

Corporate Strategy (2 ECTS)

Introduction

This course deals with how companies can create value across multiple, different businesses. It builds upon the core concepts learned in the Competitive Strategy course to understand how a firm can move from having a “Competitive Advantage” to developing a “Corporate Advantage.”

Objectives

The objective of this course is to help participants identify the various options for growth that are available and, even more importantly, to help them think about the advantages and disadvantages of each of these options so as to be able to make the right trade-offs when making real decisions on these issues. The course will help participants think and discuss the implementation issues associated with the considered growth strategies.

Content

We will tackle the following questions, which are crucial to understand the strategic fundamentals underpinning profitable growth:

- What businesses and markets should a company be in or exit? Which businesses should it prioritize?
- How to select the best pathway to follow when pursuing growth opportunities? What are the benefits of organic growth? When should a company acquire or ally with another company?
- How to create value in M&As and in alliances?
- How should we manage a multi-businesses company? What organizational

Evaluation

SE2 (Presentation of course project): 50%

SE4 (Class participation): 50%

The project of this course is a field study that allows to apply the concepts and frameworks that we are using to a company of your choice, analyzing the different elements of its corporate growth strategy.

The main growth options that the company follows or could follow should be detailed to then assess the strategy on the basis of analysis and offer future recommendations. The format should be that of a consulting-type presentation (specifics below).

When selecting the company to study, it is important to keep in mind having accessible information: having internal access can help, but it is not essential as long as public information is available.

A good presentation is one that (1) assesses the situation analyzed taking into account the concepts worked on in the course that are relevant to the specific case, (2) suggests future perspectives and offers recommendations, and (3) is well structured and follows a coherent flow. Logical reasoning is essential and, while it is preferable to be supported by quantitative data, having these is not absolutely essential. A mainly descriptive presentation based on a superficial analysis or inadequately structured would not meet the expectations. The sources of information must be properly referenced.

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General

CG1. Expose and discuss business situations rigorously and effectively, using both formal and informal procedures, and providing relevant data to support their observations and conclusions.

CG2. Identify, address, and resolve interpersonal conflicts promptly and deeply without damaging the personal relationship, both within the organization and in its immediate environment of stakeholders (shareholders, customers, suppliers, etc.)

CG3. Work as a team within multicultural business environments, inspiring the trust of colleagues and collaborators, their commitment to achieving objectives, and the delegation of tasks and decisions.

CG7. Effectively distinguish and categorize relevant information for business decision-making.

CG9. Interpret the global context to analyze and judge the threats and opportunities for the organization.

Specific

CE01. Apply a structured and rigorous process of analyzing business situations that integrates all the business dimensions (personal, strategic, financial, etc.) and concludes with a reasonable and feasible action plan.

CE07. Understand and apply conflict resolution techniques and skills in multicultural organizational environments.

CE30. Strategically analyze the value chain and the keys to the success of an industry or a business, prior advanced knowledge of the various existing competitive strategies, the competitive contexts in

which they make sense, and the origin of sustainable competitive advantages.