



UNIVERSITÀ DEGLI STUDI DI PALERMO

DEPARTMENT	Scienze Politiche e delle Relazioni Internazionali		
ACADEMIC YEAR	2022/2023		
MASTER'S DEGREE (MSC)	INTERNATIONAL RELATIONS		
SUBJECT	BUSINESS STRATEGY		
TYPE OF EDUCATIONAL ACTIVITY	C		
AMBIT	20971-Attività formative affini o integrative		
CODE	21342		
SCIENTIFIC SECTOR(S)	SECS-P/07		
HEAD PROFESSOR(S)	COSENZ FEDERICO	Professore Associato	Univ. di PALERMO
OTHER PROFESSOR(S)			
CREDITS	6		
INDIVIDUAL STUDY (Hrs)	120		
COURSE ACTIVITY (Hrs)	30		
PROPAEDEUTICAL SUBJECTS			
MUTUALIZATION			
YEAR	2		
TERM (SEMESTER)	1° semester		
ATTENDANCE	Not mandatory		
EVALUATION	Out of 30		
TEACHER OFFICE HOURS	COSENZ FEDERICO Wednesday 17:00 - 18:00 Dipartimento DEMS. Il ricevimento con gli studenti va richiesto e confermato via email con il docente. Il ricevimento si terrà nella stanza del docente presso il Dipartimento DEMS oppure attraverso la piattaforma Microsoft Teams. Meetings with students must be requested and confirmed by email (federico.cosenz@unipa.it). Meetings will be held at the DEMS Department or by Microsoft Teams.		

PREREQUISITES	Basic knowledge of General Management principles
LEARNING OUTCOMES	<p>Knowledge and understanding Students are able to design and apply strategic management frameworks to businesses with the purpose of supporting their competitiveness, viability and performance. The main focus is on small-medium enterprises (SMEs) and Start-up firms. Skills are developed in mapping organizational processes affecting performance. Students also learn to use innovative strategy design approaches (e.g., Business Modelling) for supporting business decision-making processes to identify areas for results improvement, and set proper goals/objectives, as well as performance indicators to foster viable strategies.</p> <p>Applying knowledge and understanding Students will engage in real business case-study analyses in which they will practice their strategic management knowledge and understanding on identifying the systems structure underlying business performance and on developing and assessing strategies aimed at improving performance. Students will demonstrate their ability to transfer their skills across management disciplines, including strategic management, performance measurement and scenario planning.</p> <p>Making judgements Students learn to assess the viability of business strategies on different perspectives. They gain a systemic, time-related, and open-ended view of firms. They also learn to evaluate organizational performance, based not only on financial and tangible factors, but also on intangibles. Strategy design and performance measurement are seen on a continuum that is focused on learning. Students also learn to detect the limits of mechanistic approaches in using conventional tools for strategy design and implementation, and performance evaluation within a given business setting. They learn how the role of such tools can be re-shaped according to a learning-oriented perspective aimed to settle governance conflicts and adopt a common direction to safeguard the business survival. To this end, real case-study analysis will be conducted during lectures.</p> <p>Communication skills Students present and discuss relevant literature sources, as well as the result of their case studies in class.</p> <p>Learning skills Students are enabled to acquire skills – also through individual assignments (together with feedback from teachers) – that are required for a self-study of the literature on business strategy and management.</p>
ASSESSMENT METHODS	<p>Assessment is carried out by using the following criteria:</p> <ul style="list-style-type: none">- Individual/group assignment/s (students could receive one or more assignment/ s during the course to be completed during classes or at home in a given time) - weight 50%.- Final course essay - weight 50%. <p>Evaluation criteria (up to 30)</p> <ul style="list-style-type: none">- Excellent: 30-30 laude = very good knowledge of the topics, excellent communication skills, good analytical ability, the student is able to apply knowledge to solve proposed problems- Very good: 26-29 = Good knowledge of the subjects, very good communication skills, the student is able to apply knowledge to solve problems proposed- Good: 24 - 25 = basic knowledge of the main topics, good communication skills, with limited ability to independently apply knowledge to solve the proposed problems- More than sufficient: 21-23 = limited knowledge of the main topics, basic communication skills, poor ability to independently apply the knowledge acquired- Sufficient: 18-20 = minimum basic knowledge of the main topics, very little or no ability to independently apply the knowledge acquired- Insufficient = the student does not have an acceptable knowledge of the contents of the topics covered in the course
EDUCATIONAL OBJECTIVES	<p>Students are able to design and implement business strategies, as well as evaluating the emerging results in different business contexts. Since the 99% of businesses is characterized by a small-medium size, the course focuses on the organizational attributes, conditions and variables of these specific organizations. Skills are developed in designing shared viable strategies, and mapping organizational processes affecting organizational performance. Students also learn to use innovative strategy design approaches (e.g., Business Modelling) for supporting business decision-making processes to identify areas for results improvement, and set proper goals/objectives, as well as performance indicators to foster viable strategies.</p>
TEACHING METHODS	The course is organized in lectures, seminars, group discussions, students' presentations, and individual assignments/papers.

	The distance learning mode will be used in case of emergency (e.g., Covid19 limitations).
SUGGESTED BIBLIOGRAPHY	<ul style="list-style-type: none"> - Course slides (pdf); - Cosenz F., Bivona E., 2021, "Fostering growth patterns of SMEs through Business Model Innovation. A tailored Dynamic Business Modelling approach", Journal of Business Research, 130: 658-669 - DOI: 10.1016/j.jbusres.2020.03.003 (ISSN 0148-2963); - Cosenz F., Noto G., 2018, "A dynamic business modelling approach to design and experiment new business venture strategies", Long Range Planning, 51(1): 127-140 - DOI: 10.1016/j.lrp.2017.07.001 (ISSN 0024-6301); - Bianchi C., Winch G., Cosenz F., 2018, "Experimenting Lean Dynamic Performance Management Systems Design in SMEs", International Journal of Productivity and Performance Management, 67(7): 1234-1251 - DOI: 10.1108/IJPPM-10-2017-0266 (ISSN 1741-0401); - Teece, D.J. 2010, "Business models, business strategy and innovation. Long Range Planning, 43(2/3), 172–194 DOI: 10.1016/j.lrp.2009.07.003 - (ISSN 0024-6301); - Additional readings will be provided during the course.

SYLLABUS

Hrs	Frontal teaching
1	- The concept of business strategy
1	- The Business Idea
2	- The strategy design process
2	- Strategic planning and performance measurement as a circular process supporting common strategic directions and decision-making processes: an entrepreneurial learning perspective
2	- Conventional strategic analysis tools: matrixes, SWOT analysis, Value Curve model
2	- Start-up firms: turning a business idea into a real business
1	- The peculiar managerial complexity of SMEs
1	- Strategic learning processes in SMEs
2	- Measuring organizational performance through a systems design perspective
2	- Designing and implementing KPIs
2	- Business process analysis
2	- Modelling performance drivers, strategic resources and end-results in a business setting
1	- The Business Model Canvas
2	- Dynamic Business Modelling
2	- Designing Dynamic Business Models for Start-up firms
1	- Business Model innovation in SMEs
2	- Applying the dynamic business modelling approach: Giglio.com case-study
2	- Applying the dynamic business modelling approach: RyanAir case-study