

**1<sup>ST</sup> COURSE OF HIGHER EDUCATION ON  
GOVERNANCE AND DEVELOPMENT OF  
SMALL AND MEDIUM ENTERPRISES (SMEs) IN EGYPT**

The Italian Ministry of Foreign Affairs – Directorate General for Development Cooperation, in collaboration with the University of Bologna, in association with Ce.U.B. - Centro Residenziale Universitario di Formazione e Ricerca di Bertinoro, is promoting the first Course of Higher Education on “Governance and Development of Small and Medium Enterprises (SMEs) in Egypt”.

**COURSE DESCRIPTION:** Course of higher education held by professors of the Faculties of Economics and Law at the University of Bologna with the participation of visiting professors and officials from European authorities and international organizations.

**TARGET COUNTRY:** Egypt.

**ELIGIBLE INDIVIDUALS:** The course is addressed to: (i) mid- and high-ranking public officials who are employed in departments of the public administration (such as ministries and authorities) devoted to the support and development of the private sector; (ii) mid- and high-ranking managers of the Central Bank of Egypt and of state-owned commercial and investment banks or funds focusing on the support and development of the private business sector; (iii) members of organizations (agencies or other entities) whose statutory mission is to support the development of the private sector.

**COURSE STRUCTURE:** The course will be based on: Lectures in classroom; workshops; self-guided, assisted learning in the form of individual project works and team works; meetings with, and visits to, representatives of public institutions and of the private business sector for a total of 525 hours. Participants shall take a number of mid-term exams and a final exam to assess their achievements during, and at the end of, the course.

The fields covered by the course are grouped in four main Macro-Areas (MA) of interest: MA of political economy and finance; MA on public administration and logistics; MA of law; MA on business organizations.

**FINAL REPORT:** At the end of the course participants shall submit to both Egyptian and Italian authorities a comprehensive report describing the activities undertaken during the course and their accomplishments.

**WORKING LANGUAGE:** English.  
Assistance from native speakers of Arabic will be made available.

**PREMISES AND VENUE:** Centro Residenziale Universitario di Formazione e Ricerca at Via Frangipane, 6 - 47032 Bertinoro (Forli)

**TIME FRAME:** From 9th September to 23rd December 2012.  
Duration: 15 weeks / 105 days.

**TUITION FEES AND OTHER EXPENSES :**

The course, including participation in all teaching and learning activities, accommodation, meals, meetings and visits to institutions and private business entities, is free of charge. Besides, a one-time allowance of Euro 500 will be made available to each participant for personal expenses. Participants shall bear the cost of flight tickets from and to Egypt.

**NUMBER OF APPLICANTS ADMITTED TO THE COURSE:** 30 (thirty).

**ADMISSION REQUIREMENTS:** (1) Applicants shall hold a university degree. (2) Applicants shall be employees or members of the administrations and organizations listed above (see supra Eligible Individuals). (3) Applicants shall have a good command of both spoken and written English.

**SELECTION PROCEDURE:** Candidates interesting in applying for admission to the course shall submit a Curriculum Vitae (CV) in English to both the Ministry of International Cooperation of Egypt and the Embassy of Italy in Cairo / Development Cooperation Office.

CV

The CV shall be accompanied by a letter containing a personal statement describing in detail the following: (i) the statutory mission and/or objectives of the administration, organization or department thereof from which the applicant comes; (ii) the role/functions the applicant performs in such administrations or organizations; (iii) what expertise he or she possesses in the field of SMEs; (iv) what further knowledge he or she expects to gain and insights he or she expects to develop by attending the course; (v) in what way he or she thinks his/her participation in the course will help his/her administration or organization to increase the capacity of the latter in supporting and developing the private business sector.

Letter

Applicants are invited to mail their CVs and accompanying letters to the following addresses:

1) **Ministry of International Cooperation of Egypt;**  
[nadia.fathalla@yahoo.com](mailto:nadia.fathalla@yahoo.com); or via Fax Number: 02 23910344

2) Embassy of Italy / Development Cooperation Office in Cairo:  
[segreteriaatl.cairo@esteri.it](mailto:segreteriaatl.cairo@esteri.it); or via FAX Number: 02 27956904

Applicants submitting a CV together with the accompanying letter as indicated above shall then interview with an Admission Committee composed of representatives of the Scientific Committee in charge of the course.

The Admission Committee will select 30 among all the eligible applicants.

