



UNIVERSITY OF BERGAMO

Department of Economics and Technology Management




LUCIO CASSIA

Professor of Strategic Management and Entrepreneurship

Director of the Research Center for Young and Family Enterprise

STRATEGIC MANAGEMENT COURSE

Course Syllabus

- Course name Strategic Management (code 8916)
- Instructor Prof. Lucio Cassia
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- Faculty Prof. Alfredo De Massis
Ing. PhD Tommaso Minola
Ing. Giorgio Nicola Filardo
- Course page <http://www.unibg.it/struttura/struttura.asp?corso=8916>
- Facebook Strategic Management @ UNIBG 
- Course term Sep,22th 2010 - Jan,12th 2011
- Class hours 8:30-12:30 Tue & Wed (96 hours) classroom 10, bldg A



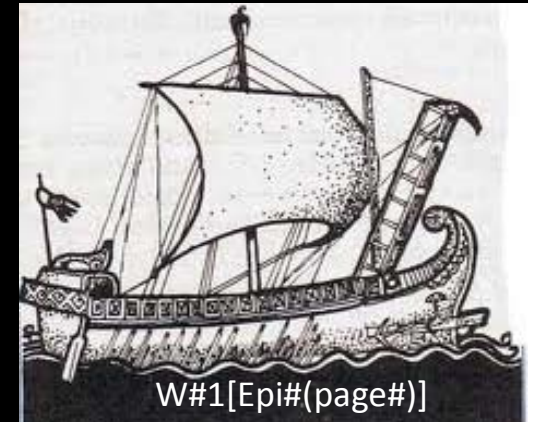
Description

- The success of a company over time is described by its own **Strategy**. Its future stands on the ability to find the direction to recreate the conditions for growth, even under uncertainty and a rapidly changing environment. **Strategic Change** is the main issue of the new millennium both for economics and business.
- This course covers the formation and analysis of the company strategy. Strategy is the set of objectives and policies that jointly determine how a company positions to increase its returns and create economic value.
- Strategy is concerned with answering two main questions: "What businesses should we participate in?" and "How should we compete?". **Innovation and Change** are described as entrepreneurial opportunities to create new businesses and to develop existing enterprises. Emphasis is put on the strategic evolution induced by technology innovation.



Ignoranti quem portum petat,
nullus suus ventus est

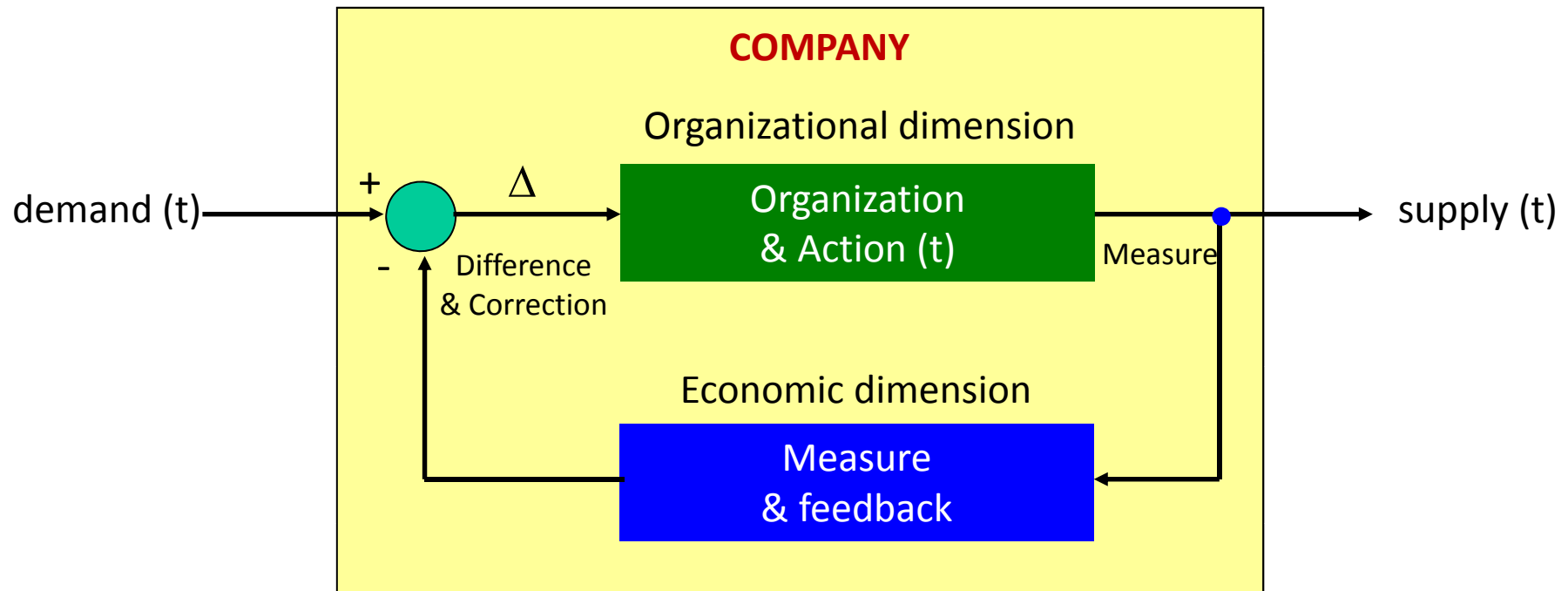
Lucius Annaeus Seneca



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Change and strategy are strictly related

MARKET



Strategic dimension is related to change and therefore to the time (t)



Industry and business cases

- In addition to the study of the theories about definition, analysis and formulation of strategy, the course includes many industry and business case studies.
- Case studies are powerful tools to investigate a phenomenon on which you want to focus combining a qualitative and a quantitative way. This is in particular the relationship between the strategy of the company, the evolution and the long-term performance.
- You will learn analytical techniques for diagnosing the competitive position of a firm, evaluating business strategies, and identifying and analyzing specific business options. These concepts and frameworks will help you to face complex and unstructured problems in business strategy, in order to provide a solid foundation for managerial decision making.



