UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Strategic Analysis

2627-1-F7704M018-F7704M018-1

Learning objectives

During the course, students will learn the core concepts and analytical tools needed to elaborate and execute firm strategies in global markets.
The skills acquired in this course can be applied to the strategic management of startups and established companies in the manufacturing and service sectors.
To stimulate critical and analytical skills, various activities are planned, such as preparation and class discussions of case studies and the organization of lectures with the participation of entrepreneurs and managers.
Teamwork, presentation 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 thinking, which is crucial for their future studies and professional careers. Developing a scientific mindset will help students question existing assumptions and formulate new ones based on rigorous theorizing and empirical evidence.

Contents

This module offers an overview of firm market strategies, by providing students with advanced analytical tools needed to understand competitive strategies and corporate strategies in global markets. The topics dealt with are at the core of the modern firm strategy. Moreover, students will be involved in the analysis and discussion of case studies and the preparation of team works on real firms.

Detailed program

1. Competitive strategies
2. Strategic behavior and competitors’ profiling

3. Market analysis and firm’s competences
4. Entrepreneurial strategy and competitive dynamics
5. Vertical integration and diversification strategies
6. Globalization and international trade
7. International business: exportation, foreign direct investment and inter-firm alliances

Prerequisites

Teaching methods

Lectures, case studies and team works, participation of entrepreneurs and managers in some lecturers

Assessment methods

Class participation, team work and final oral exam

Textbooks and Reading Materials

Reading package
Torrisi, S. (2019). Strategic Management. Selection of Readings. Laurea Magistrale in Marketing e Mercati Globali – Indirizzo Marketing Globale. McGraw-Hill Education Create (chapters 1-7). OLD EDITION

Torrisi, S. (2022). Marketing e Mercati Globali. McGraw-Hill Education Create. LAST EDITION

Additional required reading material

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 3,4.
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.

Teece, D. 2010. Business Models, Business Strategy and Innovation. Long Range Planning. 43(2-3): 172-194.
Zott, C. and Amit, R. 2010. Business Model Design: An Activity Based Perspective, Long Range Planning. 43(2-3): 216-226.
Additional material for the discussion of cases will be made available on the e-learning platform.

Semester

Second

Teaching language

English

Sustainable Development Goals

QUALITY EDUCATION | INDUSTRY, INNOVATION AND INFRASTRUCTURE | RESPONSIBLE CONSUMPTION AND PRODUCTION