It must be noted that in selecting applicants for admission the Admission Committee will take into consideration the following criteria: (1) a balanced gender diversity; (2) a proportionate representation of all the institutions called on to participate in the program; (3) a balanced representation of senior and junior members from each institution, which means that applications from both senior and junior members of the same institution are strongly welcome.

**DEADLINE APPLICATIONS:** The CV and the accompanying letter shall be submitted by June 30, 2012. Interviews will be held before mid July.

**Alma Mater Studiorum – University of Bologna**

**on behalf of**

**the Ministry of Foreign Affairs of Italy**

Directorate General for Development Cooperation

*Course of higher education in “Governance and development of Small and Medium Enterprises in Egypt”*

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## **EXECUTIVE PLAN**

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### **I. AIMS**

Alma Mater Studiorum - University of Bologna upon the demand of DGCS (Italian Development Cooperation) of the Italian Ministry of Foreign Affairs is committed to holding a course of higher education for no. 30 attendees coming from Egypt. This initiative is part of a larger international cooperation program, aiming to raise knowledge in the field of governance and development of SMEs in the Mediterranean countries.

Alma Mater Studiorum University of Bologna prides itself on having already organized highly qualified course of training in the past, out of which new and competent professional figures were created who met current needs on national and international levels.

The main goals of this initiative are:

- developing solid economic and financial knowledge with particular attention to aspects of international economy (such as: macroeconomics, economics and financial politics, international monetary economics, financial intermediaries and credit access systems, industrial economics). That knowledge will be introductory both to the understanding of the international economic context in which the Egyptian public officials and executives will have to deal with and to the fulfilment of public functions in support of the private economic sector;
- transferring specific competences concerning the economics of public administration and logistics, with particular attention to territorial dynamics, policies of investments in infrastructures (manly in the transportation field);

- providing a reliable background concerning legal issues, with particular emphasis on public economic law, transportation law, industrial law, international commercial law and international taxation systems;
- providing knowledge tools to direct and support the process of developing and internationalizing SMEs, deepening the understanding of their models and strategies of business internationalisation, product and process innovation, quality control systems, e-commerce and web marketing. In doing so, references will constantly be made to the Italian experience considering that SMEs are the backbone of the Italian economy.

The ultimate aims of the course are:

- spreading and employing the best practices in the Egyptian public administration with reference to the governance of the private sector;
- contributing to developing an in-depth knowledge of the field of SMEs, providing a support to socio-economic integration policies in the Mediterranean area;
- promoting and fostering a friendly and privileged partnership between Egypt and Italy, their public officials and national enterprises.

## 2. PROJECT PHASES

### 2.1 STAGE 1 – TEACHING MICRO PLANNING

#### Activities

The micro planning stage is structured as follows:

- alignment and coordination of the scientific referees for each thematic area;
- planning of detail contents and supporting teaching and informative tools worked out by the professors: slides, scientific articles or extracts from textbooks both in paper and digital formats, recommended readings;
- detailed planning of visits to public institutions, such as the local Chambers of Commerce, and meetings with business representatives from the private sector. Dedicated workshops will be organized accordingly.

In this first stage of the work, after choosing the scientific referees for each thematic area, meetings will be held which will be attended by members of the administrative staff, the project director and the scientific areas referees, in order to define and approve the teaching contents.

Moreover, in this first stage some preliminary organizational activities will be carried out, such as:

- booking of flights (charged to the attendees), including journeys to and from the airport;
- shuttle bus service for movements during the attendees stay in Bertinoro (for teaching and non-teaching activities);
- organization of the attendees stay in the University Residential Centre of Bertinoro (hereinafter, also “Bertinoro Campus”);
- organization of the life at Bertinoro Campus, with a particular attention to the diet of the attendees. Participants will be invited to take advantage of the canteen available at Bertinoro Campus, ordinarily visited by students, teachers and guests (visiting professors, etc.) alike.
- planning of some cultural initiatives to cities of historic and cultural interest of Italy to be held on Sundays and public holidays in;
- support for VISA and relations with the Italian Embassy of Egypt;
- enrolment procedures.

#### **Period**

These activities will take place from 20<sup>th</sup> April to 8<sup>th</sup> September 2012.

## **2.2 STAGE 2 – TEACHING INITIATIVES**

### **Activities**

The training program is based on 4 main educational macro-units, called disciplinary **Macro-Areas**:

- Macro-Area of Political Economy and Finance
- Macro-Area on Public Administration and Logistics
- Macro-Area of Law
- Macro-Area on Business Organizations

Each Macro-Area is composed of several Teaching Units (TU), which will be taught by distinguished professors chosen by the Scientific Committed in charge of the Course.

