

Course	Business Strategy
Type of course	
Degree Program	Bachelor
Year	Second
Semester	Second
Credits	9
Pre-requisites	General Management
Lecturer	Corrado Cerruti
Department	Management and Law
Room	63
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Office Hours	Monday and Tuesday 8:30 – 9:30 (please check an e-mail, additional slots are available)
Link to curriculum	
Subject learning objectives:	<p>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.</p> <p>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 and in-depth cases.</p> <p>More specifically, the objectives of the course are:</p> <ul style="list-style-type: none"> <li>- to develop an understanding of the business-strategy framework;</li> <li>- to understand and apply the analytical tools and lenses used by managers throughout the strategic management process;</li> <li>- to understand the approach strategists use in order to develop and sustain their businesses.</li> </ul> <p><b>Knowledge and Understanding:</b> basic of business strategy</p> <p><b>Applying Knowledge and Understanding:</b> linking the theory of business strategy to the business cases presented and discussed in class</p> <p><b>Making Judgements:</b> identifying the key elements in a business problem and using the theoretical frameworks to take a position</p> <p><b>Communication Skills:</b> communicating the key ideas (mainly derived by case discussions in class)</p> <p><b>Learning Skills:</b> ability to look for new theoretical framework as well as new evidence in analyzing a business case.</p>
Programme	<p>The course is structured on three sections:</p> <ul style="list-style-type: none"> <li>• Section 1: <u>Strategic management inputs</u></li> <li>• Section 2: <u>Refining the strategic actions</u></li> <li>• Section 3: <u>Implementation of strategic actions</u></li> <li>•</li> </ul>
Course Materials	<p>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</p> <p>Plus, as optional readings:</p>

	<ul style="list-style-type: none"> <li>- selected articles from HBR</li> <li>- reports on digital transformation prepared by leading consulting companies.</li> </ul>
Teaching Methods	<p>Academic classes based on text book &amp; articles, plus:</p> <ul style="list-style-type: none"> <li>- case studies presented by students in groups (maximum 5 people), one topic/group for each chapter of the textbook</li> <li>- interactive seminars on digital transformation and how digital technologies are transforming business strategy.</li> </ul>
Assessment objectives and subject learning outcomes	<p>The exam is based on a written test. It is aimed to assess both the knowledge of the theoretical model and the capability to use such frameworks to make sense out of these cases.</p> <p>The written test is made of 9 questions overall, 6 more general (two on each section) and 3 more specific (one on each section). Namely:</p> <ul style="list-style-type: none"> <li>• Two general + one specific questions on <u>Strategic management inputs</u></li> <li>• Two general + one specific questions on <u>Refining the strategic actions</u></li> <li>• Two general + one specific questions on <u>Implementation of strategic actions</u></li> </ul> <p>The exam will NOT include any detailed reference to the cases studies during the course, however students may strengthen their classwork by making specific reference to those cases they consider relevant.</p> <p>The exam will include as OPTIONAL questions (each able to give 1 extra point):</p> <ul style="list-style-type: none"> <li>- a question on the optional articles presented in class</li> <li>- a question on the digital transformation seminars</li> </ul> <p>The group presentation done during the course (in dedicated days) will allow presenting students to achieve up to one extra point.</p>