UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Value Creating Strategies (blended)

2122-2-F6302N005

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

ATTENDING STUDENTS

Attending student are those who attends classes preparing in a group the analysis of the case connected to each thematic in-depth study.

Case analysis linked to a thematic study. The objective of the activity is the deepening of a topic dealt with in the course starting from the experience of a company. The case analysis requires students to collect information on the following points:

1) The fundamental characteristics of the company and / or the sector / s in which it operates;

a) Brief history

b) Mission and corporate vision

c) Scope of activity and positioning in the reference sector

2) The topic under discussion (associated with the case);

a) What choices has the company made?

b) For what reasons did you perform them?

c) What are the main benefits and costs associated with the strategic choice made?

d) What elements of the path taken by the company can be considered best practices?

3) Rationalization of best practices and key learnings.

The analysis carried out will be presented in the classroom to all colleagues building a real presentation. In addition to the case, it will be possible to use as a theoretical starting point the chapter of the textbook that deals with the topic connected to the case.

Students will have to create a group and communicate their preferences regarding the themes. The assignment of

cases / themes to groups will be carried out by the course teacher within the week following the start of the course.

The result of the group work will be a written report (maximum 15 pages plus attachments, font 12 line spacing 1.5), a powerpoint presentation to be used in the classroom during the two days dedicated to presentations (30 minutes per presentation + 10 minutes of questions) and a short video lasting 3 minutes to summarize the main messages that emerge from the analysis work carried out (knowledge pills). The classroom will cast a vote for the best presentation and video which will each receive an additional score.

The project grade and the qualification of attended are valid until the last exam scheduled for the academic year (September exam). Attending students cannot take the exam as non-attending students until their status expires.

Attending students will be evaluated with reference to the following table:

Activity	Points
Business Game	40
Case/topic analysis	40
Quiz (Individual exam)	10
Peer to Peer Evaluation	10
Punteggio totale	100

Business game. Course participants will have to manage the growth process of a simulated company by participating in a business game.

NON ATTENDING STUDENTS

Students who choose not to attend classes and not to participate in group activities are considered non-attending. Non-attending students must take the written exam on the texts indicated for this modality.

Textbooks and Reading Materials

For attending students

- Phanish Puranam and Bart Vanneste, Corporate Strategy: Tools for Analysis and Decision-Making, Cambridge University Press, 2016

- Materials available on elearning platform

For non attending students

- Phanish Puranam and Bart Vanneste, Corporate Strategy: Tools for Analysis and Decision-Making, Cambridge University Press, 2016

- Tidd, Joe and John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, 6th Edition, Wiley, May 2018