UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Strategies and Organization for Value Creation

2627-2-F6303M009

Learning objectives

Knowledge and understanding
Students acquire an advanced understanding of the main theories and models of corporate strategy and organization for value creation. The course enables students to understand the determinants of strategic decisions related to growth, diversification, internationalization, innovation, strategic alliances, and the design of multi-business and multinational corporations. Students also develop the ability to critically interpret competitive and organizational dynamics in complex business environments by integrating theoretical perspectives with empirical evidence.

Applying knowledge and understanding
Students are able to apply strategic management theories and analytical tools to the interpretation of complex business situations, identifying key challenges and developing solutions that support organizational value creation. By the end of the course, students are able to evaluate alternative growth strategies, assess the implications of major corporate strategy decisions, and use managerial frameworks to support decision-making in dynamic and highly competitive environments.

Making judgements
Students develop the ability to formulate independent judgments on major corporate strategy decisions by evaluating their opportunities, risks, and implications for long-term competitiveness and value creation. They are able to integrate information from multiple sources, critically analyse business cases, compare alternative strategic options, and justify their recommendations through rigorous analysis and evidence-based reasoning.

Communication skills
Students acquire the ability to communicate strategic analyses, managerial recommendations, and the results of applied projects in a clear, rigorous, and effective manner, using appropriate language for both academic and professional contexts. They also strengthen their teamwork and collaboration skills by engaging with different stakeholders and presenting well-supported arguments.

Learning skills

Students develop the ability to update their knowledge independently through the analysis of academic and managerial literature, the critical examination of business cases, and the application of strategic analysis tools. By the end of the course, they are able to transfer the competencies acquired to different organizational settings, addressing new managerial challenges with an analytical, critical, and problem-solving approach.

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 test

MODE 1 - PROJECT+BUSINESS GAME

Those who choose mode 1 attend the lessons by preparing the analysis of the case connected to each thematic study in a group.

Analysis of the case connected to a thematic study. The aim of the activity is the deepening of a topic covered in the course starting from the experience of a company. The analysis of the case 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) Company mission and 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 he do them?

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

d) Which elements of the path undertaken 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 by building a real presentation. In addition to the case, it will be possible to use the chapter of the textbook that deals with the theme connected to the case as a theoretical starting point.

Students will have to create a group and communicate their preferences regarding the topics. The assignment of the cases/themes to the groups will be carried out by the teacher of the course within the week following the

beginning of the course.

The result of the group work will be a written report (maximum 15 pages plus attachments, 12 fonts, 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 3-minute video to summarize the main messages that emerge from the analysis work carried out (knowledge pills). The class will cast a vote for the best presentation and video which will each receive an additional score.

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

The vote for the project and the business game are valid until the last exam session scheduled for the 2023-2024 academic year (September exam session).

Students will be evaluated with reference to the following criteria: Business Game 40 points, Case/theme analysis 40 points, Quiz (Individual exam) 10 points, Peer to Peer Evaluation 10 points.

MODE 2 - INDIVIDUAL WORK
Students who choose not to attend classes and not to participate in group activities illustrated in MODE 1 can choose MODE 2. According to this mode, students must prepare for the exam on the readings indicated in the following section.
Individual written exam: It will consist of 4-6 open questions on the two books indicated in the following section.

Textbooks and Reading Materials

MODE 1 - PROJECT+BUSINESS GAME
Phanish Puranam e Bart Vanneste, Strategia aziendale: strumenti per l'analisi e il processo decisionale, Cambridge University Press, 2016
Presentazioni e relazioni in formato elettronico messe a disposizione dai gruppi sulla piattaforma e-learning
(in italiano)
Corbetta, Guido, Paolo Morosetti, Le vie della crescita. Strategia aziendale e diversificazione del business, Egea, 2018
Collis, David J., Cynthia A. Montgomery, Giorgio Invernizzi, Mario Molteni, Corporate level strategy - generare valore condiviso nelle imprese multi business 3/ed, McGraw Hill, 2012

MODE 2 - INDIVIDUAL WORK
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

Sustainable Development Goals

QUALITY EDUCATION | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | SUSTAINABLE CITIES AND COMMUNITIES