Syllabus

Course Description

Course Title	Marketing and Strategic Management
Course Code	27329
Course Title Additional	
Scientific-Disciplinary Sector	NN
Language	German; 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 Dr. Thomas Aichner, Thomas.Aichner1@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/36507
Teaching Assistant	
Semester	All semesters
Course Year/s	2
CP	12
Teaching Hours	36+36
Lab Hours	18+18
Individual Study Hours	-
Planned Office Hours	18+18
Contents Summary	M1: The course Marketing (M1) deals with fundamental concepts such as market research, consumer behaviour and strategic marketing. It also covers topics such as product development, pricing strategies and communication/advertising. The course places a special focus on practical skills and uses numerous practical examples and case studies - both international and from South Tyrol - to apply theoretical knowledge in real-life scenarios.

	In this way, students should acquire a solid knowledge to better understand and influence market dynamics. M2: The course introduces students to the analysis and decision-making of strategic behaviour in companies. This topic will be This topic is approached from a process perspective, focussing on the decision-making processes that determine a company's strategy. From a content perspective, the course analyses strategy both as an outcome and as a management process. In particular, the course will the following topics: Basic concepts and approaches to corporate strategy. The emergence of strategy. Strategy, the company and the competitive environment. Resources and expertise. Corporate strategies and business models. Strategy of diversification and vertical integration. The practice of strategy.
Course Topics	Introduction to marketing, market research, consumer behaviour, business strategy, sources of competitive advantage, strategic planning and strategic marketing.
Keywords	Decision making, strategy, uncertainty, marketing, strategic process, bounded rationality, cognitive bias, consumer behaviour, market research, diversification, differentiation, pricing.
Recommended Prerequisites	
Propaedeutic Courses	
Teaching Format	Frontal lectures, case studies, expert presentations.
Mandatory Attendance	Attendance is not compulsory but recommended
Specific Educational Objectives and Learning Outcomes	Knowledge and understanding Area: Understanding corporate management Knowledge of business and organisational models Knowledge of management and target agreements, plans and organisational functions Knowledge of methods of corporate decision-making and strategic management Knowledge of decision-making concepts and models for the introduction of new products, pricing, distribution channels and

	(digital) means of communication Understanding of social responsibility, consumer protection, sustainable marketing Knowledge of concepts, models and tools for critically analysing business and corporate strategies Understanding of various management theories and organisational behaviour and their significance in the context of different businesses and different business-economic contexts In-depth knowledge in the areas of international marketing, management of multinational companies, analysis of consumer behaviour or management of operational and technical functions In-depth knowledge and understanding of management control Knowledge of the underlying mechanisms for effective communication of theoretical and empirical business topics in three languages: Italian, German and English Ability to apply knowledge and understanding Area: Understanding business management be able to recognise and analyse the development of corporate structures and the evolution of organisational forms be able to correctly apply management principles and theoretical models as well as empirical analysis tools to complex problems in typical management situations in the appropriate context be able to apply appropriate concepts, models, tools and techniques to analyse markets, market strategies, programmes and activities in teamwork and communicate research results in accordance with international professional standards in three languages: Italian, German and English be able to formulate strategies and identify critical steps in the implementation of a competitive strategy be able to apply appropriate analytical tools and models to evaluate the strategic choices and strategies adopted by companies be able to apply the specific tools of auditing in different contexts of business reality be able to communicate the results of strategic analyses prepared according to international professional standards in three languages: Italian, German and English Making judgements recognise the most important problems in complex decision-

	making situations critically analyse the facts and the situations to be dealt with select the most appropriate quantitative and qualitative methods of analysis Learning skills Obtain information to update the constantly changing general and specific reference context critically analyse and integrate data, information and future experiences, also using advanced software
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	In order to pass the examination, a sufficient grade is required in both modules (M1 and M2). The final grade is the average of the grades achieved in both modules (M1 and M2). A close failure in one module (e.g. 16-17/30) can be compensated by a better grade in the other module. It is possible to pass both modules in three different sessions within the same academic year. Afterwards, the positive grade in one of the two modules becomes invalid. M1: The assessment is based on the following elements: Intermediate examinations (60%): There will be two mid-term examinations, each lasting 45 minutes, on specific questions related to the topics discussed. Final written examination (40 %): Duration: 60 minutes on specific and case-based questions. M2: Written exam (without aids), consisting of: 1. multiple choice questions to test knowledge and understanding of concepts, theories, models and tools (40%); 2. open questions to assess communication skills, the ability to transfer and apply knowledge to new problems (60 %)
Evaluation Criteria	M1: Intermediate tests (60 %) - Correctness and completeness of the answers; correct selection in the multiple-choice section Final written exam (40 %)

	- Correctness and completeness of the answers; correct selection in the multiple-choice section - Focus on answering the question M2: The criterion for the assessment of multiple-choice questions (assessment 1) is precise knowledge of concepts, theories and models. Criteria for the assessment of open questions (assessment 2) are clarity of answers, correct use and application of concepts and models, ability to summarise, develop consistent arguments and make connections between topics.
Required Readings	Look at the compulsory readings selected for Module 1 and Module 2 .
Supplementary Readings	
Further Information	
Sustainable Development Goals (SDGs)	Industry, innovation and infrastructure, Partnerships fot the goals, Responsible consumption and production

