



UNIVERSITÀ DEGLI STUDI DI PALERMO

DIPARTIMENTO	Scienze Politiche e delle Relazioni Internazionali
ANNO ACCADEMICO OFFERTA	2016/2017
ANNO ACCADEMICO EROGAZIONE	2016/2017
CORSO DILAUREA MAGISTRALE	SCIENZE DELLE AMMINISTRAZIONI E DELLE ORGANIZZAZIONI COMPLESSE
INSEGNAMENTO	BUSINESS STRATEGY
TIPO DI ATTIVITA'	B
AMBITO	50524-statistico-quantitativo
CODICE INSEGNAMENTO	17403
SETTORI SCIENTIFICO-DISCIPLINARI	INF/01
DOCENTE RESPONSABILE	BIVONA ENZO Professore Associato Univ. di PALERMO
ALTRI DOCENTI	
CFU	8
NUMERO DI ORE RISERVATE ALLO STUDIO PERSONALE	144
NUMERO DI ORE RISERVATE ALLA DIDATTICA ASSISTITA	56
PROPEDEUTICITA'	
MUTUAZIONI	SYSTEM DYNAMICS FOR BUSINESS STRATEGY - Corso: SUSTAINABLE DEVELOPMENT OF PUBLIC AND PRIVATE ORGANISATIONS SYSTEM DYNAMICS FOR BUSINESS STRATEGY - Corso: SVILUPPO SOSTENIBILE DELLE ORGANIZZAZIONI PUBBLICHE E PRIVATE
ANNO DI CORSO	1
PERIODO DELLE LEZIONI	2° semestre
MODALITA' DI FREQUENZA	Obbligatoria
TIPO DI VALUTAZIONE	Voto in trentesimi
ORARIO DI RICEVIMENTO DEGLI STUDENTI	BIVONA ENZO Lunedì 17:00 18:45 Il ricevimento si terra' nella stanza del docente presso il Dipartimento DEMS (piano ammezzato) o via teams. Dopo aver prenotato il ricevimento, lo studente riceverà la conferma a mezzo email da parte del docente.

PREREQUISITI	Per la frequenza del corso è richiesta la conoscenza del sistema aziendale
RISULTATI DI APPRENDIMENTO ATTESI	<p>Knowledge and understanding Students are able to apply system dynamics to business strategy formulation and implementation, with a particular focus on small medium enterprises. Skills are developed in mapping processes affecting performance. Students also learn to use the system dynamics method in supporting business decision makers to identify areas for results improvement, and set proper goals/objectives, as well as performance indicators to foster sustainable strategies.</p> <p>Applying knowledge and understanding The students will engage in real life case-study analyses in which they will practice their business and modelling knowledge and understanding on identifying the systems structure underlying poor business performance and on developing and assessing strategies and policies aimed at performance improvement. Students will demonstrate their ability to transfer their skills across management disciplines, including strategic management accounting and business and scenario planning. And they learn to approach a problem from a multi-sectorial and a multi-disciplinary perspective.</p> <p>Making judgements Students learn to assess the sustainability of business strategy on different perspectives. They gain a systemic, time-related, and open-ended view of firms. They also learn to evaluate performance, based not only on financial and tangible factors, but also on intangibles. Planning & Control, Strategy & Implementation are seen on a continuum that is focused on learning. Students learn to detect the limits of mechanistic approaches in using conventional tools for strategy design and implementation, and performance evaluation. They learn how the role of such tools can be re-shaped according to a learning-oriented perspective, by using the SD method. Real case-study analysis will be conducted during lectures.</p> <p>Communication Students can present and discuss relevant literature sources as well as the result of their case studies in class. They also present results from modelling and simulation sessions to stakeholders in organizations and to interested academics.</p> <p>Learning skills Students are enabled to acquire skills – also through individual assignments (together with feedback from teachers) – that are required for self-studies of the literature on the subject.</p>
VALUTAZIONE DELL'APPRENDIMENTO	<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). This criteria has a 60% weigh on the final course mark. - Final course essay. This criteria has a 40% weigh on the final course mark. <p>For a passing grade the student must (a) have passed marks on all the assignments; (b) have participated in the mandatory sessions; (c) have an adequate overall attendance rate.</p> <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
OBIETTIVI FORMATIVI	Students are able to apply system dynamics to business strategy formulation and implementation, with a particular focus on small medium enterprises. Skills are developed in mapping processes affecting performance. Students also learn to use the system dynamics method in supporting business decision makers to identify areas for results improvement, and set proper goals/objectives, as well as performance indicators to foster sustainable strategies.

ORGANIZZAZIONE DELLA DIDATTICA	The course is organized in lectures, seminars, group discussions, students' presentations, and individual assignments/papers. An overall attendance rate of 80% in scheduled sessions is required, and attendance is mandatory in the group discussions, students' presentations, and seminars, and active participation is required in those sessions.
TESTI CONSIGLIATI	<p>Bernard Marr, Dina Gray and Andy Neely, 2003, Why do firms measure their intellectual capital? Journal of Intellectual Capital Vol. 4 No. 4, p. 441-464</p> <p>Bianchi C. 2002. Introducing SD modelling into planning and control systems to manage SMEs' growth: a learning-oriented perspective, System Dynamics Review, Vol. 18, No. 3: 315–338</p> <p>Bianchi C. and Bivona E., 2000. Commercial and financial policies in family firms: The Small Business Growth Management Flight Simulator, Simulation & Gaming 31: 197-229</p> <p>Guerreiro, Bio, Merschmann (2008), 'Cost to serve measurement and customer profitability analysis', The International Journal Of Logistics Management, Volume 19 Issue 3 p. 389- 407,</p> <p>Hughes, S. B. and K. A. P. Gjerde. 2003. Do different cost systems make a difference? Management Accounting Quarterly (Fall): 22-30.</p> <p>Jagels Martin G.. 2006. Hospitality Management Accounting, 9th Edition, Chapter 1</p> <p>Rockart John F. 1979. Chief Executives Define Their Own Data Needs, Harvard Business Review, 8192</p> <p>Warren K. 2011. Challenging our slogans (working paper), 5th European System Dynamics Workshop, Frankfurt, Germany</p> <p>Warren K., 1999, The Dynamics of Strategy, Business Strategy Review, 10, 3, pp 116</p> <p>Warren K., 2000, The Softer Side of Strategy Dynamics, Business Strategy Review, 11, 1, pp 45-58</p> <p>Warren K., 2008, Strategic Management Dynamics, John Wiley & Sons, Chichester</p> <p>Additional readings will be provided during the course</p>

PROGRAMMA

ORE	Lezioni
4	-The concept of business strategy – The Business Idea. Strategy as learning
4	-Strategy as learning: Case-study analysis
4	-Strategic Planning & Control. Conventional strategic analysis tools: matrixes, SWOT analysis
4	-The strategy process
4	- Dynamic Balanced Scorecard modelling
4	-Modelling strategic performance: drivers of profitability, competitive and social success
4	-Modelling strategic assets accumulation and depletion processes and their impact on performance drivers and outcomes
4	- Business Growth Sustainability & restructuring strategies
4	-The peculiar complexity of SMEs
4	-Planning for business growth and restructuring - Modelling SME Growth
4	-Diagnosing Business Growth Sustainability
4	-Modelling stunted and inflated growth
4	-The Dynamic Balanced Scorecard
4	-Modelling Intellectual Capital
4	-Designing & Implementing ILEs to support management education and entrepreneurship.
ORE	Esercitazioni
4	Modelling SME Growth strategies
4	Modelling SME Growth strategies
2	Modelling SME Growth strategies