Syllabus

Course Description

Course Title	Strategic Management
Course Code	27364
Course Title Additional	
Scientific-Disciplinary Sector	ECON-07/A
Language	Italian
Degree Course	Bachelor in Economics and Management
Other Degree Courses (Loaned)	
Lecturers	Prof. Alessandro Narduzzo, Alessandro.Narduzzo@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/5125
Teaching Assistant	
Semester	Second semester
Course Year/s	2
CP	6
Teaching Hours	36
Lab Hours	18
Individual Study Hours	-
Planned Office Hours	-
Contents Summary	The course introduces students to the analysis and decision-making processes involved in strategic behaviour within organisations. The subject is approached from a process-oriented perspective, with particular emphasis on the decision-making processes that shape a company's strategy. In terms of content, the course analyses strategy both as an outcome and as a managerial process. In particular, the course covers the following topics: Basic concepts and approaches to business strategy. Strategy formulation. Strategy, the firm and the competitive environment. Resources and capabilities. Business strategies and business

	models. Diversification and vertical integration strategies. The practice of strategy.
Course Topics	(A) Business strategy. Approaches. Basic concepts. Issues. Contents: Common and distinctive features of definitions of strategy, with reference to various contemporary approaches. Tools: Strategy as a tool for managing uncertainty. (B) Strategy formulation. Contents: From formulation to the development of strategy. Analysis of the strategic process. Development of deliberate strategies. Development of emerging strategies. Tools: The Plan. The Business Model. (C) Strategy, the firm and the environment. Contents: Strategies as the relationship between the firm and its external environment. Tools: Environmental analysis. SWOT. Scenario planning. (D) Analysis of the competitive system. Contents: Industry analysis. Strategic groupings. Market segments. Tools: Competitive forces model. (E) Resources and capabilities Contents: Resources. Capabilities. Dynamic capabilities. Path-dependency Tools: VRIO test; Value chain. Activity system. (F) Business strategies and business models Contents: Sources of competitive advantage. Competitive strategies. Strategies and blue oceans. Business models. Tools: Strategic framework. Business Model Canvas. (G) Integration and Diversification Strategies Contents: Strategic development directions. Diversification. Vertical integration. Tools: Ansoff Matrix. Supply chain. Value system. (H) Strategic Governance Contents: Strategy formulation and implementation. Strategic change and resistance. Tools: Issue selling, Hypothesis testing, Business case.
Keywords	business strategy, strategic process, competitive advantage, resource, dynamic capabilities, sustainability, uncertainty, complexity
Recommended Prerequisites	no one
Propaedeutic Courses	no one
Teaching Format	The module comprises interactive lectures devoted to the presentation and discussion of models, theories and case studies. Active participation in the analysis and discussion of case studies requires students to read the assigned material in advance.
Mandatory Attendance	Attendance is recommended but not compulsory
Specific Educational	Intended Learning Outcomes (ILOs)

Objectives and Learning Outcomes	ILO 1 Knowledge and understanding 1.1 Knowledge of management and organisational objectives, plans and functions 1.2 Knowledge of business decision-making methods and strategic management 1.3 Knowledge of concepts and models for decision-making regarding new product launches, pricing, distribution channels and (digital) communication tools 1.4 Understanding of social responsibility, consumer protection and sustainable marketing 1.5 Knowledge of concepts, models and tools for critically analysing business strategies and corporate strategies 1.6 Understanding of various management theories and organisational behaviour, and their relevance to different businesses and economic-productive contexts 1.7 In-depth knowledge of international marketing, the management of multinational enterprises, consumer behaviour analysis or the management of operational and technical functions 1.8 In-depth knowledge and understanding of management control 1.9 Knowledge of the mechanisms underlying effective communication of theoretical and empirical business topics in three languages: Italian, German and English. 1.10 Knowledge of the mechanisms underlying effective communication of theoretical and empirical business topics in three languages: Italian, German and English. ILO 2 Ability to apply knowledge and understanding 2.1 Ability to recognise and analyse the evolution of business structures and the development of organisational forms 2.2 Ability to apply management principles, theoretical models and empirical analysis tools appropriately to complex problems in typical managerial situations 2.3 Ability to formulate strategies and identify the critical phases of implementing a competitive strategy 2.4 Ability to apply appropriate analytical tools and models to evaluate strategic choices and strategies implemented by companies 2.5 Ability to communicate the results of strategic analyses carried out in accordance with international professional standards in three languages: Italian, German and English ILO 3 Independent judgement

	3.1 Ability to identify the most significant issues in complex decision-making situations 3.2 Ability to conduct a critical analysis of the facts and situations to be addressed ILO 4. Learning ability 4.1 Source the information required to keep abreast of developments in both the general and specialised fields 4.2 Analyse, critically evaluate and integrate data, information and future experiences, including through the use of advanced software
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	Written exam (closed book and without aids), consisting of: a) multiple choice questions (40% of the grade) to test knowledge and understanding of concepts, theories, models, and tools (ILO1); b) open questions (60 % of the grade) to assess communication skills (ILO3), the ability to transfer and apply knowledge to new problems (ILO2).
Evaluation Criteria	The criterion for assessing multiple-choice questions (assessment component a) is precise knowledge of concepts, theories, and models (ILO1). Criteria for the assessment of open questions (assessment 2) are clarity of answers (ILO3), correct use and application of concepts and models (ILO2), ability to summarise, develop consistent arguments, and make connections between topics (ILO3).
Required Readings	Richard Whittington, Duncan Angwin, Patrick Regnér, Gerry Johnson, Kevan Scholes, Andrea Paci. 2025. (13/Ed). Strategia. Exploring Strategy. Pearson. Capitoli: 1, 2, 3, 4, 5, 7, 8, 9, 14, 17 e Appendice I, II, e III. Snowden, D.J. and Boone, M.E., 2007. A leader's framework for decision making. Harvard business review, 85(11), p.68: https://pablopernot.fr/pdf/Cynefin-Mary-Boone.pdf
Supplementary Readings	Available on the course Team

Further Information	
Sustainable Development Goals (SDGs)	Industry, innovation and infrastructure, Partnerships fot the goals, Responsible consumption and production