Course Module

Course Constituent Title	Marketing
Course Code	27329A
Scientific-Disciplinary Sector	ECON-07/A
Language	German
Lecturers	Dr. Thomas Aichner, Thomas.Aichner1@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/36507
Teaching Assistant	
Semester	First semester
CP	6
Responsible Lecturer	
Teaching Hours	36
Lab Hours	18

Individual Study Hours	
Planned Office Hours	18
Contents Summary	The marketing course (M1) introduces students to fundamental marketing concepts such as market research, consumer behavior, and strategic marketing. It also covers key areas including product development, pricing strategies, and promotion. The module emphasizes practical skills through several case studies (both international and from South Tyrol) to apply theoretical knowledge in real-world scenarios. By the end, students gain a solid foundation to understand and influence market dynamics effectively.
Course Topics	(A) Basics • Definition and characteristics of marketing • Specifics of consumer, industrial, services, retail and nonprofit marketing (B) Marketing strategy • Meaning and types • Market segmentation and targeting • Use of strategic analysis tools (C) Marketing research • Functions of marketing research • Methods of marketing research (processes, procedures, instruments) (D) Product policy • Process of product management • Decisions of product planning • Assortment, brands, packaging, service (E) Pricing policy • Process of price setting • Pricing strategies • Static price management • Dynamic price management (F) Communication policy • Process of communication planning • Advertising, sales promotion, social media (G) Consumer behavior • Relevance and particularities of consumer behavior • Purchasing decisions of consumers and organizations • Mental constructs of consumer behavior

	• Types of purchase decisions
Teaching Format	Frontal lectures, case studies, expert presentations
Required Readings	Bruhn, M. (2024) Marketing: Grundlagen für Studium und Praxis. Wiesbaden, Germany: Springer Gabler. Walsh, G., Deseniss, A. and Kilian, T. (2020) Marketing: Eine Einführung auf der Grundlage von Case Studies. Wiesbaden, Germany: Springer Gabler. All slides published in the reserve collections.
Supplementary Readings	Aichner, T. (2023) Serving the Customer: The Role of Selling and Sales. Wiesbaden, Germany: Springer. Aichner, T. and Salvador, F. (2023) Mass Customization and Customer Centricity. Cham, Switzerland: Palgrave Macmillan. Swoboda, B. and Schramm-Klein, H. (2025) Käuferverhalten: Grundlagen – Perspektiven – Anwendungen. Wiesbaden, Germany: Springer Gabler. Kotler, P., Armstrong, G. and Balasubramanian, S. (2023) Principles of Marketing. New York, USA: Pearson.

Course Module

Course Constituent Title	Strategic Management
Course Code	27329B
Scientific-Disciplinary Sector	ECON-07/A
Language	Italian
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
CP	6
Responsible Lecturer	
Teaching Hours	36
Lab Hours	18
Individual Study Hours	
Planned Office Hours	18
Contents Summary	The course introduces students to the analysis and decision-making of strategic behavior in firms. This matter is approached from a process perspective, with particular emphasis on the decision- making processes that shape a firm's strategy. From a content perspective, the course analyzes the strategy both as an outcome and as a managerial process. In particular, the course covers the following topics: Basic concepts and approaches to business strategies. The formation of the strategy. Strategy, firm, and the competitive environment. Resources and competence. Business strategies and business models. Diversification and vertical integration strategy. The practice of strategy.
Course Topics	(A) The business strategy. Approaches. Basic concepts. Problems. Contents: Strategy, objectives, vision, planning: definitions, common and distinctive elements according to contemporary approaches to strategic management. Tools: Strategy as a tool for managing complexity. (B) The formation of the strategy Contents: From strategy formulation to strategy formation. Deliberate and emergent strategies. Tools: Plans. Business model. Business idea. (C) Strategy, firm, and the environment Contents: Strategies such a conceptual interface between the firm and its external environment. Tools: SWOT analysis. Scenario planning. (D) Competitive systems Contents: Sector analysis. Industry dynamics. Competitors and markets.

	Tools: Analysis of the competitive forces. SWOT. (E) Resources and competence Contents: Resources. Competence. Dynamic capabilities. Path dependencies. Tools: VRIO Test. Value chain. Activity system. (F) Business strategies and business models Contents: Generic competitive strategies. Interactive strategies. Tools: Blue Ocean strategy canvas. Business model canvas. (G) Diversification and vertical integration strategy Contents: Direttrici strategiche di sviluppo. Diversification. Vertical Integration. Tools: Ansoff's Matrix. (H) The practice of strategy Contents: Strategising. Strategy methodology. Strategic change and resistance. Tools: Issue selling, Hypothesis testing, Business case.
Teaching Format	Frontal lectures with intense interaction, exercises, projects. Students are expected to read in advance cases and other materials to participate to the class discussions.
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	