



Academic Year 2017-2018

Syllabus

Business Strategy

CFU 6

Prof. Corrado Cerruti

### 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 and in-depth cases.

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 the approach strategists use in order to develop and sustain their businesses;
- to understand the challenges deriving from the ongoing digital transformation

### 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	Integrating internal and external resources
Topic 5	Business-level strategy
Topic 6	Competitive rivalry and competitive dynamics
Topic 7	Corporate-level strategy
Topic 8	Strategic acquisition and restructuring
Topic 9	International strategy
Topic 10	Cooperative strategy
Topic 11	Digital transformation and strategy
Topic 12	Digital transformation pillars: customers, competition, data, innovation and value

### 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, 2011

Plus selected readings and reports from Management Consulting companies (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.

Specifically, the assessment is based on:

- a written test made of six open questions (80% of the final mark)

- the participation to the case studies that will be discussed during the course (20% of the final mark) [alternatively to the participation to the case studies, non-attending students will have to present a written essay].

**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.