# Corporate Strategy and Advanced Strategic Control

Prof. Sante Maiolica-Prof. Alessandra Todisco

**Module 1 – Corporate Strategy**

Prof. Sante Maiolica

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

The course aims to:

Identify the contents of Corporate Strategy and analyse the different models for its assessment;

Identify and analyse the growth options available for businesses through a process aimed to:

1. Identify and describe internal resources, that are necessary for value creation at the Corporate level;
2. Identify the core business of a company;
3. Understand how to integrate Corporate Social Responsibility.
4. Identify the possible approaches to undertake the different growth paths
5. Distinguish between the alternatives to achieve growth in internal development, alliances, and acquisitions, identifying and analysing all the different deployment phases.

Distinguish between the different ownership and management structures, and identify their impact on the choices of Corporate Strategy.

At the end of the module, students will be able to select the most appropriate Corporate Strategy for the situation under analysis, through the application of the different methodologies they have studied. In addition, they will be able to assess the benefits and the risks associated to each strategic business development option, in relation to the characteristics of the environment inside and outside the company.

***COURSE CONTENT***

* The models for the analysis of the strategies at the corporate level.
* Business resources and income. Growth strategies and the exploitation of economies of scale, scope, and learning.
* The strategies for the diversification of production.
* Internationalisation strategies.
* Portfolio matrices.
* The integration of Corporate Social Responsibility models.
* The different ways to implement corporate strategy: organic growth *versus* external growth.
* Strategic alliances and acquisitions.
* Vertical integration strategies.
* Corporate governance choices.

***READING LIST***

The teaching material students will have to study for the final exam will include slides, readings (book chapters and articles) and case studies, that will be made available on blackboard by the lecturer.

All (and only) the teaching material and the topics discussed in class will be included in the exam.

The following textbook can help students in the preparation for the exam:

Guido Corbetta, Paolo Morosetti, *Le vie della crescita. Corporate strategy e diversificazione del business*. EGEA, 2018

***TEACHING METHOD***

The course will be based on the use of different teaching methods: frontal lectures; discussions about case studies; success stories.

In particular, the success stories will be considered as an integral part of the course content and will be evaluated during the exam.

***ASSESSMENT METHOD AND CRITERIA***

The final assessment will consist of a written exam, based on a mix of multiple-choice and open-ended questions (duration: 60 minutes), aimed to assess the students’ knowledge of the concepts and the analytical models discussed in class, as well as their ability to apply them. In particular, the assessment of the answers to the open-ended questions will be based on: their completeness and accuracy; the ability to provide coherent arguments; the use of an appropriate language; the ability to find connections, where necessary, between the different topics explained in class.

There will be no supplementary oral exams.

The final exam will determine 100% of the mark for the module.

The mark will be expressed in thirtieths.

***NOTES AND PREREQUISITES***

Students are expected to have a basic knowledge of economics and business organisation.

Information on office hours available on the teacher's personal page at http://docenti.unicatt.it/.

**Module 2 – Strategic Control**

## Prof. ALESSANDRA TODISCO

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

The course aims to explore the design and functioning of management planning and control systems, with a focus on performance measurement systems.

It is addressed to a non-specialist audience.

Thanks to the use of case studies, students will be put in front of problems that need to be solved (problem-solving). Through an ex-post rationalisation, they will be able to understand the phenomena and the practical implications of the functioning of business control systems and the systems for the assessment of managerial performances.

At the end of the course, students will be able to:

* Recognise the features of the structure of a control system.
* Identify the variables for the design of the control process.
* Plan a system of outcome measures to support the directing function of management.
* Provide an assessment of business performances in relation to the forecasts and the strategy.

***COURSE CONTENT***

The course will be divided into three parts:

* the infrastructure of control systems: economic responsibility centres and Key Performance Indicators.
* the control process: strategic planning, operational planning, and budgeting;
* the management performance assessment and the incentives.

***READING LIST***

K. Merchant – W. Van Der Steede- L. Zoni, *Sistemi di Controllo di Gestione. Misurazione delle performance, valutazione e incentivi,* Pearson, Milan, 2013.

Further teaching material (case studies, readings, and articles) will be made available on blackboard by the lecturer.

For further information:

Sistemi di Controllo 15/ed – *Analisi economiche per le decisioni aziendali*, Robert N. Anthony, David F. Hawkins, Diego M. Macrì, Kenneth A. Merchant (McGraw-Hill, 2021).

*Programmazione e Controllo*, Arcari A. (McGraw-Hill, 2016).

***TEACHING METHOD***

The course will be developed through theoretical lectures, the analysis and discussion of case studies, and success stories.

In particular, the success stories will be considered as an integral part of the course content and will be evaluated during the exam.

***ASSESSMENT METHOD AND CRITERIA***

Written exam.

The exam will have a duration of 75 minutes; it will include qualitative-quantitative open-ended questions, multiple-choice questions, qualitative-quantitative closed-ended questions, and a numerical exercise. The test is aimed to assess the knowledge of the topics included in the course content, and the ability to apply them. The assessment of the answers to the open-ended questions will be based on: their completeness and accuracy, the ability to provide coherent arguments, the use of an appropriate language, and the ability to find connections, where necessary, between the different topics explained in class.

The students who carry out the 3 assignments proposed during the course and get at least 7 points out of 10, exclusively on the official exam dates in December 2022 and January/February 2023, will not have to do the numerical exercise during the exam. Further instructions on the assignments will be made available on Blackboard.

The mark will be expressed in thirtieths.

There will be no supplementary oral exams.

***NOTES AND PREREQUISITES***

Students are expected to have a basic knowledge of general and management accounting.

Information on office hours available on the teacher's personal page at http://docenti.unicatt.it/.