



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## COURSE SYLLABUS

### Strategies For Value Creation (blended)

2021-2-F6302N005

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#### Learning objectives

##### *Knowledge and understanding*

The course aims to develop participants' ability to contribute to the strategic management of large and medium-sized services companies conceived as dynamic and complex

Systems.

##### *Applying knowledge and understanding*

Developing approaches and methods for elaboration, assessment and management used in the development of corporate strategy of growth that create value by service companies.

#### Contents

The course will allow participants to learn about the contents of the corporate strategy , recognizing the systemic nature of the choices of corporate strategy , learning to single out the most important relationships between variables , internal and external to the company , applying some tools of analysis and diagnosis applicable to problems corporate strategy by identifying the growth paths of the most profitable companies , assessing the appropriate action to achieve business transformation processes .

The course makes use of interactive teaching methods, business game and discussion of cases as well as

moments of rationalization based on traditional lectures.

The course is offered adopting a blended learning formula. This means that some sessions (40%) focus on the topic adopting a strategic perspective and a series of activities to be done on e-learning platform either individually and/or in teams.

## **Detailed program**

Introduction to Corporate strategy:

From competitive advantage to corporate advantage.

Corporate strategy: the relevant decisions .

The matrices of the portfolio.

Identification and assessment of a company's corporate resources .

The diversified growth .

The strategies of vertical growth

Strategies for international growth

The strategies in the markets with demand -side Increasing returns

Corporate Strategy and organizational variables .

The roles of the corporate headquarters .

Corporate strategy and capital markets .

Business transformation and turnaround strategies

## **Prerequisites**

Fairly good skills in learning, writing and speaking, together with a general knowledge about economic processes.

Elements of management and competitive strategy.

## **Teaching methods**

Lectures, case discussion classes and business game.

## **Assessment methods**

Written exam

## **Textbooks and Reading Materials**

For attending students

- Collis, David J., Cynthia A. Montgomery, Giorgio Invernizzi, Mario Molteni, Corporate level strategy - generare valore condiviso nelle imprese multi business 3/ed, Mc-Graw Hill, 2012
- Materials available on elearning platform

For non attending students

- Collis, David J., Cynthia A. Montgomery, Giorgio Invernizzi, Mario Molteni, Corporate level strategy - generare valore condiviso nelle imprese multi business 3/ed, Mc-Graw Hill, 2012
  - Pisano, Paola, Managing innovation. Creare, gestire e diffondere. Innovazione nei sistemi relazionali. libreriauniversitaria. it ed., 2011.
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