UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Strategic Analysis

2122-1-F7702M032-F7702M113M

Learning objectives

At the end of this module students will acquire the core concepts and analytical tools needed to elaborate and execute firm strategies in global markets.

Contents

This module in organized in two parts. The first part offers an overview of firm market strategies, by providing students with advanced analytical tools needed to understand competitive strategies and corporate strategies in global markets. In the second part of the module students will be involved in the analysis and discussion of special topics are at the core of the modern firm strategy.

Detailed program

1. Competitive strategies
2. Strategic behavior and competitors' profiling
3. Market analysis and firm's competences
4. Vertical integration and diversification

5. Globalization and international trade

6. International business: exportation, foreign direct investment and inter-firm alliances

7. Innovation management

8. Special Topics:

8.1. Origin and performance of new ventures

8.2. Competitive dynamics

8.3. Firm growth: M&A and strategic alliances

8.4. The digital transformation of firms

Prerequisites

none

Teaching methods

Lectures, case studies, group work

Assessment methods

Class participation, case study discussion, group work, final oral exam

Textbooks and Reading Materials

Reading package

Torrisi, S. (2019). *St*rategic Management. Selection of Readings. Laurea Magistrale in Marketing e Mercati Globali. McGraw-Hill Education Create (Chapters 1-9).

Additional required reading material

Barney J.B. 2001. Resource-based theories of competitive advantage: A ten year retrospective on the resource-based view. Journal of Management, 27: 643–650.

Besanko D., Dranove D. 2017., Shanley M. Economics of Strategy, Wiley, Hoboken, NJ, chapters 3, 4.

Ghemawat P. 2010. Strategy and the Business Landscape. Pearson International Edition, London, chapters 4 , 5.

M. E. Porter. 1996. What is Strategy. Harvard Business Review. November-December, 61-78.

Teece, D. 2010. Business Models, Business Strategy and Innovation. Long Range Planning. 43(2-3): 172-194.

Zott, C. and Amit, R. 2010. Business Model Design: An Activity Based Perspective, Long Range Planning. 43(2-3): 216-226.

Additional material for the discussion of cases will be made available on the e-learning platform.

Semester

II semester

Teaching language

English