# Strategies for emerging technologies

## Prof. Marco Minciullo

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

The course is intended to provide the managerial skills for implementing efficient and sustainable growth strategies based on emerging technologies. Successful digitalisation requires a strategic approach that leads to rethinking the company's aims, the structure and processes to gain efficiency and apply technology in a manner to support the company's competitiveness and growth. The course reports on experiences of corporate strategies both in firms playing in technologically progressive industries, as well as in those belonging to mature sectors and wishing to understand how to create and respond to innovation.

Students are taught to view the industry through the eyes of the top managers. They learn how to understand the perspectives of various industry players, how to evaluate strategic options and their consequences, and how to anticipate how they are likely to behave under different circumstances.

The class will give the skills for an excellent problem-solving attitude, decision-making approach as well as knowledge on strategic management in a technologically dynamic environment.

Upon successful completion of the requirements for this course, students will:

* be aware of the most important theories and frameworks in the corporate strategy field;
* be able to understand existing corporate strategies implemented by firms operating in the hi-tech environments, and to make recommendations;
* be aware of decision-making abilities and tools required to strategising in multi-business firms;
* be aware of the most important strategic trends that are occurring in the technological industries;
* develop and reinforce a problem-solving approach;
* develop the capability to work in team;
* improve the capacity to present in public business cases and industry analyses;
* be equipped with the knowledge basis and capacity to collect additional information that is needed to tackle more advanced strategic topics.

***COURSE CONTENT***

1. PART I: Introduction

* Corporate strategy and value creation
* Corporate strategy: logics and synergies

1. PART II: The corporate strategy

* The hourglass of corporate strategy
* Managing megatrends
* Corporate governance in multi-business companies
* Corporate orientation toward capital market
* Corporate orientation toward stakeholders
* The corporate purpose
* Corporate resources and capabilities
* Core business and business portfolio
* Business portfolio: horizontal scope
* Business portfolio: vertical scope
* Business portfolio: geografical scope
* The organizational design and central units
* Corporate integrated performance

1. PART III: The corporate growth

* Modes for corporate growth
* Managing mergers and acquisitions
* Managing alliances, partnerships and joint ventures
* Managing internal development
* Financial evaluation for corporate growth
* Turnaround and divesture

***READING LIST***

The reading list for Attending and Non Attending students will be provided via Blackboard before the beginning of the course.

***TEACHING METHOD***

The course consists of lectures, guest speakers, case-study and case-problem discussions, group projects.

Attending Students are required to participate actively in class; to discuss business cases; and to deliver presentations.

***ASSESSMENT METHOD AND CRITERIA***

The two modules converge to a unique final mark. The latter is the result of the following evaluations:

*Attending students:*

For attending students, the final grade will be based partially (50%) on a final exam in written form with a combination of questions with open-ended and closed-ended answers, analyses of cases and written essays, based on the reading list for attending students. The exam will assess the knowledge of most important theories and frameworks in the business strategy and the ability of their application. and

The remaining part of the final grade (50%) will be determined by a group work aimed at assessing the strategic skills and capacities and communication skills. More details will be communicated at the beginning of the course and made available on Blackboard. Students will be qualified as attending students only until the December exam session. Afterwards, they will have to take the exam as not attending students.

*Not attending students:*

For not attending students, the final grade will be based on a final exam in written form with a combination of questions with open-ended and closed-ended answers, analyses of cases and written essays, based on the reading list for non-attending students. The exam will assess students’ knowledge of most important theories and frameworks in the business strategy and students’ability to apply such theories and frameworks to real cases.

*Office hours*

Office hours will be scheduled upon request via email.

***NOTES AND PREREQUISITES***

Attending formula is strongly recommended to benefit from participating in case discussions and in the group project.