



Name	STRATEGIC MANAGEMENT AND INNOVATION
Component Modules	
Subject area	ECON-06/A
Academic year and semester	2nd year, 2nd semester
Language of instruction	English
ECTS	6 CFU
Number of hours of total assisted teaching activities divided between DE and DI	42 hours, of which: - 36 hours (DE); - 6 hours (DI).
Teachers	Course coordinator: Prof. Antonello Garzoni - Prof. Antonello Garzoni, 4CFU – Sections 1 and 2. - Prof. Andrea Roberto Bifulco, 2 CFU – Section 3.
Expected learning outcomes	The course aims to develop students' abilities of analysis, diagnosis and problem-solving in the field of strategic management for industrial and service companies. At the end of the course, the student will have acquired fundamental knowledge for analyzing, interpreting and proposing solutions to the main strategic challenges faced by organizations. In particular, the student will understand key concepts such as corporate and business strategy, industry structure analysis, the resource-based view of the firm, the formation of competitive advantage, and competitive strategies, with further attention to the role of corporate strategic decisions and competitive dynamics. The course will also introduce basic principles of innovation management and business model innovation, highlighting how innovation can support strategic renewal and organizational competitiveness. Through the frameworks and tools presented, the student will be able to apply knowledge to case studies and real business contexts, and will be able to formulate strategic plans, conduct industry analyses, and propose solutions for innovative and effective competitive positioning. The student will develop the ability to make independent judgments regarding strategic choices and to communicate the results of strategic and innovation analysis effectively.
Syllabus	The course mainly deals with strategic management issues at the "business area" level (business strategy). The program is divided into three sections. ● The first section (basic concepts of strategy) defines the concept of strategy and the application levels of strategic choices (corporate vs. business strategy). The main elements of a successful business formula are also identified, clarifying the relationships between strategy and results (competitive, economic, social). ● The second section (strategic analysis tools at business level) focuses on the analysis of the ways in which companies can be successful in individual business areas: the analysis of the industry structure, the analysis of strategic groups, the formation of the competitive advantage (cost,



	differentiation) the choices of focus and the evaluation of the competitive sphere. ● The third section (innovation and strategic renewal) examines how organizations adapt and transform in response to technological change, market shifts, and new forms of competition. Key topics include innovation management, business model innovation, and the strategic challenges faced by both established companies and new ventures. The section integrates theoretical frameworks with practical cases and experiences.
Teaching and learning methods	Section I: Basic concepts of strategy Face to face hours: 12 (DE) N. 1 seminar of 2 hours (DI) Section II: Strategic analysis tools at business level Face to face hours: 12 (DE) N. 1 workshop of 2 hours (DI) Section III: Innovation and strategic renewal Face to face hours: 12 (DE) N. 1 project activity/coaching of 2 hours (DI)
Evaluation methods	Attending students: ● Intermediate written exam. The intermediate written exam consists of 25 multiple choice questions and 1 open question. In the intermediate written exam, students must demonstrate knowledge and understanding of the main strategic analysis models addressed during the course and in particular: business strategy concept, the connection between strategy and performance, the necessary resources and competences for strategy development, industry analysis and industry dynamics, the competitive advantage. ● Final oral exam. The oral exam consists of open questions on the Section III program. In the oral test, students must demonstrate knowledge and understanding of the main strategic analysis models addressed during the course and in particular: role of resources and skills in the sustainability of the competitive advantage and in the processes of strategic innovation, first-mover advantage and main dynamics of comparison within the sectors. Students are also required to demonstrate, with analytical skills and independent judgment, to apply analysis models and theoretical notions to business examples, in order to master the contents in a not only theoretical way. ● Attending students can perform a groupwork that will be separately evaluated and will give +1 or +2 integration to the overall assessment. Non attending students: Oral exam. The oral exam consists of open questions on the whole program. In the oral test, students must demonstrate knowledge and understanding of the main strategic analysis models addressed during the course and in particular: business strategy concept, the business system, the levels of the strategy, the declination of the business results in the various components (competitive, economic-financial, social), industry analysis, strategic groupings, competitive advantage in terms of cost and differentiation, activity-resources-system skills applied to the sustainability of the competitive advantage, to interpret strategic innovation models and to know how to evaluate industry change models and dynamics between



	competitive actors. Students are also required to demonstrate, with analytical skills and independent judgment, to apply analysis models and theoretical notions to business examples, in order to master the contents in a not only theoretical way.
Assessment methods	The evaluation is expressed in 30 out of 30s. Attending students: ● Intermediate written exam has an evaluation weight of 50% on the final grade ● Final oral exam has an evaluation weight of 50% on the final grade ● Groupwork gives +1 of +2 integration to the overall assessment Non attending students: Oral exam has an evaluation weight of 100% on the final grade. The evaluation takes into account the clarity of explanation and the ownership of language demonstrated. Laude (31) can be attributed to those who demonstrate excellence in understanding theoretical notions and who demonstrate a full application capacity of these notions to specific and concrete business cases and business situations.
Prerequisites	No prerequisites. In order to make effective participation in the course, it's necessary that the student possesses a propensity aimed at getting to know the conceptual tools necessary to deal with the rigorous method and with a critical spirit the complex and dynamic reality of companies.
Teaching materials	<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) <u>Non-attending students:</u> R. GRANT, Contemporary Strategy Analysis and Cases: Text and Cases, Wiley, 9th edition (chapters from 1 to 13)