



Name	BUSINESS STRATEGY
Course unit	-
Academic discipline	ECON-06/A
Academic year and semester	3rd year, 2nd semester
Teaching language	English
CFU	6
Number of hours of total assisted teaching activities and divided between DE and DI	42: 36 (DE) + 6 (DI)
Instructors	Prof. Antonello Garzoni, course director (3 CFU, section I and section II); Prof. Marco Savorgnan (3 CFU section III)
Expected Learning Outcomes	<p>The course aims to develop the skills of analysis, diagnosis and solution of the strategy problems of industrial and service companies.</p> <p>At the end of the course, the student will have acquired the basic knowledge aimed at analyzing, interpreting and proposing solutions regarding the main strategic business problems. In particular, the student will acquire knowledge regarding the elements concerning: the concept of strategy, the analysis of the structure of the industry, the resource-based view of the firm, the formation of the competitive advantage and competitive strategies; the role of corporate strategies, innovation strategies and competitive dynamics.</p> <p>Through the theoretical knowledge acquired, the student will be able to apply the knowledge acquired to the specific situations being analyzed. The course allows students to apply knowledge to formulate strategic plans for business change, industry analysis aimed at assessing the attractiveness of businesses and formulating innovative and sustainable competitive positioning projects.</p> <p>At the end of the course the student will be able to independently make judgments regarding the choices of strategy and sustainability of the competitive advantage of specific business realities. The student will also be able to analyze and interpret the main dynamics taking place within an industry.</p> <p>The student will develop communication skills related to the presentation of strategic analysis models.</p>
Course Syllabus	<p>The course mainly deals with strategic management issues at the "business area" level (business strategy). The program is divided into three sections.</p> <p>The first section (basic concepts of strategy) defines the concept of strategy and the application levels of strategic choices (corporate vs. business strategy). The main elements of a successful business formula are also identified, clarifying the relationships between strategy and results (competitive, economic, social).</p> <p>The second section (strategic analysis tools at business level) focuses on the analysis of the ways in which companies can be successful in individual business areas: the analysis of the industry structure, the analysis of strategic groups, the formation of the competitive advantage (cost, differentiation) the choices of focus and the evaluation of the competitive sphere.</p> <p>The third section (sustainability of the competitive advantage and competitive dynamics) analyzes the role of resources and skills in the sustainability of the competitive advantage and in the processes of strategic innovation, defines the first-mover advantage and describes the main dynamics of comparison within the sectors, through the development of a business case.</p>
Course Structure	The teaching activities are structured in face-to-face lessons. The teaching method is based on the combination of theoretical arguments with exercises and case studies in order to obtain a full understanding of the topics covered by this course. In the third module a business game simulation is provided in order to let the students be aware of the effects of the main strategic choices.



	Face to face hours: 36
Evaluation Methods	<p>Attending students:</p> <ul style="list-style-type: none"> • Intermediate written exam. The intermediate written exam consists of 25 multiple choice questions and 1 open question. In the intermediate written exam, students must demonstrate knowledge and understanding of the main strategic analysis models addressed during the course and in particular: business strategy concept, the connection between strategy and performance, the necessary resources and competences for strategy development, industry analysis and industry dynamics, the competitive advantage. • Final oral exam. The oral exam consists of open questions on the Section III program. In the oral test, students must demonstrate knowledge and understanding of the main strategic analysis models addressed during the course and in particular: role of resources and skills in the sustainability of the competitive advantage and in the processes of strategic innovation, first-mover advantage and main dynamics of comparison within the sectors. Students are also required to demonstrate, with analytical skills and independent judgment, to apply analysis models and theoretical notions to business examples, in order to master the contents in a not only theoretical way. • Attending students will be required to perform a groupwork that will be separately evaluated and will give +1 of +2 integration to the overall assessment. <p>Non attending students:</p> <ul style="list-style-type: none"> • Oral exam. The oral exam consists of open questions on the whole program. In the oral test, students must demonstrate knowledge and understanding of the main strategic analysis models addressed during the course and in particular: business strategy concept, the business system, the levels of the strategy, the declination of the business results in the various components (competitive, economic-financial, social), industry analysis, strategic groupings, competitive advantage in terms of cost and differentiation, activity-resources-system skills applied to the sustainability of the competitive advantage, to interpret strategic innovation models and to know how to evaluate industry change models and dynamics between competitive actors. Students are also required to demonstrate, with analytical skills and independent judgment, to apply analysis models and theoretical notions to business examples, in order to master the contents in a not only theoretical way.
Assessment Methods	<p>The evaluation is expressed in 30 out of 30s.</p> <p>Attending students:</p> <ul style="list-style-type: none"> • Intermediate written exam has an evaluation weight of 50% on the final grade • Final oral exam has an evaluation weight of 50% on the final grade • Groupwork gives +1 of +2 integration to the overall assessment <p>Non attending students:</p> <ul style="list-style-type: none"> • oral exam has an evaluation weight of 100% on the final grade. The evaluation takes into account the clarity of explanation and the ownership of language demonstrated. Laude (31) can be attributed to those who demonstrate excellence in understanding theoretical notions and who demonstrate a full application capacity of these notions to specific and concrete business cases and business situations.
Prerequisites	No prerequisites. In order to make effective participation in the course, it's necessary that the student possesses a propensity aimed at getting to know the conceptual tools necessary to deal with the rigorous method and with a critical spirit the complex and dynamic reality of companies.
Teaching and didactic material	<p><u>Attending students:</u> R. GRANT, Contemporary Strategy Analysis and Cases: Text and Cases, Wiley, 9th edition (chapter 1, 2, 3, 4, 5, 6, 7, 8, 13)</p> <p><u>Non-attending students:</u> R. GRANT, Contemporary Strategy Analysis and Cases: Text and Cases, Wiley, 9th edition (chapters from 1 to 13)</p>