UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Corporate Strategy and Policy

2627-3-E1805M017-E1805M017-1

Learning objectives

The course aims to provide an in-depth understanding of the role of business strategy in a company's success. Students will acquire useful tools for analysing the competitive environment and the relevant sector, defining the company's strategic positioning, developing and applying concepts of competitive advantage, distinctive resources and capabilities, and translating strategy into operational actions and monitoring tools.

Contents

1. Introduction to business strategy
2. Resources, distinctive competencies and internal analysis
3. Competitive environment and competitive dynamics
4. The business strategy
5. The multibusiness strategy
6. The strategic formula
7. Tools for strategic portfolio analysis
8. Value creation and strategic performance measurement

Detailed program

1. Introduction to business strategy
Introduction to business strategy and the stages of the strategic management process.

2. Resources, distinctive competencies and internal analysis
Analysis of the firm's internal strategic configuration; distinction between tangible and intangible resources;

presentation and explanation of the value chain; identification of strategic resources and distinctive competencies using the VRIN criteria.

3. Competitive environment and competitive dynamics
Identification of strategic business areas and definition of industry boundaries; presentation and explanation of Porter's five forces framework; analysis of competitive dynamics and application of SWOT analysis.

4. Business strategy
Definition and characteristics of different business strategies, including cost leadership, differentiation, focus, offering value, market presence advantage and network strategies; introduction to the strategic positioning diamond.

5. Multibusiness strategy
Introduction to corporate synergies and their analysis and control; examination of diversification strategies and strategic portfolio management.

6. The strategic formula
Definition and components of the strategic formula; introduction to tools for its evaluation, including in relation to the different domains of strategic management: product and factor markets, financial markets, the social context and the firm's internal organisational structure.

7. Tools for strategic portfolio analysis
Portfolio matrices (BCG) and the synergy statement.

8. Value creation and strategic performance measurement
Introduction to the strategic foundations of value creation from the perspectives of the firm, customers, investors and providers of finance, and to selected measures of strategic performance.

Prerequisites

Basic concepts of business administration and management, which can be acquired by attending the relevant modules in the first year of the degree programme.

Teaching methods

12 hours of face-to-face lessons
24 hours of interactive distant learning activities, which may include (a)synchronous lessons.

Assessment methods

The final assessment will consist of an in-person written examination held during the regular exam sessions. The exam will be the same for all students and will be based on the materials available on the course e-learning page. Exam marks will be awarded independently of students' attendance or mode of participation in the course. All students may therefore achieve the maximum mark by answering the questions correctly and demonstrating an excellent command of the subject.

The examination will consist of open-ended questions on the topics covered in the course.

Students may earn two bonus points, which will be added to their final exam mark. Both of the following requirements must be met to qualify for the bonus points:

1. Completion of all preparatory activities published on the course e-learning page by their respective deadlines. Each activity must be completed by the deadline specified in its description. Activities completed after the deadline will not count towards eligibility for the bonus points.

2. Participation in the in-class group assignment during the final scheduled class of the course. Detailed instructions will be provided in the “Collaborative Activities” section of the course e-learning page.

Successful completion of the preparatory activities is indicated by the completion progress bar on the right-hand side of the “Individual Activities” section of the course e-learning page. To qualify for the two bonus points, students should complete each activity well before its deadline. The date and time of completion are visible to the teaching staff, even when they are not displayed to students.

Textbooks and Reading Materials

- Selected sections of Galeotti, M. and Garzella, S. (2013), Governo Strategico dell’Azienda, G. Giappichelli Editore, as specified by the teaching staff;
- Materials provided by the teaching staff.

Semester

First semester

Teaching language

Italiano

Sustainable Development Goals

INDUSTRY, INNOVATION AND INFRASTRUCTURE