Course topics

- **Part I : The basics of strategy**
 - What is strategy
 - Analysis of competitive advantage
 - Strategy formation under uncertainty
- **Part II : Innovation and strategic change**
 - Corporate and Industry life-cycles
 - Strategic change and growth
 - Entrepreneurial strategy
- **Part III : Technology and globalization at work**
 - Redesign strategy in the age of globalization
 - Technology strategy
 - Global Outsourcing



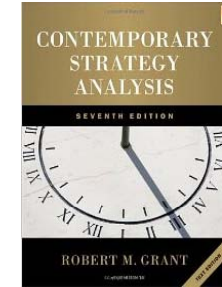
Reference texts

- **Part I : The basics of strategy**

Robert M. Grant

CONTEMPORARY STRATEGY ANALYSIS

Blackwell Publishing, 2010, ISBN 978-0470747100

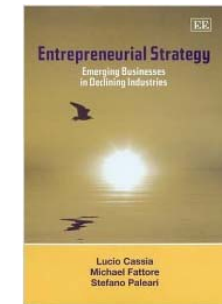


- **Part II : Innovation and strategic change**

Lucio Cassia, Michael Fattore, Stefano Paleari

ENTREPRENEURIAL STRATEGY

Edward Elgar, 2006, ISBN 978-1-84542-197-3



- **Part III : Technology and globalization at work**

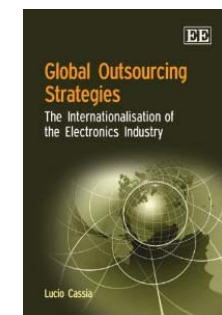
Lucio Cassia

GLOBAL OUTSOURCING STRATEGIES

Edward Elgar, 2010, ISBN 978-1-84980-151-5

(Italian version : ELECTRONICS OUTSOURCING: TECNOLOGIE E STRATEGIE DI GLOBALIZZAZIONE

Bergamo University Press, ISBN 978-88-95184-68-5)



Online education resources

- Online education resources are available to the students enrolled on the course
 - Lessons
 - Industry and case studies
 - Documents, publications, scientific papers, podcasts, interviews
 - Lectures by visiting executives (entrepreneurs, managers, etc.)
- The online material, complementing and not replacing texts and lesson contents, is a guide to select the bibliographic material and a track for further investigations. The education resources guide to study and clarify the texts, which remain the main reference sources.
- The online material of each lesson will be available a few days before the class.
- Students are requested to join the Facebook group [Strategic Management @ UNIBG](#). Timely information about the lesson timetable, invited Executive conferences, discussions, events, etc. will be provided.



Exam

- The exam will cover the entire course and require you to demonstrate your mastery of the topics, analytical tools and frameworks covered in this course.
- The exam is organized as follows:

Section	Who	When	Grading plan
Discussion	Group of 4 students (*)	On-going	20%
Project work		Final	40%
Theory	Individual	Final	40%

(*) On individual basis for not attending students, or on request



Exam: Discussion

- It is an assessment of the strategic analysis skills in the form of a discussion about a recent publication/report/paper/interview/podcast from financial institutions, newspapers, business magazines, strategy magazines (Economist, Financial Times, Harvard Business Review, etc.), scholars (Harvard, Wharton, London Business School, etc.).
- The topic of the discussion will be assigned rolling to each working group at the end of each lesson.
- The group will take charge of an in-class 30' presentation and discussion with the other groups two lessons (or more) later.



Exam: Project work

- The Project work analyzes an industry, a company or a set of companies, a strategic initiative undertaken (such as a merger or an acquisition) or a strategic situation faced by a company or industry (such as that created by a change in market demand or technology).
- The Project work will require to apply tools and concepts of strategy covered in this course to a real business.
- The Project will be assigned to working groups of 4 people at the second lesson of the course. It consists of a report and a final 20' in-class presentation. Clarity, synthesis and main focus to the topic assigned will be appreciated.



Exam: Theory

- The assessment of theories, models, methods refers to the knowledge of theoretical topics covered for each of the three sections of the course (both reference texts and education online resources)
- Multiple choice test or extended answers
- Individual. For the first two sessions (Jan to Feb 2011) the exam will be written. Next oral or written.



Final exam rules

- The first session of theory exam will be given on **Wednesday, January 19, 2011** at 08.30-10.00, classroom 10, bldg A.
- The first session of project work presentation will start the same day after the theory exam. The presentation slots will be assigned by the Faculty among the groups that have delivered the project work (both printed and electronic form) till **Friday, January 14, 2011** at 20.00.
- If passed, theory and project work exam will be valid until the beginning of the next year course (usually at the end of September).
- Not attending students are asked to contact the teacher to be assigned an individual project work and an individual discussion. The Theory section requires the study of the reference texts as well as the supplementary materials assigned by the teacher.



Active participation

- This course is structured to be interactive with the class. Active participation is greatly appreciated. Contributions to the discussion (also through Facebook) and ideas from the students are encouraged. Informed and engaged participation is an essential part of this class and is expected from everyone.
- Active engagement means that you listen carefully to the comments of your peers and seek opportunities to make comments that move the class discussion forward. You are also encouraged to critique the argument, to experiment with new ideas, to propose links to real cases.