The entire program consists of 525 working hours divided as follows:

- 250 hours of lectures in classroom: of which, 242 hours dedicated to lecturing and 8 hours devoted to workshop activities;

- 250 hours of self-guided learning assisted by professors (labs / working groups, institutional visits, project works, exams);
- 25 hours of English language teaching.

Here follows a list of the hours dedicated to the activities.

Didactic Activities	N° of hours
Lectures in classroom	242
N. 4 Workshops	8
N. 20 Institutional visits	80
Project works	83
Laboratories/workshops	82
Exams	5
English Language	25
N. 3 Social events	-
N. 4 Cultural trips	-
<b>Total number of hours</b>	<b>525</b>

The number of hours of lectures in classroom (including the 4 workshops, up to the amount of 250 hours) are divided into the 4 Macro-Areas as follows:

- Macro-Area of Political Economy and Finance: 80 hours
- Macro-Area on Public Administration and Logistics: 50 hours
- Macro-Area of Law: 60 hours
- Macro-Area on Business Organizations: 60 hours

The hours of self-guided, assisted learning will be distributed among the Macro-Areas in proportion to the hours of lectures in classroom.

Each Macro-Area will be covered throughout to the whole period available. This means that the Macro-Areas should not be understood as sequential among themselves. However, the Teaching Units included in each of them are considered sequential. The 4 Macro-Areas will be covered simultaneously, both in terms of lectures in class and self-guided, assisted learning.

Workshops will be organized for each Macro-Area in order to foster the interaction with representatives of the main national and international political and economic institutions and organizations. The main subject of the workshops will be the current economic environment, with particular attention to the dynamics regarding the Mediterranean area and the relationship between Europe and Egypt. Workshops will take 8 hours, which are considered as included in the 250 hours of lectures .

250 hours of self-guided, assisted learning (creation of project work, labs, and institutional visits) will be added to the 250 of lectures plus 25 hours of English language teaching.

In addition to the foregoing, during the course the following activities and opportunities will also be provided:

- a) Institutional visits (Regione Emilia Romagna, Chambers of Commerce, research centres, high-tech clusters, labs of the high-tech districts) as well as visits to private business entities closely related to the public administration. These visits will take from 4 to 8 hours (depending on their location) and are included in the self-guided, assisted learning program. The business backbone of Emilia-Romagna is based on enterprises with an international projection and well connected to the local offices of the Public Administration. Thanks to these visits the attendees will be given the possibility of becoming familiar with those governing bodies that play an essential role in supporting and sponsoring local SMEs and attracting foreign investments: each attendee will be invited to propose and lay down an individual or collective project to be employed in Egypt. The project will consist of a brief presentation in class followed by dedicated visits. Visits may be organized as follows: presentation of the institution, meeting with referees of different areas, explanation of activities and results, coordination/cooperation arrangements and organizational models adopted with other national or foreign enterprises. The time dedicated to institutional visits will reach a total of 80 hours.
- b) Working group sessions during which attendees are expected to discuss the main subjects of the lectures. The lecturer will help them solving case studies and specific problems which could also come up from the attendees working in groups;
- c) Individuals project works developed with the assistance of the relevant lecturer and based on the attendee's specific interests. Project works will be counted toward the final exam.
- d) English language course to improve linguistic skills. Lectures will be given by a native speaker lecturer from Scuola Superiore di Interpreti e Traduttori, University of Bologna. The amount of hours for this course is 25.

### **Methodological approach**

The course will be organised according to the needs and interests of the attendees and the objectives that have been set for the Course. The design of the Macro-Areas included in the course has been validated by experts carefully chosen as guarantors of the coherence and rigour of the teaching methods required by the aims previously stated.

The structure of the course will be dynamic, open, and interactive so that attendees will be able to participate actively, interact and satisfy their expectations. Different methods of teaching will be alternated: theoretical lectures, context analysis, seminars, external testimony, visits to institutions and private business entities. Briefly, the teaching methods will be the following:

- Lectures in class: they will enable the attendees to acquire in-depth knowledge of the field and to take part in class discussions and debate;



- Experimental learning: this activity will encourage the attendees in sharing experiences and will create a cohesive work group.

Lectures will be given by university professors, managers of the public administration, businessmen, and experts of the subject in general. There will be tutors for the attendees during the teaching activities, helping them along their stay in Italy, taking them to the visits, being always available and ready to help them out when needed.

