**Strategy and International Business**

Professors Daniele Cerrato -Todd Alessandri

**First Module – Corporate Strategy**

Prof. Todd Alessandri

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

This course is designed to equip students with the tools and insights needed to understand, analyze and formulate an organization’s corporate strategy, including decisions related to:

* the appropriate corporate scope, in terms of the businesses in which a firm should operate;
* degree of diversification;
* vertical integration;
* modes of corporate growth (acquisitions, alliances, internal development)
* organization and governance of a multibusiness firm.

The goal of this course is to:

* familiarize students with the ways of and reasons for creating and destroying corporate value in a multibusiness firm;
* transfer knowledge on concepts, theories and models relevant to formulating and implementing corporate strategy, with a focus on the management of diversified firms.

On completion of this course students will be able to:

* Understand the main concepts and strategic models of corporate strategy;
* Understand the challenges associated with implementing corporate strategies;
* Analyze, formulate and evaluate firm strategy at corporate level.

***COURSE CONTENT***

* Strategies at a corporate level and the rationales for the multibusiness firms;
* Potential sources of creation and destruction of corporate value;
* Diversification strategy, relatedness and economic synergies;
* The role of corporate headquarters in multibusiness firms;
* Vertical integration and the boundaries of the firm;
* Growth strategies: mergers, acquisitions, strategic alliances, and internal development;
* Restructuring strategies;
* Multipoint competition;
* Corporate governance decisions.

***READING LIST[[1]](#footnote-1)***

O. Furrer, *Corporate Level Strategy. Theory and Applications*, Routledge, Abingdon, Oxon, 2nd edition (all chapters except 14). [*Acquista da VP*](https://librerie.unicatt.it/scheda-libro/furrer-olivier/corporate-level-strategy-9780415727228-246384.html)

The list of business cases will be provided by the instructor at the beginning of the couse.

Optional readings will also be provided for the students who are interested in getting more in-depth exposure to a topic.

***TEACHING METHOD***

This course will be taught online, utilizing both synchronous and asynchronous components. The course will be taught through a combination of instructional methods: pre-recorded video lectures, synchronous or “live” lectures, discussions of cases, and group works.

Students are expected to have individually and thoroughly prepared the cases that are discussed in class.

***ASSESSMENT METHOD AND CRITERIA***

The assessment will be based on a mix of group works and final exam, as follows:

1. Group works: 30%

2. Individual final written exam: 70%

Group works include: (1) written memo on corporate strategy cases that will be discussed in class; and (2) 10-minute group online presentation of a corporate strategy case.

The final written exam will consist of a mix of multiple-choice and open-ended questions.

Both the final exam and the group work will be assessed based on: completeness, in-depth analysis applyng the relevant concepts and tools discussed during the course, and effective communication.

If a student refuses his/her final exam grade and wants to take the exam again in a future exam period: (1) the student must inform the professor by email within 7 days after the exam grade is published; (2) the groupwork grades are no longer part of the student’s grade, and the grade for the course will be 100% based on the final exam; and (3) the student will take the exam for students not doing the group work, including the additional readings, which is discussed below.

For students not doing the group work, the assessment will be entirely based on the final written exam (100% of the course grade), which will include multiple-choice questions and open-ended questions. Beyond the materials mentioned above, the exam for these students will cover a few additional readings, in order to guarantee equal workload and treatment between students that do and students that do not do the group work. Details on these readings will be provided on the course Blackboard page.

# The course evaluation is expressed on a 30-point scale.

***NOTES AND PREREQUISITES***

Basics of strategic management are required.

***Office hours***

Office hours will be held online. Information on office hours are available on the course Blackboard page.

**Second Module – International Business**

Prof. Daniele Cerrato

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

This course is designed to equip students with the tools and insight needed to analyze the international aspects of firm strategy, including: defining strategic approaches to competition in the international arena; entry into overseas markets, managing activities across national borders, designing organizational structures and management systems to implement international strategies. The course builds on a variety of concepts and theories drawn from Strategic Management and International Business fields.

The goal of this course is to familiarize students with:

* The strategic options available to firms competing globally and the challenges associated with implementing international business strategies;
* Concepts, frameworks and theories relevant to the management of multinational enterprises (MNEs) and international firms.

On completion of this course students will be able to:

* Understand external and internal factors affecting MNEs’ patterns of overseas expansion;
* Identify firm-specific and location-specific advantages in an international business environment;
* Apply frameworks and tools for the management and organization of MNEs;
* Develop analytical skills for assessing benefits and risks of internationalization decision, as well as a problem-solving orientation towards the challenges associated with the pursuit of internationalization strategies;
* Build and present a report that critically analyzes firm-level internationalization.

***COURSE CONTENT***

* Why do firms go international? And why multinational? Drivers of internationalization and theories of MNE
* How do firms internationalize? The process of internationalization
* The internationalization-performance relationship
* The effect of distance on international business
* Globalization of industries and international business strategies
* The global *versus* regional orientation of MNEs: Are MNEs really global? And to what extent?
* Foreign markets entry modes: export, FDI, and collaborative ventures
* Crossborder acquisitions and greenfield investments
* Organizing strategy. The evolution of multinational corporations’ organizational models
* The role of foreign subsidiaries and the headquarter-subsidiary relationship
* Emerging markets and new business opportunities.

***READING LIST[[2]](#footnote-2)***

- Teaching materials (including powerpoint presentations, papers, book chapters) provided by the instructor throughout the course.

- “International Business – CASES”, obtained from the University copy shop.

Additional suggested reading:

-C.A. Bartlett, P.W. Beamish, *Transnational Management: Text and Cases in Cross-Border Management*, Cambridge University Press, Cambridge, 2018, 8th edition.

- Optional readings will also be provided for the students who are interested in getting more in-depth exposure to a topic.

***TEACHING METHOD***

The course is structured as a mix of lectures and class discussion of assigned readings (either cases or papers). It is therefore important that students come to each class prepared to be active participants.

***ASSESSMENT METHOD AND CRITERIA***

The assessment will be based on a mix of group work and final exam, as follows:

1. Group work + presentation 30%

2. Final written exam 70%

1. The group work is aimed at fostering critical thinking and problem solving. Students develop and present in class their own analysis. Specifically, for their group project, they will choose between two options – A) industry overview and internationalization trends B) research paper, based on a systematic literature review, on a topic chosen by students within a set of themes proposed by the instructor. Guidelines on the group work will be provided on the course Blackboard page.

2. The final written exam will consist of a mix of multiple-choice and open-ended questions.

Both the final exam and the group work will be assessed based on: completeness, in-depth analysis, effective communication, and the cability to apply concepts, frameworks, and tools discussed during the course.

If a student refuses his/her final exam grade and wants to take the exam again in a future exam period: (1) the student must inform the professor by email within 7 days after the exam grade is published; (2) the groupwork grades are no longer part of the student’s grade, and the grade for the course will be 100% based on the final exam; and (3) the student will take the exam for students not doing the group work, including the additional readings, which is discussed below.

For students not doing the group work, the assessment will be entirely based on the final written exam (100% of the course grade), which will include multiple-choice questions and open-ended questions. Beyond the materials mentioned above, the exam for these students will cover a few additional readings, in order to guarantee equal workload and treatment between students that do and students that do not do the group work. Details on these readings will be provided on the course Blackboard page.

# The course evaluation is expressed on a 30-point scale.

***NOTES AND PREREQUISITES***

Basics of strategic management are required.

***Office hours***

Information on office hours are available on the instructor's personal page at <http://docenti.unicatt.it/>.

1. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-1)
2. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-2)