



Academic Year 2018-2019

Syllabus

**BUSINESS STRATEGY**

CFU 6

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### 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 an a mix of business strategy standard framework coupled with illustrative cases and managerial tools.

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.

### Teaching Method

Academic classes based on text book & articles, plus interviews and web materials. Case studies for going closer to practice.

### Schedule of Topics

Topic 1	Strategic management and strategic competitiveness
Topic 2	The external environment
Topic 3	The internal organization
Topic 4	Business-level strategy
Topic 5	Corporate-level strategy
Topic 6	Digital transformation and strategy
Topic 7	Economics and mathematics of strategy
Topic 8	Globalization and international strategies: managing an international subsidiary
Topic 9	Company culture and strategy
Topic 10	The strategic process: development, formulation and execution
Topic 11	The area strategies and their integration
Topic 12	The building of a Strategy Map and of a Balanced Scorecard

### 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 written test made of six open questions (80% of the final mark): three on the textbook (Chapters 1-6) and three from the slides and the 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 eight open questions (100% of the final mark) on Chapters 1-9 of the textbook

**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.