Because of the intensive character of the course, each week lectures will be integrated with individual studying, laboratories, creation of project works and visits to enterprises' headquarters and institutions. In these activities the attendees will be accompanied and guided by their tutors making it easier for them to elaborate notions learned during teaching in class. Moreover, 4 cultural trips are included in the course.

The course is based on a substantial practical component which will be developed by the lecturers also during the lectures in class. There will be interactive seminars with experts on the subject (invited by the lecturers), that will give the chance to the attendees to develop their project.

Attendees are expected to take mid-term exams final exams. The opening Ceremony of the course will be hosted by representatives of University of Bologna, executives of Ministry of Foreign Affairs and some of the most important authorities involved in the different stages of this ambitious project. At the end of the course attendees will present their individual project works, based on the subjects discussed during the course. The attendees will be assessed by the Scientific Committee of the Course – made up of the referees of the different Macro-Areas that will take into consideration the project work and their examination marks. At the very end of the course there will also be a Closing Ceremony to deliver the certificate of attendance to each attendee.

#### Period

The course will take place from September 9<sup>th</sup> till December 23<sup>rd</sup>, 2012 (Monday to Friday):

Morning: 9.00-13:00 - Afternoon: 14:30-17:30.

Teaching in classroom and self-guided, assisted learning hours will be divided in 3 blocks of 5 weeks each (Sept. 9<sup>th</sup> - Oct. 14<sup>th</sup>; Oct. 15<sup>th</sup> - Nov. 18<sup>th</sup>; Nov. 19<sup>th</sup> - Dec. 23<sup>rd</sup>) as follows:

Teaching in classroom: week 1-5	75
Teaching in classroom: week 6-10	75
Teaching in classroom: week 11-15	100
<b>TOTAL HOURS</b>	<b>250</b>

Self-guided, assisted learning: week 1-5	75
Self-guided, assisted learning: week 6-10	100
Self-guided, assisted learning: week 11-15	75
<b>TOTAL HOURS</b>	<b>250</b>

The hours of English language will be concentrated in the first block (week 1-5).

## 2.3 STAGE 3 – MONITORING ACTIVITY

### ACTIVITIES

The University of Bologna and the University Residential Centre of Bertinoro will carry out monitoring and evaluation activities during the Course period in order to assess the quality and achievements of the project as it unfolds. In order to assess the quality and achievements of the project, the University of Bologna will also take into consideration the remarks of the European Project QUACEP (Quality Assurance of Continuing Education Programmes).

After the first two weeks of the course, a first quality course evaluation will be carried out through a direct talk with the attendees and an observation questionnaire. More specifically:

- *course satisfaction questionnaires* filled in by attendees regarding different aspects of the training initiative: methodology and teaching materials, professors, quality of content and operational proposals etc.;
- *teaching form* which aims to collect professor's evaluation at the end of the lectures, in order to produce feedback regarding teaching, organization, logistics and attendees (atmosphere, attention, problems, etc.);
- *evaluation questionnaire about teaching* which collects judgements and observations regarding each professor. It will be completed by the coordinators of the training initiative.

Four exams (to be taken during the course) and a final one (on December 20th, 2012) will be scheduled for the evaluation of the teaching content acquisition.

During the Course tutors and Macro-Area scientific referees will constantly supervise the observation activity. They will write down an evaluation report about the teaching activity and Course organization.

On December 23rd there will be a Ceremony in which attendees will receive attendance certificates. Representatives of the Ministry of Foreign Affairs and the teaching staff will be invited too. The Course is labelled as of "Higher Education" for University of Bologna, which means that each attendee will be credited with 25 European Credit Transfer and Accumulation System (ECTS).

For the purposes of obtaining the attendance certificates, participants are expected to attend at least 80% of the total amount of hours of the training activity. At the end of the whole project a follow-up meeting will be held with the Project Director and the coordinator of the Macro Areas in order to discuss together the achievements of the programme and to share the final report. This document will present the reached results in terms of acquisition of skills and it will highlight any problem and/or suggestion for the improvement of the initiative. The report will be developed on the basis of the evaluation questionnaires filled in by attendees and on the relationships among tutors and Macro-Area scientific referees.

Although different visits to institutional and local authorities – which work directly with SMEs – are scheduled, a large part of the initiative will be theoretical. The observation will be useful also to get an evaluation of learning level, interest generated by institutional visits and workshops, and teaching contents with respect to attendees' needs.

