UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Management

2627-1-E3304M001-E3304M001-1

Learning objectives

This course aims at providing students with theoretical and applied knowledge of business administration and general management, with particular attention to the strategic and organizational dimensions of the firm. The course is designed to provide students with:

- A framework for understanding strategic business activities
- The analytical tools needed to interpret the characteristics of individual companies and industrial sectors.
- The practical skills needed to analyse companies' strategic decisions in relation to organization design, innovation, and entrepreneurship.
  Lectures are integrated with case discussions and group work on practical business problems to connect theoretical concepts to real managerial decision making.

Learning outcomes include:

1. Knowledge and understanding
At the end of the course, students will know the fundamental concepts, models and terminology of business and strategic management, including external and internal organizational analysis, business- and corporate-level strategy, global strategy, and the basics of organizational design, entrepreneurship and innovation. This outcome is pursued through frontal lectures and is verified through the closed ended questions of the written examination.

2. Applying knowledge and understanding
At the end of the course, students will be able to apply strategic analysis frameworks (such as PESTEL analysis and the Porter's five forces framework) to real firms and industries, and to formulate strategic recommendations. This outcome is pursued through case discussions and group case studies, and is verified through the open ended questions of the written examination and through the assessment of the case study assignment and in-class presentations.

3. Making judgements
Students develop the ability to critically evaluate strategic choices made by firms, to identify the strengths and

weaknesses of alternative strategic options, and to justify their own assessment with evidence drawn from the case material. This soft skill is developed through case discussions, the group case study and the in-class presentations during practice sessions, where students must defend their analysis in front of the class.

4. Communication skills
Students develop the ability to present and defend a business analysis clearly and persuasively, both in written form and orally, using the appropriate terminology of strategic management. This soft skill is developed through the open-ended questions of the written exam, the written case study report, and the oral presentations delivered during practice sessions.

5. Learning skills
Students develop the ability to autonomously identify, select and use information about firms and industries, and to keep their strategic analysis updated beyond the course. This is achieved by providing students with the analytical tools and conceptual frameworks of strategic management, together with guided practice in their application through case work, so that students can transfer this approach to new business situations after the course ends.

Contents

- The firm and its environment
- External analysis: industry structure and competitive forces
- Internal analysis: resources, capabilities and core competencies
- Business strategy & corporate strategy
- Organizational design
- Global strategy: competing around the world
- Entrepreneurship and innovation

Detailed program

The course runs over twelve teaching weeks. Each week normally includes one session in presence and one session that may be delivered in presence or remotely. Of the 48 official hours of the course, no more than 30 percent are delivered remotely. Please note that the following weekly schedule is indicative and may be slightly adjusted closer to the course start date, depending on the final schedule of all sessions. Should the official 48 hours be insufficient to complete the programme as scheduled (for example due to public holidays or calendar adjustments) additional catch-up hours will be scheduled and communicated to students in advance through the e-learning platform. These catch-up hours are used exclusively to deliver content already foreseen in the programme above and are not subject to separate or additional assessment.

Week 1
• Introduction to the course, aims and structure of the syllabus, introduction to the concepts of management and strategy (in person).

Week 2
• The micro and macro environment of the firm.
• Guided case discussion on PESTEL analysis.

Week 3
• Industrial sectors and their characteristics.
• Guided case discussion on Porter's five forces framework.

Week 4
• External and internal analysis: resources, capabilities and competitiveness.
• Guided case discussion on external and internal analysis.

Week 5
• Business level strategy: Differentiation, cost leadership, and blue oceans.
• Guided case discussion on business strategies.

Week 6
• Corporate strategies: Vertical integration and diversification
• Guided case discussion on corporate strategy.

Week 7
• In-class presentation of the group case study

Week 8
• Organizational design: strategy, structure, and culture
• Practice session, case analysis and group presentations.

Week 9
• Global strategy and modes of international expansion.
• Practice session, case analysis and group presentations.

Week 10
• Entrepreneurship, start ups and the entrepreneurial manager.
• Practice session, case analysis and group presentations.

Week 11-12
• Innovation types and the innovation lifecycle
• Course wrap-up and exam preparation
• Catch up hours (optional, depending on final schedule adjustments)

Prerequisites

None

Teaching methods

The course is delivered in English and combines lectures with an erogative nature and interactive teaching activities (DI).

- Frontal lectures (DE): used to present theoretical frameworks and conceptual content. Delivered in presence.
- Case discussions (DI): interactive sessions in which students analyse real business cases under the guidance of the instructor, applying the frameworks presented in the lectures. Delivered in presence and online.
- Practice sessions and group presentations (DI): supervised activities in which student groups present and discuss their case analysis in front of the class, receiving feedback from the instructor and from peers. Always delivered in presence.

Assessment methods

The final grade is composed of a written examination (70%) and two group assignments (30% combined). Please note that a sufficient grade on the written examination (corresponding to at least 18/30) is compulsory to pass the course. Students who fail the written exam will fail the entire course, even if they obtained passing grades in the other components of the course. Group-based case study and practice session assignments grade will remain valid for all exam sessions within the academic year in which the student attended the course for the first time. Please note that there is no resit opportunity for group-based case study and practice session assignments.

1. Written examination (70% of the final grade)
The written exam is structured as follows:

- Closed ended questions, testing knowledge and understanding of the theoretical frameworks and concepts covered in the course.
- Open ended questions, requiring students to write a short paragraph applying a framework to a given business situation, testing the ability to apply knowledge and to communicate it in writing.
  A full score (30/30) requires correct, complete and well-organized answers to both closed and open ended questions; partial scores (lower than 30) are assigned proportionally to the number of closed ended questions answered correctly and to the extent to which open ended answers are correct, complete, and well organized with regards to question asked. The exam grade is worth 70% of the final course grade.

2. Group case study (20% of the final grade)
Students may form groups and prepare a written case study on a company of their choice, according to the requirements communicated by the instructor at the start of the course. This activity is aimed at deepening the ability to apply strategic frameworks autonomously and to communicate findings in written and oral form.
The case study assignment is assessed on the correct identification and application of the relevant strategic frameworks, the quality and depth of the analysis, the consistency between evidence and conclusions, and the clarity of the written and oral presentation. This assignment is worth 20% of the final course grade.

3. In class presentations during practice sessions (10% of the final grade)
During the practice sessions, student groups may present and discuss their case analysis (based on cases provided by the instructor) in front of the class. This activity is aimed at developing autonomy of judgement in defending a strategic analysis under questioning and oral communication skills.
The presentation is assessed on the clarity and structure of the oral exposition and the ability of the group to justify and defend its strategic recommendations when challenged by the instructor or by classmates. The grade of all presentations delivered during in-class practice sessions (combined) is worth 10% of the final course grade.

Textbooks and Reading Materials

**Required textbook: **
Frank T. Rothaermel, Strategic Management: Concepts and Cases, 6th edition, McGraw-Hill. ISBN 9781266191862.

The textbook covers the theoretical and conceptual foundations of the course, including external and internal analysis, business level strategy, corporate level strategy, global strategy, and the organizational and entrepreneurial dimensions of strategic management.

Additional course materials:
Case studies, lecture slides, supplementary articles and any additional teaching material will be made available on

the e-learning platform throughout the course. Students are expected to consult this material on a weekly basis, in line with the topics covered in each session, since some readings are required preparation for the case discussions held during practice sessions.
No additional textbooks are required. Students wishing to deepen specific topics may refer to academic journal articles suggested by the instructor during lectures.

Semester

Year 1, Semester 2

Teaching language

English

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE