



# UNIVERSITÀ DEGLI STUDI DI PALERMO

<b>DEPARTMENT</b>	Scienze Economiche, Aziendali e Statistiche		
<b>ACADEMIC YEAR</b>	2016/2017		
<b>MASTER'S DEGREE (MSC)</b>	BUSINESS ECONOMIC SCIENCES		
<b>INTEGRATED COURSE</b>	GLOBAL MANAGEMENT AND CORPORATE STRATEGY - INTEGRATED COURSE		
<b>CODE</b>	18131		
<b>MODULES</b>	Yes		
<b>NUMBER OF MODULES</b>	2		
<b>SCIENTIFIC SECTOR(S)</b>	SECS-P/08		
<b>HEAD PROFESSOR(S)</b>	AMENTA CARLO	Professore Associato	Univ. di PALERMO
<b>OTHER PROFESSOR(S)</b>	MOCCIARO LI DESTRI ARABELLA	Professore Ordinario	Univ. di PALERMO
	AMENTA CARLO	Professore Associato	Univ. di PALERMO
<b>CREDITS</b>	10		
<b>PROPAEDEUTICAL SUBJECTS</b>			
<b>MUTUALIZATION</b>			
<b>YEAR</b>	2		
<b>TERM (SEMESTER)</b>	2° semester		
<b>ATTENDANCE</b>	Not mandatory		
<b>EVALUATION</b>	Out of 30		
<b>TEACHER OFFICE HOURS</b>	<b>AMENTA CARLO</b> Friday 11:00 12:00 Online <b>MOCCIARO LI DESTRI</b> <b>ARABELLA</b> Monday 10:00 12:00 DSEAS		

**DOCENTE:** Prof. CARLO AMENTA

<b>PREREQUISITES</b>	Some very basic knowledge about economics and the role of firms in the economic environment.
<b>LEARNING OUTCOMES</b>	<p>Specific knowledge and competence The student will acquire a specific knowledge of international management principles, techniques and tools. She will be capable of successfully dealing with specific management processes in the field and to have a deep knowledge of its main issues.</p> <p>The exploitation of acquired knowledge The student will be capable of analysing and solving problems in the management of global firms and to critically discuss the main issues in the field.</p> <p>Independent judgement The student will be capable of critically evaluating the process of strategic planning, management and evaluation of global firms combining this acquired knowledge with what she had previously studied in other fields.</p> <p>Communication competence The student will be able to use an adequate technical jargon that can be useful in her interaction with professionals in the field.</p> <p>Learning capabilities The student will be able to autonomously enhance the acquired knowledge in the field using databases, scientific and professional journals; she will possess the specific knowledge to attend ph.d. and master courses in the field.</p>
<b>ASSESSMENT METHODS</b>	oral examination. The marks are expressed on a 30/30 scale. The evaluation is based on the specific knowledge of the issues discussed during the course and on the problem solving competence acquired in dealing with the case studies.
<b>TEACHING METHODS</b>	lectures and case studies focus group.

<b>MODULE GLOBAL MANAGEMENT</b>  <i>Prof. CARLO AMENTA</i>	
<b>SUGGESTED BIBLIOGRAPHY</b>	
Kotabe M, Helsen K. (2010), Global Marketing Management 5th edition, Wiley	
<b>AMBIT</b>	50583-Aziendale
<b>INDIVIDUAL STUDY (Hrs)</b>	114
<b>COURSE ACTIVITY (Hrs)</b>	36
<b>EDUCATIONAL OBJECTIVES OF THE MODULE</b>	
The focus of the course is on the techniques and tools which firms adopt to manage global markets. The strategical and operative aspects of global management will be analyzed using case studies. Students will also learn how country specific factors can affect consumer behaviour and how the firm should build its organization in order to succeed on global markets. Students will learn how marketing managers can affect other business functions for effective corporate performance on a global basis.	

## SYLLABUS

Hrs	Frontal teaching
2	Introduction to global management
6	Globalization and its impact on the financial and economic environment
8	Strategic aspects of global management
10	Techniques and tools for global management
8	The planning of global marketing strategies
2	Emerging markets

## MODULE CORPORATE STRATEGY

*Prof.ssa ARABELLA MOCCIARO LI DESTRI*

### SUGGESTED BIBLIOGRAPHY

Collis D. J. & Montgomery C.A, Corporate strategy: resources and the scope of the firm, Irwin/McGraw-Hill, 1997

P. Puranam & B. Vanneste, Corporate Strategy. Tools for analysis and decision-making, Cambridge University Press, 2016.

Cases: General Electric & Jack Welch; Bird's Eye; Shanghai General Motors; Bocconi

AMBIT	21021-Attività formative affini o integrative
INDIVIDUAL STUDY (Hrs)	76
COURSE ACTIVITY (Hrs)	24

### EDUCATIONAL OBJECTIVES OF THE MODULE

#### EXPECTED EDUCATIONAL GOALS

##### Knowledge and comprehension

The course is aimed to transmit in-depth graduate knowledge of the strategic logics underlying top managers' choices and the processes which lead to value creation in multibusiness corporations.

The course is aimed to allow students to develop a deep comprehension of the theoretical principles underlying corporate strategy choices. Parallel to the theoretical setting of the main issues concerning corporate strategy, the course will treat practical models which render theoretical issues concrete and which may be of use to support real context managerial choices. The discussion of practical models is also directed to provide students with a rich array of instruments they may fruitfully apply in their future work within varied firm settings.

##### Capacity to apply knowledge and comprehension

The course will expose students to the idea of firms as complex dynamic systems and highlight the interconnected nature of aspects internal and external to the organization, as well as the reciprocal links between the financial and the strategic aspects of firm choices. Given the aims of this course, particular attention will be paid in order to develop the capacity to apply the analytical models analyzed nimbly in varied empirical real world settings. Instrumental to this aim, is the detailed description of the contexts in which each model may be applied, the usefulness of each model, as well as its limits. Through the didactical use of case discussions in the classroom, this course will push students to develop their capacity to reason critically and their confidence in applying the models studied to concrete cases once they are engaged in real work settings.

##### Autonomous reasoning capacities

The course is aimed to spur students to mature a distinct capacity to reason autonomously and to link the theoretical themes covered during the classroom sessions to the empirical contexts in which they may apply. The focus of the themes treated will regard the corporate choices which consent firms to create value, with particular focus on the strategic aspects in the implementation of such choices. Classroom discussion will be targeted to develop full comprehension of the theoretical issues, together with the capacity to evaluate critically the operational applicability of the models treated.

##### Communication abilities

By following this course, students will develop communication abilities and a specific technical terminology regarding the main resources and processes belonging to the principal corporate strategy academic and practitioner literature. Each participant will be encouraged to present and transfer to others, in a clear and precise way, analyses and opinions concerning the strategic thematic proposed in the syllabus.

##### Learning capacities

The structure of the course and the didactic methods used will stimulate active participation on behalf of the students. The use of both inductive and deductive learning processes are aimed to consent a full comprehension of the themes proposed in the syllabus. Furthermore, the professor will verify the degree to which students have matured an adequate comprehension of the themes treated and will vary the pace of the course accordingly. This mixture of teaching techniques is geared to allow students to mature a deep comprehension of the main themes and aspects related to corporate strategy and to develop the capacity to apply the models studied to a variety of concrete empirical settings.

##### Educational goals of the course

The Corporate Strategy course for the Post-graduate degree in Entrepreneurship and management focuses on the strategic aspects underlying the fundamental choices that pertain specifically to top managers within corporations. In general, a firms' strategy is the result of strategic choices which find a limitation in the amount of financial resources available and a performance criteria in the capacity to create value. In this sense, strategy is conceived as a system of managerial initiatives aimed to consent the firm to gain superior performances vis-a-vis their competitors and create value. Students are urged to reason on and comprehend the main theoretical and practical aspects of these broad themes.

Though the course maintains a fundamentally unitary logic, it is possible to distinguish two parts of the syllabus which include homogeneous topics. The first part concerns the options available to managers in order to create value at the corporate level, the systemic nature of corporate strategy and the nexus between internal and external variables, the relationship between the economic and financial strategy of the firm. The second part of the course will be dedicated to a limited set of strategies available to top managers. The strategies considered include both more consolidated and more recent ones. In particular, the strategies treated include: diversification and integration; alliance creation and management; M&As, co-opetition, and the transformation of corporate strategies that have become inadequate.

## SYLLABUS

Hrs	Frontal teaching
2	Introduction: From business to corporate strategy
2	The corporate strategy triangle: basic corporate strategies
8	Diversification
4	Choosing the firm scope: vertical integration
2	M&A – Alliances - Greenfield investments
2	Coopetition
4	Corporate Transformation