



Academic Year 2022-2023

Syllabus

BUSINESS STRATEGY

CFU 6

Prof. Corrado Cerruti, Prof. Natalia Gusmerotti and Prof. Giorgia Masili

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 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 evaluate how and why companies are reshaping their business models;
- to assess the strategic relevance of sustainability;
- 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. Business Model Canvas) 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, balancing quantitative and qualitative elements.

Communication Skills

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

Learning Skills

Analysing critically different strategies and discuss the implication of their 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	Business models and strategy
Topic 6	The strategy process: development, formulation and execution
Topic 7	Sustainability and sustainable strategy
Topic 8	Sustainable strategies: analysis of cases
Topic 9	Digital transformation strategy
Topic 10	Key technologies supporting digital transformation strategies
Topic 11	Strategic planning and strategy execution
Topic 12	Strategy execution and the role of management consultants

Topics 1-6 and 11-12 are taught by Prof. Corrado Cerruti, topics 7-8 are taught by Prof. Natalia Gusmerotti and topics 9-10 are taught by Prof. Giorgia Masili.

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 (75% 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 a groupwork (25% 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): five 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: If you are an **Erasmus or a non Global Governance student** who would like to attend one or more courses in the Global Governance programme, please be aware that, **before enrolling in the course**, you should have read the code of conduct and the procedural rules characterizing our programme. We assume that, if you enroll in the course, **you have read and accepted all Global Governance values and rules**. Notice that attendance is required from the very first lesson and you need to attend at least 80% of the course to be considered an attending student.