



Academic Year 2020-2021

Syllabus

**BUSINESS STRATEGY**

CFU 6

Prof. Corrado Cerruti and Prof. Josef Fidelis Senn

### **Course Description**

The course explains up-to-date standard strategic management process. The coverage ranges from basic analytical tools, through developing strategies, to putting strategic intent into action.

The focus of this course is on developing pragmatic and action-oriented analytical skills supported by a mix of business strategy standard framework coupled with illustrative cases and managerial tools.

The strategy implementation will be deployed by constructing a Balanced Scorecard.

The objectives of the course are:

- to develop an understanding of the business-strategy framework;
- to understand and apply the analytical tools and lenses used by managers throughout the strategic management process;
- to understand how and why management decisions are taken;
- to develop a strategic map and a balanced scorecard;
- to assess the strategic impact of new technologies.

### **Learning Objectives**

#### **Knowledge and Understanding**

Develop an understanding of the business-strategy framework at different levels (corporate and business level), and at different processes (development, formulation and execution) also with a focus on digital transformation impacts on strategies.

#### **Applying Knowledge and Understanding**

Understand and apply the analytical tools (i.e. Strategy Map and Balanced Scorecard) used by managers throughout the strategic management process and develop a strategic map and a balanced scorecard

#### **Making Judgments**

Understand how and why management decisions are taken. Experience decision-making pressure in the business game simulation.

#### **Communication Skills**

Summarize and present a strategic plan and the necessary analytical tools to implement s business strategy.

#### **Learning Skills**

Analysing critically different strategies and discuss the implication of implementation.

#### **Teaching Method**

Academic classes based on textbook & articles, plus simulations and web materials. Case studies will be discussed for going closer into practice

### **Schedule of Topics**

Topic 1	Strategic management and strategic competitiveness
Topic 2	The external environment analysis (threats and opportunities)
Topic 3	The internal organization analysis (strengths and weaknesses)
Topic 4	Business-level strategy
Topic 5	Corporate-level strategy
Topic 6	Globalization and international strategies: managing an international subsidiary
Topic 7	Company culture and strategy
Topic 8	The strategy process: development, formulation and execution
Topic 9	The area strategies and their integration
Topic 10	Megatrends and their impact on Business models
Topic 11	The building of a Strategy Map and of a Balanced Scorecard
Topic 12	Strategy & Innovation
Topic 13	Digital transformation and strategy
Topic 14	Digital transformation tool-kit

Topics 1-5 and 12-14 are taught by Prof. Corrado Cerruti and topics 6-11 are taught by Prof. Josef Fidelis Senn (University of Konstanz)

### Textbook and Materials

The reference textbook is: H. Volberda, R. Morgan, P. Reinmoller, R. Ireland, R. Hoskisson, *Strategic Management. Competitiveness and Globalization. Concepts and Cases*, Cengage Learning, 2016.

Plus students are required to study the slides and selected readings (available on the course webpage)

### Assessment

The assessment is looking both at the knowledge of the theoretical models and at the capability to use these models to analyse the business cases.

For attending students, the assessment is based on:

- a groupwork on the strategy and Covid-19 plus an oral test from the textbook (Chapters 1,2,3,5 and 7) and the slides/readings
- the development of the strategy map and of the balanced scorecard (20% of the final mark)

For non attending students, the assessment is based on:

- a written test made of six open questions (100% of the final mark) on Chapters 1-9 of the textbook and three questions from the readings

### Office hours

On demand – to be booked by e-mail

### E-mail

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**NOTE:** Since the course is provided for a limited number of students, **Erasmus or non-Global Governance students** who would like to attend the course need to contact the Secretariat of Global Governance by e-mail [global.governance@uniroma2.it](mailto:global.governance@uniroma2.it) for registration and inform the Professor of the course. They are required to sign a code of conduct like all Global Governance students, accepting all values and rules. Please read it carefully before enrolling and notice that attendance is required from the very first lesson.