Syllabus

Course Description

Course Title	Management of SMEs
Course Code	27341
Course Title Additional	
Scientific-Disciplinary Sector	ECON-07/A
Language	English
Degree Course	Bachelor in Economics and Management
Other Degree Courses (Loaned)	
Lecturers	Dott. Lorenzo Pratici, Lorenzo.Pratici@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/48467
Teaching Assistant	
Semester	First semester
Course Year/s	3
CP	6
Teaching Hours	36
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	
Contents Summary	The course "Management of SMEs: Fundamentals of Family Business Management" focuses on the essential aspects of managing family small and medium-sized enterprises (SMEs), including strategic planning, financial management, and marketing strategies. It covers the challenges and opportunities faced by Family SMEs in the global market,emphasizing innovation, sustainability, and growth. Students will learn about the importance of family leadership,

	professionalization, change management, succession planning, sustainability & CSR, human resource management, and effective communication in the success of SMEs. The course also includes case studies for each topic and practical exercises to provide real-world insights into the management of SMEs.
Course Topics	On successful completion of this course, students should be able to: -Identify the definitions, characteristics, and distinctive traits of SMEs (circles, stages, theories, and models) (Introduction to SMEs and family firms) -Compare and contrast family and non-family small businesses -Describe the fundamentals of business administration and decision-making in SMEs and family firms -Enumerate goals and goal setting in SMEs and family firms -Explain governance structures and architectures in SMEs and family firms -Identify power and succession dynamics in SMEs and family firms -Develop strategies for growth and performance measurement in SMEs and family firms -Relate the management of innovation and technological change in SMEs (e.g., incremental innovation vs. radical innovation) and family firms -Assess the management of green innovation, sustainability (SDGs), and corporate digital responsibility (CDR) in SMEs (family firms) -Explain the management of internationalization of SMEs. -Apply change management mechanisms in SMEs and family firms.
Keywords	SMEs Family Business Succession Planning Professionalization Business Case Studies
Recommended Prerequisites	Not Foreseen
Propaedeutic Courses	
Teaching Format	Frontal lectures, discussions, case studies, and project assignments (for attending students only).

	Guest lectures from small business leaders, family firms, consultants, and experts
Mandatory Attendance	Attendance not compulosry but strongly recommended
Specific Educational Objectives and Learning Outcomes	ILO (Intended Learning Outcomes) ILO 1 Knowledge and understanding ILO 1.1 knowledge of business and organisational models ILO 1.2 knowledge of management and organisational objectives, plans and functions ILO 1.3 knowledge of decision-making concepts and models on new product launches, pricing, distribution channels and (digital) communication tools ILO 1.4 understanding of social responsibility, consumer protection, sustainable marketing ILO 1.5 knowledge of concepts, models and tools for critically analysing business and corporate strategies ILO 2 Ability to apply knowledge and understanding ILO 2.1 be able to recognise and analyse the evolution of business structures and the development of organisational forms ILO 2.2 know how to apply contextually appropriate management principles, theoretical models and empirical analysis tools to complex problems in typical management situations ILO 2.3 know how to formulate strategies and identify critical phases in the implementation of a competitive strategy ILO 2.4 know how to apply appropriate analysis tools and models to evaluate strategic choices and strategies implemented by enterprises ILO 3 Making judgements ILO 3.1 identify the most important issues in complex decision-making situations ILO 3.2 perform critical analysis of facts and situations to be addressed ILO 4 Learning ability

	ILO 4.1 analysing, critically processing and integrating data, information and future experience, also using advanced software
Specific Educational Objectives and Learning Outcomes (additional info.)	Knowledge and understanding • Understand basic principles behind the management and administration of SMEs and family firms • Understand the distinctive strategic and managerial challenges to manage small firms and family firms effectively • Appreciate and understand the role of families in SMEs Applying knowledge and understanding • Assess the role of families in creating and sustaining competitive advantage and disadvantages • Understand key dimensions of family influence and their implications for business administration and organizational outcomes in SMEs • Critically evaluate the strengths and weaknesses of SME firms in the context Making judgments • Make judgements about the distinctive organisational and managerial implications of SMEs' influence on business organizations • Critically appraise alternative approaches to managing SME firms for longevity • Evaluate the advantages and disadvantages of family SME firms Communication skills • Develop communication skills for presenting and discussing small business cases or other projects assignments in the context of small firms Learning skills • Detect critical issues in small business management and identify organizational solutions • Systematically make decisions between different routes of action in the small business • Develop and evaluate concepts related to small firms
Assessment	• Written exam: open and closed-ended questions with review

	questions to test knowledge of theory and application skills (for both attending and non attending students). • Written group assignment + presentation (mandatory for attending students) is a project work carried out in groups in the mid-term in the form of a presentation or report. • Non-attending students, written exam with open and closed-ended questions. NOTE: Written group assignments are valid for one academic year and cannot be carried over beyond that time frame. ILOs assessed 1 to 4
Evaluation Criteria	50% written exams. The written exam consists of review questions or critical assessments of topics related to the management and economics of SMEs (multiple-choice questions and/or a variable number of open-ended questions). 50% project work (only for attending students). The midterm assignments (project works), presented as a .ppt file, involve analyzing and discussing management challenges and issues in the context of SMEs and family firms. The lecturer assigns project work, which is delivered before the end of the course. The presentations are expected to be based on theoretical concepts covered in class and the extant literature. It is relevant for the written exam: clarity of answers based on the knowledge provided in readings, textbooks, slides, and verbal information (including the practitioners' workshops), ability to summarize, evaluate, and establish relationships between topics, ability to analyse small business issues critically. It is relevant for project work: the ability to work in a team, creativity, critical thinking skills, the ability to summarize in one's own words, and presentation skills. 100% Written exam for students who do not attend lessons (Students who will not attend at least 50% of classes). A written exam (100%) will assess the knowledge and skills

	learned throughout the course.
Required Readings	Recommended texts and notes will be provided at the end of each lecture and included in the lecture slides. Before each lecture, the slides and required readings will be uploaded to the *OLE platform*. Moreover, a list of selected resources for small business education, including books, movies, magazines, and teaching cases, will be made available in the initial lecture. Below is a list of some of the most recommended readings, which serves as a general guide. Non-attending students should focus on everything uploaded on OLE platform
Supplementary Readings	
Further Information	
Sustainable Development Goals (SDGs)	No poverty, Zero hunger, Partnerships fot the goals, Sustainable cities and communities, Industry, innovation and infrastructure