**Business Strategy**

## Prof. Fabio Antoldi

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

The course focuses on the analysis, evaluation and formulation of business-level strategies and has three main objectives:

- know and understand the main models and theories developed for the strategic governance of companies;

- apply these models and theories in the study of concrete business cases;

- independently judge which entrepreneurial formula will have the greatest chance of success in different sectoral contexts.

At the end of the course, students will be able to analyse the competitive strategies of companies, identify the key factors of competitive advantage on the markets, and independently develop a successful business formula.

***COURSE CONTENT***

The course covers the following topics:

- The concept of strategy.

- Analysis of the competitive system.

- Analysis of the sources of competitive advantage: resources and skills.

- The basic competitive strategies.

- The role of innovation in building competitive advantage.

- The competitive strategy in different sectoral contexts.

- The strategic planning process.

***READING LIST***

The single reference text for the course is the following: R.M. Grant, *Analisi strategica per le decisioni aziendali,* Il Mulino, Bologna, 2020. Students will have to base their preparation on both the lectures and the study of this manual (except chapters 7 and 8).

Other (non-compulsory) in-depth readings may be indicated from time to time during lectures and, where possible, made available on the Blackboard platform.

***TEACHING METHOD***

The course involves the use of different teaching methods. For those attending lectures, there will be discussions of business cases in addition to lectures. Entrepreneurs and managers will be invited to the course to contribute their testimonies, and so enrich the analytical skills and critical spirit of students.

The detailed programme, which also contains the detailed calendar and all the teaching materials used in the course (lecturer's slides, readings, cases, videos, etc.) will be made available on the Blackboard platform.

#### ASSESSMENT METHOD AND CRITERIA

A final written exam.

There are two different exam methods, depending on whether the student chooses to attend lectures or not.

Students who regularly attend the course will have the opportunity - solely during the first exam session - to take a written test, including a test part (multiple choice questions) and two open-ended questions (with defined spaces), which will focus exclusively on the topics covered and the teaching materials analysed during the sessions.

For non-attending students, the exam will take the form of eight open-ended questions (with defined spaces) and will focus on the contents of the programme and the entire textbook.

When assessing the open-ended answers, attention will be paid to the student's ability to draw links between the various topics covered, using appropriate language and developing critical thinking.

The final course assessment will be marked out of thirty.

***NOTES AND PREREQUISITES***

To successfully attend the Business Strategy course, students are required to already possess a basic knowledge of business, in particular that covered in the courses on marketing, business organisation and management control.

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