# Business Policy and Strategy

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***Text under revision. Not yet approved by academic staff.***

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

The course aims to:

– Explore the role and tools of Strategy on a Corporate level within company management;

– Provide methods of analysis, diagnostic tools and defining processes for Corporate Strategy;

– Teach the best growth drivers for companies in different competitive contexts and for different stakeholders;

– Provide tools and methods for formulating innovative strategies, explore techniques and methodologies suitable for drawing up a business plan aimed at developing a new business venture or developing a new product/innovation;

– Analyse the characteristics and the formulation process of corporate strategy;

– Teach students how to translate corporate strategy into a strategic plan and measure its effectiveness.

At the end of the course, students will have learned the main theories of strategic formulation and will have tested methodology regarding the formulation, development and measurement of effective innovative strategies.

Students will be able to:

– Interpret a company growth strategy;

– Measure and predict the effects;

– Compare different competitive contexts and different growth strategies;

– Recognise and understand what a business model is and the main elements to analyse it;

– Create the main steps towards formulating a strategy (business planning);

– Recognise and understand how to assess the appeal of a market and how to design a consistent value proposition;

– Recognise, understand and know how to apply techniques for making an economic, financial plan;

– Construct and communicate a strategic plan proposal.

Course activities:

The course alternates frontal lectures, online activities (video lectures) with remote learning (webinars and live feedback).

All the course activities, be they in person, online and remote, are compulsory and fundamental. Students are required to study the topics presented in the video-lectures as well as the material for further study.

Students’ participation in the webinars and feedback is important for the learning process.

The nature and characteristics of the subject makes the analysis of corporate cases necessary in order to make the learning effective. The cases will mainly be analysed during lectures, but preliminary reading and preparation will be required so that students can fully participate in the active teaching. The cases are not specifically part of the examination but rather a cognitive asset and should supplement students’ answers.

***COURSE CONTENT***

The course is organised into six learning modules (each one involves lecture activities, recorded video-lectures; practical examples, corporate cases, group work and exercises).

Module 1: *Introduction*

– Aim: Understand the language, the scope of action and typical tools of corporate strategy.

Module 2*: Portfolio strategies: growth and non-growth. Internationalisation strategy*

– Aim: learn the fundamental concepts for the analysis and creation of growth strategy, with particular reference to international and global growth and restructuring and turnaround strategies.

Module 3: *Organic growth: growth through external channels*

– Aim: Assess and interpret the drivers of organic growth and diversification through external channels.

Module 4: *Innovative strategies and internal business development*

– Aim: learn the tools for developing innovative strategies and managing innovation. Identify the modalities of development of internal business.

Module 5:  *Creating an innovative business plan*

– Aim: learn the fundamental tools for creating a strategic development plan. Identify the content of the plan, the recipients and the expectations of the different corporate stakeholders.

ModulE 6:  *Creating strategy and a strategic plan. Acquiring the necessary resources*

– Aim: be equipped with tools for creating a strategic plan; understand the financial and managerial resources needed for the development of the strategic plan

***READING LIST***

compulsory reading

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

Additional text of study recommended

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

At the beginning of the course the tutor will post material on Blackboard, and provide information about any other necessary material.

***TEACHING METHOD***

The course is a blended learning format, it will include frontal lectures (50% theory frontal lectures and group work/exercises) and remote learning (50%). The remote part of the course includes video lectures (asynchronous), exercise webinars and live feedback (synchronous, via webconferences). The theory frontal lectures will also be accompanied by group work/exercises. Remote learning involves the students watching video-lectures (both by tutors and external figures), the material for further study, completing assigned tasks (mainly concerning the group work/exercises following the course modules), completing tests and activities.

***ASSESSMENT METHOD AND CRITERIA***

*A) ongoing assessment*

For students who opt for ongoing assessment: 50% of the assessment will be based on two tests (a written test in class which counts for 30% of the overall mark, and a group test, on the business planning work covered in the second module, which counts for 20% of the overall mark) set during the course, the procedures, content and timeframe will be posted on the course student area of Blackboard; the remaining 50% of the overall assessment will be based on a final written test. In order to be eligible to sit the final test students must pass the tests set during the course. Students must pass the final test (and take it in only one of the 3 examination sessions after completing the course) in order to pass the examination. Students must obtain a minimum mark of 18/30 in the ongoing assessment tests; the final mark will be achieved by calculating the average mark tests.

*B) unified summative assessment*

For students who opt for unified assessment, the examination will consist of a written examination on the whole course.

There will not be an oral examination.

Should the tutor have any doubts concerning the written tests, the tutor has the right to check students’ knowledge by asking questions orally. Candidates will be notified of this when the results of the written examination are announced. Candidates refusing to take part in an oral interview will lose their mark for the written test.

The criteria for assessment is based on students’ knowledge of course content, their ability to apply said knowledge and critically appraise it, their ability to make connections between theoretical content and practical application as well as their ability to form independent opinions and express them effectively.

A pass mark is awarded to candidates who demonstrate only superficial knowledge of the course content, whose presentation is simple, who are unsure about applying theoretical concepts and subject tools and methodologies. Top marks (with honours) is awarded to candidates who demonstrate complete, in-depth knowledge, who are able to use the right tools in a proper fashion and who are able to make intra-disciplinary connections supported by fully confident presentation.

***NOTES AND PREREQUISITES***

*Prerequisites*

Students should be in possession of the basic concepts of Strategy (from the Bachelor’s Degree Course, Grant textbook), in Business Economics, know the terminology and principles regarding the creation of company balance sheet as well as notions concerning Planning Control (particularly in reference to costs analysis).

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.