



UNIVERSITÀ DEGLI STUDI DI PALERMO

DIPARTIMENTO	Scienze Politiche e delle Relazioni Internazionali		
ANNO ACCADEMICO OFFERTA	2019/2020		
ANNO ACCADEMICO EROGAZIONE	2019/2020		
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	COSENZ FEDERICO	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			
ANNO DI CORSO	1		
PERIODO DELLE LEZIONI	2° semestre		
MODALITA' DI FREQUENZA	Facoltativa		
TIPO DI VALUTAZIONE	Voto in trentesimi		
ORARIO DI RICEVIMENTO DEGLI STUDENTI	COSENZ FEDERICO Mercoledì 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.		

DOCENTE: Prof. FEDERICO COSENZ

PREREQUISITI	Basic knowledge of General Management principles
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 skills 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).- Final course essay. <p>A mid-term examination is also expected.</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.
TESTI CONSIGLIATI	Bianchi C. 2016. Dynamic Performance Management, Springer, (chapter 5); Bianchi C. 2002. Introducing SD modelling into planning and control systems to manage SMEs' growth: a learning-oriented perspective, System Dynamics

	<p>Review, Vol. 18, No. 3: 315–338; 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; Cosenz F. 2017. Supporting Start-up Business Model Design through System Dynamics Modelling, Management Decision, 55(1): 57-80; Cosenz F. and Noto G. 2018. A dynamic business modelling approach to design and experiment new business venture strategies", Long Range Planning, 51(1): 127-140; Additional readings will be provided during the course.</p>
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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 Business Modelling
4	- Designing Dynamic Business Models for Start-up firms
4	- Dynamic Balanced Scorecard modelling
4	- Modelling strategic performance: drivers of profitability, competitive and social success
4	- Business Growth Sustainability & restructuring strategies
4	- The peculiar complexity of SMEs
4	- Modelling stunted and inflated growth
4	- Planning for business growth and restructuring - Modelling SME Growth
4	- Modelling Dynamic Business Models I - case study
4	- Modelling Dynamic Business Models II - case study