UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Strategic Management

2627-1-F7704M002

Learning area

Learning objectives

The course of Strategic Management introduces students to the analytical tools required to understand firm behaviour and strategic interaction in different markets. The course studies competitive strategies and entrepreneurship with a particular attention to global market and is structured in two modules :

1) Competitive Strategy

2) Innovation Management and Entrepreneurship

Competitive Strategy

At the end of the first module students will acquire the core concepts and analytical tools needed to understand the competitive environment and to strive in global markets.

Innovation Management and Entrepreneurship

At the end of the second module, students will acquire core concepts and analytical tools required to understand how to manage technical and market change in established firms and new enterprises.

The skills acquired in both modules of this course can be applied to the management of startups, SMEs and large companies in the manufacturing and service sectors. In order to stimulate critical and analytical skills, various activities are planned, such as classroom discussions of case studies and the organization of lecturers with the participation of entrepreneurs and managers. Active participation in the discussion of case studies and meetings with actors from the industrial world will also help to develop students' communication skills. The approach to study adopted in this course, based on analytical rigor and student engagement in scientific debate, will foster the development of critical and scientific thinking, which is crucial for their future studies.

Contents

The program of the first module offers an overview of firm market strategies, by providing students with the analytical tools needed to understand competitive strategies, corporate strategy and international business strategies.

The program of the second module focuses on the creation and maintenance of competitive advantage in conditions of rapid technical and market change. This topic is treated by analyzing: (a) the innovation strategies and business models of market leaders and followers; (b) the business plan of new enterprises.

Detailed program

Module I - Competitive Strategy

1. Introduction to competitive strategy

2. Business model and strategy

3. Strategic behavior and competitors' profiling

4. Market analysis and firm's competences

5. Entrepreneurial strategy and competitive dynamics

6. Vertical integration and diversification strategies

7. Globalization and international trade

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

Module II - Innovation Management and Entrepreneurship

1. Sources of innovation

2. Types and patterns of innovation

3. Competitive strategies and innovation in different markets

4. Timing of entry

5. Protecting innovation

6. The business plan of new enterprises

Prerequisites

none

Teaching methods

Lectures, group discussion and case studies

Assessment methods

Class participation, case submission and final oral exam

Textbooks and Reading Materials

Reading package

Torrisi, S. (2022). Strategic Management. Selection of Readings. Laurea Magistrale in Marketing e Mercati Globali. McGraw-Hill Education Create.
(Module I: chapters 1-7; Module II: chapters 8-18).

Additional (mandatory) reading material - Module I

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 5, 6.

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.

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

Module II

Chesbrough, H. 2011. The Case for Open Services Innovation: The Commodity Trap. California Management Review, 53(3): 5-20.

Rivette, K.G. and D. Kline. 2000. Discovering New Value of Intellectual Property. Harvard Business Review, Jan-February: 54-66.

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

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

Sustainable Development Goals

QUALITY EDUCATION | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE