can be prepared using any software, such as Word, Excel, PowerPoint, but must be saved as a Portable Document Format (PDF) file before submission.

7. Plagiarism

When you submit work for assessment, we expect this to be your own work and not the work of others. It is very important that when you refer to the work of other people, either summarising their ideas or quoting things they have said, that you clearly identify and acknowledge this. If you do not clearly identify and acknowledge the work of other people that you refer to in an assignment, we view this as misrepresentation; that you are trying to claim credit for work done by others. This is a serious offence under the University's regulations.

This most often occurs when students make use of online sources. Many students assemble information by using copy and paste from websites into a document, then

editing this. In using this method, it is very easy to include direct passages from other people's work and not properly identify and acknowledge this. In the case illustrated above, the way to identify and acknowledge the large quote from the original author would be to indent the copied material and to provide an in-text citation to the author.

The University Regulations governing suspected plagiarism and exams offences are defined as including, but is not limited to:

- using published work without referencing (the most common);
- copying published work but with minor paraphrasing;
- copying coursework essays or allowing ones work to be copied;
- using work previously submitted for another award;
- collaborating with any other person when the work is supposed to be individual;
- taking another person's computer file/program/designs/drawings;
- submitting another person's work as one's own;
- the use of unacknowledged material published on the web;
- purchase of model assignments from whatever source;
- copying another student's results.

Penalties for plagiarism vary but may include failure in the piece of work, failure in the course, a lower degree classification.

8. Failing to meet a deadline

The University does not allow extensions to coursework deadlines. Any coursework that is submitted late without the submission of an extenuating circumstances claim will receive a '0' grade.

In general, students with a reason for missing a deadline where that reason can be described as unexpected, uncontrollable and where the reason can be suitably evidenced, may apply for extenuating circumstances and may submit their coursework online up to two weeks after the deadline.

General criteria applicable to essays, reports and aspects of projects and dissertations

80+

As below plus:

Outstanding work - contains accurate, relevant material, demonstrates understanding of complex subject matter & is able to view it in a wider context. Shows originality & confidence in analysing and criticising assumptions, is aware of the limits of knowledge. Likely to add new insights to the topic & approaches the quality of published material

Evidence of extensive research, uses & presents references effectively
Outstanding quality in terms of organisation, structure, use & flow of language, grammar, spelling, format, presentation, diagrams, tables etc

70-79

As below plus:

Outstanding work - contains accurate, relevant material, demonstrates understanding of complex subject matter & is able to view it in a wider context. Shows originality & confidence in analysing and criticising assumptions, is aware of the limits of knowledge
Evidence of extensive research, uses & presents references effectively
Excellent in terms of organisation, structure, use & flow of language, grammar, spelling, format, presentation, diagrams, tables etc

60-69

As below plus:

Very good work - contains most of the information required, is accurate & relevant & demonstrates understanding of the subject matter & attempts to view it in a wider context. Shows some originality of thought with good critique & analysis assumptions, is aware of the limits of knowledge
Well researched, good use & presentation of references
Very good in terms of organisation, structure, use & flow of language, grammar, spelling, format, presentation, diagrams, tables etc

50-59

As below plus:

Work that attempts to address the topic with some understanding & analysis, key aspects of the subject matter covered
Research extends to primary sources. Appropriately cited and presented references
Satisfactory presentation with respect to presentation, organisation, language, grammar, spelling, format, presentation, diagrams, tables etc

The majority of students might normally be expected to fall within this range.

40-49

Adequate work which attempts to address the topic with limited understanding & analysis

Some research using texts, Internet & key reference sources with reference citation and presentation according to convention

An attempt to follow directions regarding organisation, structure, use & flow of language, grammar, spelling, format, diagrams, tables etc

30-39

FAIL Anything which is inadequate in most or all of the following: length, content, structure, analysis, expression, argument, relevance, research and presentation. Work in this range attempts to address the question/problem but is substantially incomplete and deficient. Serious problems with a number of aspects of language use are often found in work in this range

0-29

FAIL No serious attempt to address the question or problem, and/or manifests a serious misunderstanding of the requirements of the assignment. Acutely deficient in all aspects.