



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## SYLLABUS DEL CORSO

### The Corporate Strategic Analysis in a Competitive Environment

2021-2-F5602M021

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#### Learning objectives

##### Knowledge and understanding

Corporate strategy learning offers students a methodological approach to strategic analysis which will enable them to understand its practical implementation and to analyse their own achievements through examples of business situations,

##### Ability to apply knowledge and understanding

The course helps students to develop adequate analysis skills to better understand and estimate different business strategies concerning:

- Assets/liabilities statement and profit/loss accounting
- Available resources
- Products and markets competitive perspectives.

##### Ability to inform judgments

The course stimulates independent judgment thanks to a pragmatic approach based on individual and group appraisal of the successful and unsuccessful business strategies under scrutiny.

#### Contents

The course takes up the basic concepts of strategic analysis according to the Grant model; it points out the practical implementation and assesses the outcomes through the analysis of case studies.

The main issues are as follows:

- 1) Definition and development of the concept of corporate strategy
- 2) Strategic analysis and implementation tools
- 3) Analysis of the competitive advantage

4) Assessment of the outcomes of a strategic approach

## **Detailed program**

1) Definition and development of the concept of corporate strategy

2) Strategic analysis and implementation tools:

- Sector analysis
- Framework and competition analysis
- Resources and organization
- Strength and weakness factors
- Opportunities and threats

3) Analysis of the competitive advantage:

- Cost advantages
- Differentiation advantage

4) Assessment of the outcomes of a strategic approach:

- Methodological analysis
- Return on invested capital

## **Prerequisites**

It is important that students have a basic knowledge of the balance sheet analysis.

## **Teaching methods**

Lectures

## **Assessment methods**

Oral Final test on knowledge achievements.

Group presentation on selected case studies to assess the development of adequate analysis skills to better understand and estimate different business strategies.

## **Textbooks and Reading Materials**

R. M. Grant, The strategic analysis for the management decision

M.E. Porter, The competitive advantage

W. Chan Kim-R. Mauborgne, The Blue ocean strategy

R. D'Aveni, Ipercompetition

**Semester**

II semester

**Teaching language**

English

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