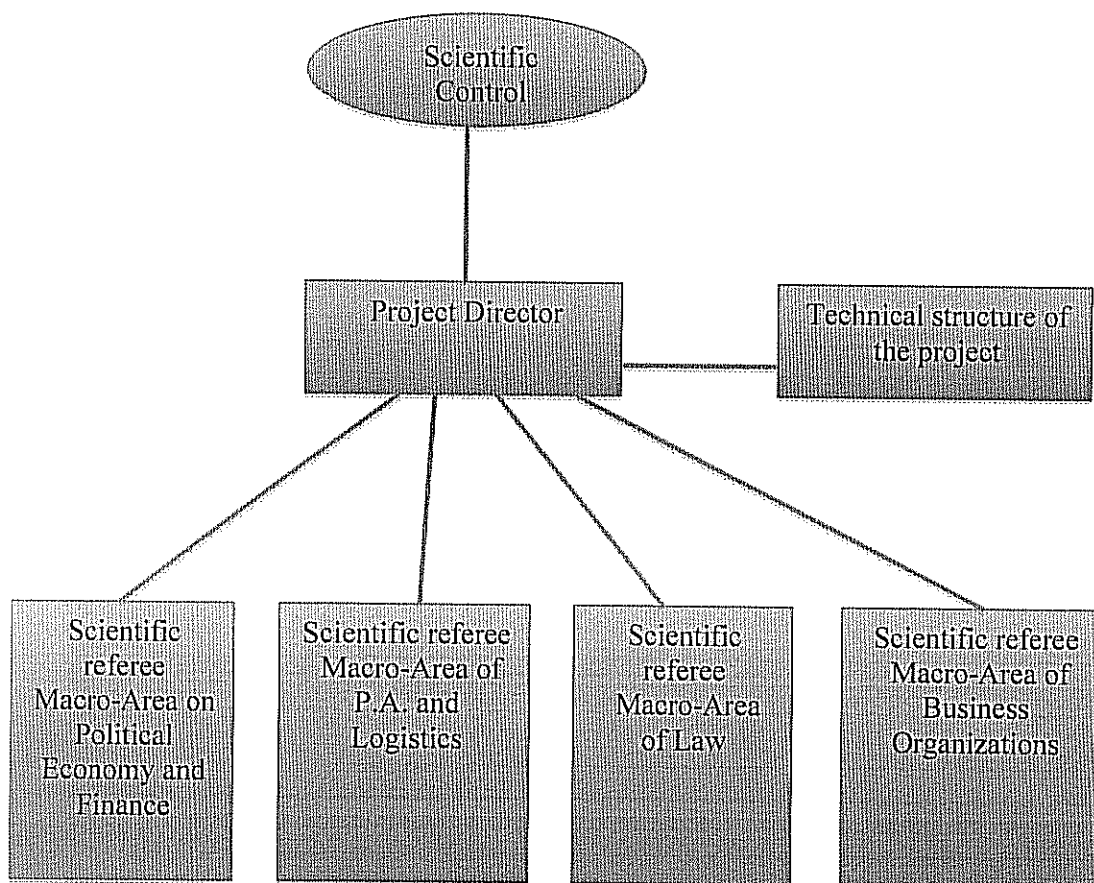
The evaluations collected during the course will be used both to update scientific contents according to the needs of participants and to gather further information for a future proposal of Higher Education addressed to Egypt. Another indirect evaluation form of the course effectiveness will be obtained by the marks got by the attendees for their final work project.

### Period

The observation activity and the conclusion of the project will be held from September 9<sup>th</sup>, 2012 to January 31<sup>st</sup>, 2013.

### 3. PROJECT ORGANIZATION

In order to ensure the good result of the project the following organizational framework has been arranged:



The **Scientific Committee** plays the role of management board by monitoring the project and having a strategic control on it. Its members are:

- Professor Marco Lamandini
- Professor Giulio Ecchia
- Professor Angelo Manaresi

The **Project Director** coordinates each activity of the project from a teaching and organizational point of view, briefing the Scientific Committee on these activities. Professor M. Lamandini will be the Project Director.

**Scientific referees** of the disciplinary Macro-Areas are academicians of high profile with experience in the sectors regarding the different areas discussed in the project. They are responsible for the micro planning of their Macro-Area and ensure its ultimate success.

