



Academic Year 2023-2024

Syllabus

**BUSINESS STRATEGY**

CFU 6

**Prof. Corrado Cerruti, Prof Daniele Binci**

### **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 enrol 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.

### Description of the methods and criteria for testing learning

The examination assesses the student's overall preparation, ability to integrate the knowledge of the different parts of the program, consequentiality of reasoning, analytical ability and clarity of presentation, in accordance with the Dublin descriptors (1. knowledge and understanding; 2. applying knowledge and understanding; 3.

making judgements; 4. learning skills; 5. communication skills).

The examination will be graded according to the following criteria:

Unsuitable: important deficiencies and/or inaccuracies in the knowledge and understanding of the topics; the topics are exposed in an incoherent manner and with inappropriate language.

18-20: barely sufficient knowledge and understanding of most of the topics, with some missing items; sufficient capacity for analysis; the topics are sometimes exposed in an inconsistent manner and with inappropriate/technical language;

21-23: basic knowledge and understanding of most of the topics; ability to analyze and synthesize correctly with sufficiently coherent logical argumentation, with possibly some inaccuracy in the technical language.

24-26: good knowledge and understanding of most of the topics; good analytical and synthetic skills with rigorously expressed arguments, though with possibly a few inaccuracies in the technical language.

27-29: complete knowledge and understanding of the topics; good capacity for analysis and synthesis.

Arguments presented in a rigorous manner and with appropriate/technical language, with only minor inaccuracies.

30-30L: very good level of knowledge and thorough understanding of topics. Excellent analytical and synthetic skills and independent judgement. Arguments expressed in an original manner and in appropriate technical language.

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