UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Strategie di Internazionalizzazione

2627-2-E1602N011

Learning objectives

INTERNATIONAL MANAGEMENT

Knowledge and Understanding
The course aims to develop advanced skills in business analysis and management. It introduces the fundamental principles of business strategy from a managerial perspective, with a particular focus on international contexts. Through the study of theories, models, and business cases, students will gain a critical understanding of the factors that drive firms' competitiveness in global markets.

Applying Knowledge and Understanding
Upon completion of the course, students will be able to:
• critically analyze sector-specific economic phenomena at both national and international levels;
• identify and evaluate the economic, social, and competitive implications of different strategic choices;
• propose coherent and well-argued solutions to complex problems;
• interpret real business situations, identify the core of strategic issues, and apply general principles to specific contexts.

Making Judgements
Students will develop the ability to:
• independently assess and critique strategic decisions made by firms in various internationalization settings;
• autonomously collect, select, and interpret relevant information for industry analysis and strategy formulation;
• reflect on the ethical, social, and environmental implications of strategic choices.

Communication Skills
Students will be able to:
• effectively and clearly communicate the results of their analyses, both in written form (reports and papers) and orally (presentations);
• use technical and managerial language appropriately, adapting it to different audiences;
• engage actively in teamwork, contributing to group discussions and collaborative problem-solving.

Learning Skills
At the end of the course, students will have developed:
• the ability to learn autonomously through the analysis of real-world cases and engagement with a variety of learning materials;
• the capacity to integrate theoretical perspectives and practical tools in understanding new business situations;
• the motivation to continuously update their knowledge in the fields of business strategy and internationalization processes.

Contents

INTERNATIONAL MANAGEMENT

The first module of the course aims at answering to some fundamental questions: Why are companies successful? How can companies measure their success? How do companies build their success over time? How can a company replicate its success in the space and grow successfully in international markets? Is today's success sustainable in the future? How can companies facing troubles turnaround and return to profitability? The course has been designed to provide an answer to the previous questions and stimulating active learning based on case discussion and group activities involving students.

Detailed program

INTERNATIONAL MANAGEMENT

The list of the topics covered in the course is provided below:

- What is strategy: a comparison of definitions
- International strategies
- Strategic decisions and operating profitability
- The evaluation of entrepreneurial formula
- Industry structure analysis: dynamic and static vision
- Competitive strategies
- Building and sustaining a competitive advantage based on differentiation
- Strategy based on costa advantage and focalization strategies
- Resources and competencies and sustainable competitive advantage
- Globalization, competitive dynamics and consumer purchasing behaviour
- Managing sales: product and price
- Managing sales: distribution and communication
- Managing sales on international markets (International markets marketing mix)
- Entry strategies in international markets

Prerequisites

Basic knowledge of business administration

Teaching methods

Teaching with different teaching methods

- 11 lectures of 3 hours conducted in presence in delivery mode in the initial part that is aimed at engaging students interactively in the subsequent part;
- 2 3-hour lectures delivered in remote delivery mode in the initial part and intercatively in the subsequent part;
- 1 exercise of 2 hours in interactive remote mode;
- 6 project activities of 3 hours each carried out in interactive mode in the classroom (1 session) and remotely (5 sessions).

Assessment methods

MODE 1

According to MODE 1 students attend classes preparing for the discussion of cases and carries out the field project in group.

Discussion of cases

Each business case is discussed in plenary sessions. The case analysis should allow students to understand the following points:

a) Fundamental characteristics of the business and / or sector treated;

b) Problem under discussion;

c) Identification of strategic alternatives available;

d) Evaluation of alternatives (pros and cons);

e) Proposed strategy (which alternative?).

Field project: Sector / country analysis

The objective of the project is to carry out an in-depth analysis of a sectorial context with traditional strategic analysis tools (five forces, main competitors, business models, ...) in a country. The project helps participants, first of all, to develop the ability to find and process data and analyze the internal structure of a sector; secondly, it allows to appreciate the differences in the competitive environment that a sector can have within different national contexts. The work is carried out in groups (minimum 3 - maximum 5 participants)

Each group will agree with the teacher the combination of sector / country. The seminar includes an intermediate session of discussion by the teacher with each group for the verification of the methodology.

The result of the group work will be a written report (maximum 15 pages plus attachments) that will be presented by each group within the last session (10-15 minutes per presentation). The classroom will vote for the best presentation that will receive an additional score.

The vote of the project and the qualification of attending are valid until the last appeal scheduled for the academic year 2023-2025 (September). Attending students cannot sit the exam with non-attending students until their status expires.

Students will be evaluated as follows:

- Individual activity (Written exam): 60 points
- Team activity (Field Project): 40 points
- Total score: 100 points

  Written exam. The written exam will take place in the regular exam sessions and will be divided into two parts: a part dedicated to business cases, mainly based on analysis and discussion in the classroom; a part dedicated to the theory, based on the lessons and readings assigned. The written test can include multiple choice questions, open questions, analysis of a case or an article assigned during the exam.

MODE 2

Students who choose Mode 2 do not attend classes and do not participate in group activities. They must take the written exam on the texts indicated for this modality.

Written exam. The written exam will take place in the regular exam sessions and will be divided into two parts: a part dedicated to the business cases available on the e-learning platform; a part dedicated to the theory, based on the lessons and readings assigned. The written test can include

Textbooks and Reading Materials

For “INTERNATONAL MANAGEMENT”

E. Marafioti , F. Perretti (a cura di), “Strategie di internazionalizzazione (4° edizione). Milano, Egea, 2020;

V. CODA, G. INVERNIZZI, P. RUSSO (a cura di), La strategia di business, Milano, McGraw-Hill, 2021

materiali in formato elettronico disponibili sulla piattaforma e-learning del corso.

In addition for not attending students: • J.P. PETER, J.H. DONNELLY, C.A. PRATESI, Marketing 6/ed., McGraw-Hill, 2017 (Cap. 2, 3, 6, 7, 9, 10 e 11) Marketing 7/ed., McGraw-Hill, 2020 (Cap. 2, 3, 7, 8, 9, 10, 11, 12).

Sustainable Development Goals

QUALITY EDUCATION | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | RESPONSIBLE CONSUMPTION AND PRODUCTION