The **Administrative Staff** of the project is responsible for the technical-organizational and administrative activities. It helps the Project Director in the observation, evaluation and reporting activity. The members of the technical structure are:

- Giampaolo Amadori: organizational coordination
- Andrea Bandini: organizational coordination
- Michela Schiavi: non-didactic activities
- Omar Mazzotti: didactic coordination
- Federica Fantini : financial and administrative coordination
- Fatiha Charfeddine: project tutor
- Davide Albonetti: project tutor

#### **4. GANTT**

See the attached Gantt chart.

# ***Course of higher education in "Governance and Development of Small and Medium Enterprises (SMEs) in Egypt"***

## **COURSE STRUCTURE AND CONTENTS**

The course structure is based on four parts, each of which can be identified as a separate and yet complementary Macro-Area of interest. Each Macro-Area is made of several Teaching Units (TU).

Below are listed the main topics that will be covered in class.

1. Macro-Area of Political Economy and Finance
2. Macro-Area on Public Administration and Logistics
3. Macro-Area of Law
- ⊗ 4. Macro-Area on Business Organizations

### **MACRO-AREA OF POLITICAL ECONOMY AND FINANCE [MAPEF]**

#### **International Relations [TU MAPEF1]**

**Hours in class: 7                      Professor**

- International relations as a field of knowledge
- Political space: geopolitics and alliances
- Law and justice in global politics
- Homogeneity, heterogeneity and conflicts
- Global age and international relations
- International relations within the Mediterranean area
- Religious cultures as a variable for international relations

#### **Elements of Macroeconomics and Political Economy [TU MAPEF2]**

**Hours in class: 7                      Professor**

- Debates of economic policies: stabilization policies
- Capital accumulation and demographic growth
- Technological innovation and policies for growth promotion
- Growth and sustainable development
- Market structure, R&D and technological innovation

### **International Monetary Economics [TU MAFEP3]**

**Hours in class: 12      Professor**

- Economic policy and exchange regimes
- Main international economic institutions and the European Monetary Union
- The European Central Bank: goals and strategies of monetary policy
- The international monetary system: the euro, the US dollar and emerging markets currencies
- Currencies crisis and balance of payments in developing countries

### **International Trade [TU MAFEP4]**

**Hours in class: 13      Professor**

- International trade and the toolbox of trade policy
- Trade policy of emerging countries and controversies with industrialized countries
- International trade and economic development
- International mobility of production factors and multinational enterprises

### **Analysis and Management of Credit Risk in the International Setting [TU MAFEP5]**

**Hours in class: 4      Professor**

- Credit risk management
- Foreign credit, assessment and risk management
- Export and trade finance: difference between insurance instruments and financial instruments, short-term and long-term instruments
- Critical variables of credit on the international level (import, country, goods, bargaining power, client)
- International payments and contractual clauses
- Customs and practices for documentary credits
- International bank guarantees

### **Elements of Economics of Financial Intermediaries [TU MAFEP6]**

**Hours in class: 8      Professor**

- Financial intermediation and financial system design
- Financial instruments: currency, negotiable and non-negotiable instruments, derivative instruments
- Classifications, functions and structure of markets
- The monetary market and the currency exchange market
- The bond market
- The stock market
- The market for derivative instruments
- Banks and credit intermediation

- Participation intermediaries; insurance and pension-system intermediaries; capital markets intermediaries
- Oversight system: goals and institutional arrangements. Supervision Authorities

### **Fund Raising Tools and Credit Access Systems [TU MAFEP7]**

**Hours in class: 10      Professor**

- Private and public funding for enterprises
- Financial incentives for commercial and investment operations
- Fund raising on a national and European Union level: terms and conditions
- Support to business internationalization: the Simest role in supporting small and medium enterprises and Simest main programs (feasibility studies, commercial penetration, venture capital funds)
- Geographical appeal for support policy
- 2007-2013 structural funds
- Bank role in managing credit lines and international support programs

### **Microcredit [TU MAFEP8]**

**Hours in class: 3      Professor**

- Credit relations: asymmetries and reduction policies
- Financial exclusion, excessive indebtedment and financial needs
- Relational credit: varieties and methodological innovations
- Modern micro finance: context, models, best practices
- Micro finance and economic development: outreach, limits, alternatives
- Microcredit and banks: sustainability, technological innovations, regulation
- Welfare system, non-for-profit organizations and microcredit policies

### **Economics of Business Organization [TU MAFEP9]**

**Hours in class: 3      Professor**

- Firm theory: general concepts
- Economics of business organizations: general concepts
- Contracts and information flows within business organizations
- Monetary and non-monetary compensation and performance-based incentives
- Human resources and competitive advantages for enterprises

### **Economics of Cooperation [TU MAFEP10]**

**Hours in class: 3 Professor**

- Main features of cooperative enterprises
- Recurrent models of cooperative enterprises
- Models and experiences of cooperatives in Italy and Europe

### **Industrial Economics [TU MAFEP11]**

**Hours in class: 6 Professor**

- Size, efficiency and structure of markets
- Market failures
- Natural monopoly and contestable markets
- Vertical integration and vertical relationships
- Oligopolies, collusion, entry barriers

### **Regional Economics [TU MAFEP12]**

**Hours in class: 4 Professor**

- Determinants of regional growth
- Industrial localization processes
- Determinants of regional income imbalances
- Interregional commerce and market size
- Measuring local economic concentration
- Agglomeration, transportation costs and economic growth
- Economic geography and international inequality

## **MACRO-AREA ON PUBLIC ADMINISTRATION AND LOGISTICS [MAPAL]**

### **Economics of Public Administrations [TU MAPAL1]**

**Hours in class: 36 Professor**

- Financial and accounting rules for public administrations
- Strategic planning for public administrations
- Investments and fund raising



- Accounting methods for management results
- E-government as a leverage for innovation in the public administration and support of SMEs:
  - Programs and regulations on the international, national and local level
  - Multidimensional e-government: organization, communication, sustainability and technology
  - Implementation and diffusion of e-government

### **Economics of Transportation [TU MAPAL2]**

**Hours in class: 14    Professor**

- Economics and policies for transportation
- Sustainability of transportation infrastructures; evaluation of economic projects on various means of transport
- Integrated systems of multimodal corridors
- Modeling of transportation infrastructure. Simulation of choice behaviors: a) aggregate level: theory of spatial integration. Generation and distribution models; b) individual level: the microeconomic theory of causal utilities. Models for modal partition and path choice.
- Regulatory and functional framework of interport freight systems (territorial logistics platform; regulation of interports freight systems and effects on logistical infrastructures)
- City logistic (definition, characteristics, Italian and international case studies)

### **MACRO-AREA OF LAW [MAL]**

#### **European and International Law [TU MAL1]**

**Hours in class: 15    Professor:**

- EU external relations and common commercial policy
- The Euromediterranean cooperation
- EU legislation applicable to international contracts and civil jurisdiction in civil and commercial matters
- EU Immigration and asylum policy
- European environment and energy policies (with a dedicated seminar to Kyoto arrangements and the Emission Trading system under international and European law)

#### **Public Economic Law [TU MAL2]**

**Hours in class: 5    Professor:**

- FDI and openness of the market for corporate control; protection of FDI under international and European rules; common European FDI policy and BITs
- Protection of national strategic assets; the way forward
- Financing economic growth: European programs in support of the SMEs
- Credit unions and Microcredit regulatory framework and policies for better inclusiveness and combating poverty through microfinance
- The role of cooperatives to promote self help and local entrepreneurship: the regulatory framework and the Italian experience

### Transportation Law [TU MAL3]

Hours in class: 5 Professor:

- Policies on transportation infrastructures: taking stock of the European experience on airlines, railways, ports and highways
- European Regulatory framework on transportation infrastructures: public service obligations, right of access, competition, liberalization and privatisation, state aids

### Industrial and Intellectual Property [TU MAL4]

Hours in class: 5 Professor:

- Intellectual property rights and policies to promote innovation: the role of intangibles
- Industrial property:
  - The international, regional and national systems for patents, utility models, trademarks and designs
  - Patents and utility models: an introduction. The requirements for registration, fundamental elements and territoriality principle
  - Trademarks and other distinctive signs: fundamental elements. The concepts of distinctiveness / risk of confusion and association. Notoriousness / vulgarization
  - Designs: fundamental elements. Cumulating the protection between trademarks and designs.
  - Custom measures.
  - The parallel importations: the exhaustion principle
  - The exploitation of the intangibles: the license agreement
  - Industrial and trade secrets – Unfair competition
- Copyright:
  - International and community legal framework; main principles: title, duration and enforcement.
  - Exploitation rights, moral rights. License and publishing agreements.
  - Widening the scope of copyright: industrial design, software and databases
  - Copyright and digital environment: WIPO Digital Treaties / DMCA / Piracy and user-generated contents

- Misleading advertising and consumers' protection European regulatory framework

### Information Technology Law [TU MAL5]

Hours in class: 5 Professor:

