



Academic Year 2019-2020

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 through a business game simulation leveraging on ERP/SAP.

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 strategic plan necessary for implementing analytical tools for business

Learning Skills

Analysing critically strategy and discuss the implication of its implementation

Teaching Method

Academic classes based on textbook & articles, plus simulations and web materials. Case studies will be discussed for going closer to 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	Corporate-level strategy
Topic 5	Business-level strategy
Topic 6	Corporate-level 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
Topic 13	Digital transformation and strategy
Topic 14	Digital transformation tool-kit

Topics 1-6 and 13-14 are taught by Prof. Corrado Cerruti and topics 7-12 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 written test made of six open questions (80% of the final mark): three on the textbook (Chapters 1,2,3,5 and 7) and three questions 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 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 or directly at:

https://docs.google.com/spreadsheets/d/1sCUxnrIKRhDLN1_C-AuuIFPIJMpKRjYrUFIa0SBKpCA/edit#gid=0

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