



Name	STRATEGIC MANAGEMENT AND INNOVATION
Component Modules	
Subject area	SECS-P/07
Academic year and semester	2nd year, 2nd semester
Language of instruction	English
ECTS	6
Number of hours of lectures	36
Teachers	
Expected learning outcomes	<p>At the end of the course, the student will have acquired the basic knowledge necessary to analyze, interpret and propose solutions regarding the main strategic business problems. In particular, the student will have acquired knowledge of the elements concerning: the concept of strategy, the analysis of the structure of the sector, the formation of competitive advantage and basic competitive strategies, the role of resources and skills, the sustainability of competitive advantage, the role of strategic innovation processes and the analysis of evolutionary dynamics and comparison within the sector.</p> <p>Through the theoretical notions acquired, the student will be able to apply the acquired knowledge to the specific situations under analysis. The course allows students to apply the knowledge to formulate strategic plans for business change, sector analyses aimed at assessing the attractiveness of businesses as well as innovative and sustainable competitive positioning projects.</p> <p>At the end of the course, the student will be able to independently make judgments regarding the choices of strategy and sustainability of the competitive advantage of specific companies. The student will also be able to analyze and interpret the main dynamics within a certain sector. The student will develop communication skills related to the presentation of models of strategic analysis.</p>
Syllabus	<p>The course mainly deals with strategic management issues at the level of "business strategy". The program is divided into three modules.</p> <p>Part I: Basic concepts of strategy.</p> <ul style="list-style-type: none"> - The concept of strategy - Strategy, Resources & Activities - Corporate Strategy Levels Vs. Business Strategy <p>Part II: Strategic Analysis Tools at the Business Level</p> <ul style="list-style-type: none"> - Sectors, the supply chain and strategic groupings - Basic Competitive Strategies - Building the Cost Advantage - Building the Differentiation Advantage - The Defensibility of Competitive Advantage <p>Part III: Evaluation of the strategy</p> <ul style="list-style-type: none"> - Industry dynamics and strategic change - Analysis of results and evaluation of the strategy - The Strategic Vector Assessment
Teaching and learning methods	<p>Teaching is mainly delivered through lectures. In addition to lectures, the course also involves a number of hours of interactive teaching (at least one hour for each ECTS). By focusing on the discussion of specific case studies of real companies, the course will allow students to learn methodologies and tools in an active way.</p>
Evaluation methods	<p>The course provides different methods and criteria for assessing learning depending on whether the student decides to actively attend the course or not to attend. Only attending students, in fact, will have the opportunity to actively discuss during classes the business cases under study, while non-attending students are required to acquire autonomously the ability to apply the contents and models of strategic analysis covered by the syllabus to business examples of their choice.</p> <p><u>Attending students</u> Mid-term written exam and final oral exam.</p>



	<p>The written mid-term test lasts 70 minutes and consists of 31 multiple-choice questions (each valid for 1 point) on the contents covered during the course (including the business cases discussed in the lessons). The multiple-choice questions pertain to parts I and II and are mainly aimed at assessing the degree of knowledge of students on the issues of analysis of competitive positioning choices.</p> <p>The final oral exam will focus on the topics covered in Part III and aims to probe the students' ability to evaluate the strategy in place and the paths of change of the strategic vector.</p> <p><u>Non-attending students</u> Oral exam The oral exam consists of 4 open questions on the entire program. In the oral exam, students must demonstrate their knowledge and understanding of the main models of strategic analysis addressed in the course and in particular: the concept of business strategy, the system of resources-activities, the levels of strategy, the declination of business results in the different components (competitive, economic-financial, social), the analysis of sectors, strategic groupings, competitive advantage of cost and differentiation, the choices of focus and evaluation of the competitive environment, models of analysis and evaluation of the strategy and its results, to interpret models of strategic innovation and to be able to evaluate models of change in the sector and dynamics between competitive players (entry, attack, defense strategies). Students are also required to demonstrate analytical skills and autonomy of judgment, and be able to apply analysis models and theoretical notions to business examples so that they can master the contents covered by the course in a way that is not only theoretical.</p>
Assessment methods	<p>The assessment of learning involves the assignment of a final grade expressed in thirtieths.</p> <p><u>Attending students:</u> The written mid-term test is marked out of 31. Those who get a score higher than 17 in the intermediate written test will be able to access the final oral exam. The oral exam receives a mark of -2 to + 3 points depending on the level of preparation demonstrated. The final grade will be given by the algebraic sum of the results of the intermediate written test and the final oral exam.</p> <p><u>Non-attending students:</u> The grade is expressed in thirtieths and takes into account the clarity of exposition and the propriety of language demonstrated. Honours can be awarded to non-attending students who demonstrate excellence in understanding theoretical notions and who demonstrate a full ability to apply these notions to business cases and specific and concrete business situations. For the purpose of determining the grade of the oral exam, all the questions have the same weight.</p>
Prerequisites	<p>There are no prerequisites. However, it is advisable to acquire prior knowledge of Business Administration and Management.</p>
Teaching materials	<p><u>Attending students:</u> R. GRANT, Contemporary Strategy Analysis and Cases: Text and Cases, Wiley, 9th edition (chapter 1, 2, 3, 4, 5, 6, 7, 8, 13) The Food Truck Challenge." Harvard Business Publishing - Online Exercise. 7201-HTM-ENG Supplementary teaching materials provided by the professors, such as slides and notes.</p> <p><u>Non-attending students:</u> R. GRANT, Contemporary Strategy Analysis and Cases: Text and Cases, Wiley, 9th edition (chapters from 1 to 13)</p>