- Internet and e-commerce
  - The law of the internet
  - The e-commerce
    - B2B
    - B2C: Consumer law
  - Internet and new marketing and distribution models
  - Computer contracts: from the license agreements to the cloud computing service agreements
  - The liability of internet service provider
- Data protection
  - The protection of personal data: the European approach
    - The principles
    - The players
    - The fulfillments
    - The national and EU Authorities
  - Profiling and targeting / Online behavioral advertising: cookies and Co.
  - Data protection and social media/Right to publicity and right to be forgotten /The geolocation: smart phones and tablets
  - Data protection and e-Health / Employees monitoring
  - The transborder data flows
  - Data on the cloud: from the servers on site to the cloud / The big data risks and opportunities
  - The proposal for a uniform EU Regulation

### Tax Law [TU MAL6]

Hours in class: 10 Professor:

- General principles of EU tax law
- The role of OECD Model
- The exchange of information between tax authorities
- Lessons from the Italian experience?
- Residence of individuals and companies under Italian tax law
- Taxation of permanent establishment

- Foreign tax credit under Italian law
- Taxation of controlled foreign companies
- Transfer pricing
- Business restructuring under Italian tax law

### International Commercial Law [TU MAL7]

Hours in class: 15          Professors:

- Sources of international commercial law
- Right of establishment under international law
- Foreign branches and wholly owned subsidiaries
- Joint ventures
- International consortia and other contractual arrangements
- International commercial contracts: main legal issues
- International sale
- Other vertical agreements
- International payments
- Financing import and export and related contracts
- International dispute resolution



### MACRO-AREA ON BUSINESS ORGANIZATIONS [MABO]

#### Models and Strategies for the Internationalization of SMEs [TU MABO1]

Hours in class: 34          Professor

- Determinants of success for SMEs: context frame, resources and skills
- Business and organizational strategies for SMEs
- Critical functional issues for SMEs
- Business internationalization: stages and management
- International manufacturing network: from a central operation management to a marketing-based approach
- Cooperation among enterprises and consolidation of an international network

- Connection between distributional logistics and marketing activity
- Delocalization and relocalization process management depending on international markets development
- Development of international strategies for SMEs and large enterprises
- Choice of target countries: from traditional macroeconomic variables to those of marketing and competitive advantage
- Managerial development of SMEs as a necessary step for their internationalization
- International distribution: relation management with large retailers
- Development of a distributional network
- Building an international brand and partnerships with existing brands
- Management of product prices in relation to the international standing of the brand
- Export consortia: strengths and weaknesses. Success case-histories
- Entrepreneurship in high-tech sectors: search and evaluation of opportunities
- The organization of entrepreneurial actions
- Organizational support for entrepreneurship
- Setting up start-ups in high-tech sectors
- Financing start-ups
- Business plan:
  - Structure and creation
  - Economic and financial dimensions of a business plan
  - Envisioning scenarios and assessment of business plan vulnerability

### **Economics of Industrial Districts [TU MABO2]**

**Hours in class 11 Professor**

- Production districts, enterprises networks and local innovation systems
- Models of labor division and territorial specialization in economic theory
- The competitive advantage of local contexts
- New economic geography: mobility of production factors and localization processes
- Forms of knowledge and localized innovation
- Meaningful economic institutions and local development
- Methods and techniques for the geographic definition of industrial districts
- Regional policies for production districts
- Technological districts and hubs
- International projection of districts and the role of leading firms

### **Industrial Logistics and Supply Chain Management [TU MABO3]**

**Hours in class 4 Professor**

- Elements of logistics (effective and efficient flow concept, logistics as a strategic choice, JIT logistics, internal and external integration, integration with suppliers and within the distributional system; notion of supply chain management)
- Measuring logistical performance
- Planning and managing distributional systems
- Reverse logistic and green logistic

### **Enterprise Quality Systems [TU MABO4]**

**Hours in class 8 professor**

- Definition of quality in an evolving business environment
- CWQC and total quality
- Plan-do-check-act (PDCA) and total quality management (TQM)
- Use of statistics in enhancing product and process quality. Methodologies and tools.
- Customer satisfaction
- Quality function deployment, management integrated systems
- Quality and lack-of-quality costs
- Regulation and its evolution
- Procedures for quality control

### **IT systems for SMEs: e-commerce and web marketing [TU MABO5]**

**Hours in class 3 Professor**

- Notion and types of e-commerce; ethical, social, political aspects of e-commerce
- Technology and infrastructure for e-commerce: Internet and the web
- Online safety and payment methods
- Online services; online contents and media
- Social webs, auctions and portals
- Web marketing for SMEs