# Corporate Strategy and Policy

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***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to:

– Examine the role and the tools of Corporate Strategy in business governance;

– Provide the analytical methods, the diagnostic tools, and the processes for the definition of Corporate Strategy;

– Introduce the most appropriate guidelines for business growth in different competitive contexts and in presence of different stakeholders

– Provide the best tools and methods for the elaboration of innovative strategies, and explore useful techniques and methodologies for the creation of a business plan oriented towards the development of a new business activity or a new product/innovation.

– Analyse the features and the process for the elaboration of a business strategy;

– Translate a business strategy into a strategic plan, and assess its efficacy.

At the end of the course, students will be able to know the main theories concerning strategy formulation, and experiment the methodologies for the elaboration, development, and measurement of effective innovative strategies.

In fact, they will be able to:

– Interpret a business growth strategy;

– Measure and anticipate its effects;

– Compare different competitive contexts and growth strategies;

– Know and understand what a business model is, and the key elements that should be analysed

– Carry out the key steps for the elaboration of a strategy (business planning)

– Know and understand how to assess market attractiveness, and how to design a coherent “value proposition”

– Know, understand, and put into practice the techniques for the preparation of an economic and financial plan

– Structure and communicate a strategic plan proposal

Course activities:

The course will be characterised by frontal lectures, online activities (video-lectures), and distance learning (webinars and live feedbacks).

All the activities – either face-to-face, online or from home – are fundamental and compulsory. Students will have to study the topics presented during the video-lectures, and the additional teaching material.

In order to achieve the intended learning outcomes of this course, students are invited to attend webinars and live feedback sessions.

The nature and characteristics of this subject require the analysis of case studies (business experiences), in order to allow the development of practical skills. These case studies will be presented in class, but students will need prior preparation, in order to be able to actively participate to the lectures.

***COURSE CONTENT***

The course is structured into six teaching modules (each of which will be characterised by classroom activities, recorded video-lectures; meetings with subject matter experts, practical examples, case studies, group work, and practical activities).

Module 1: *Introduction*

– Aim: Understand the language, the scope, and the typical tools of Corporate Strategy.

Module 2: *Growth strategies and internationalisation strategies*

– Aim: acquire the key concepts for the analysis and the implementation of growth strategies, with a focus on international and global growth.

Module 3: *Organic growth: external growth*

– Aim: Assess and interpret the guidelines for organic growth and external diversification strategies.

Module 4: *The development of entrepreneurship and innovation*

– Aim: acquire the tools for the development of a new business project and/or the development of a new product/innovation. Understand what a business plan is, and know its contents.

Module 5: *Market analysis and the formulation of the Value Proposition”*

– Aim: acquire the key tools for the formulation of a strategic development plan. acquire the key concepts and analytical tools that are necessary to understand and assess market attractiveness, and design a coherent “value proposition”.

Module 6: *Economic and financial forecasts*

– Aim: acquire the most useful concepts and the tools for the preparation of the economic and financial forecasts of the business project or the new initiative

***READING LIST***

Compulsory Reading

Johnson, Whittington et al. *Strategia. Orientare organizzazioni ed imprese in un modo che cambia,* Pearson, 2017 (11th edition)

At the beginning of the course, further teaching material will be made available on Blackboard, and the lecturer will provide information on additional readings, if necessary.

Suggested reading (optional)

C.parolini, *Business Planning. Dall’idea al progetto imprenditoriale,* Pearson, 2020 (3rd edition

***TEACHING METHOD***

This is a blended course, based on face-to-face (50% – frontal lectures and practical activities/group works) and distance learning (50%). The latter will be characterised by video-lectures (asynchronous mode), webinars, and live feedback (synchronous mode, through webconferences). Frontal lectures will be supported by group works/practical activities. From home, students will have to watch the video-lectures (held by the lecturers or subject matter experts), study the additional teaching material, and carry out the tasks assigned by the lecturers (oriented towards the group work/practical activities that will take place after each module of the course), the tests, and the proposed activities.

***ASSESSMENT METHOD AND CRITERIA***

*A) Progressive assessment*

For the students opting for a progressive assessment: 50% will consist in two progressive assessment tests (a written exam in class and a test based on the group work) to be taken during the course, according to the information that will be made available on Blackboard for enrolled students; the remaining 50% of the assessment will consist in a final written exam. In order to be accepted to the final exam, students will have to pass the two progressive assessment tests.

In order to pass the progressive assessment, the mark obtained in the final exam (to be taken in one of the 3 official exam dates after the end of the course) must be positive. The passing score for the progressive assessment tests is 18/30; the final mark will result from the weighted average of the three exams.

*B) Summative assessment*

The students opting for a summative assessment – to be taken on the official exam dates – will have to pass a written exam on the whole content of the course.

There will not be any oral exam to increase the final mark.

In case of specific needs or doubts about the written exam, the lecturer reserves the right to assess the student’s preparation through an oral exam. Students will be notified in occasion of the publication of the results of the written exam. Those who refuse to take the oral exam will lose the mark obtained in the written exam.

The assessment criteria to determine the final mark will include the knowledge of the topics, the ability to apply and critically elaborate what they have learnt, the capacity to find links between the theoretical contents proposed in class and their practical applications, and the ability to make judgments – and communicate them – with a high degree of autonomy.

The students who show a limited knowledge of the topics, a simple exposition, and an uncertain application of the theoretical concepts and the tools and methodologies of the subject, will get a sufficient mark. The highest mark 30 cum laude (with honours) will be assigned to the students showing an extensive knowledge of the topics, the ability to use the most appropriate tools in a correct way, and the capacity to find interdisciplinary links supported by the use of excellent presentation skills.

***NOTES AND PREREQUISITES***

*Prerequisites*

Students should have acquired the key concepts of Strategy (during their Bachelor’s degree course, Grant’s textbook) and Business economics, and know the terminology and the standards for the preparation of Financial statements, and Managerial Accounting (with a focus on cost analysis).

Consulting hours will be made available on the Lecturer’s Webpage.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG or on the Faculty notice board.