

## **COURSE OF STUDY: Business Strategies and Management**

**ACADEMIC YEAR 2023-2024**

**ACADEMIC SUBJECT: “Business Strategy and International Management”**

<b>General information</b>	
Year of the course	<i>First year</i>
Academic calendar (starting and ending date)	<i>2nd Semester: February 19<sup>th</sup> 2024 – May 31st 2024</i>
Credits (CFU/ETCS):	8
SSD	SECS/P-07
Language	Italian
Mode of attendance	Attendance not compulsory

<b>Professor/ Lecturer</b>	
Name and Surname	Stella Lippolis
E-mail	stella.lippolis@uniba.it
Telephone	
Department and address	Ionian Department of Law, Economics and Environment, via Lago Maggiore, ang. Via Ancona, Taranto, Italy
Virtual room	Teams code: mi1oo9s
Office Hours (and modalities: e.g., by appointment, on line, etc.)	Friday (11.00 a.m.-1.00 p.m.). The tutoring can be held both in presence, at the headquarters of Economics, via Lago Maggiore in Taranto, and online through the Teams page, also agreeing on additional reception times by e-mail with the Professor.

<b>Work schedule</b>			
<b>Hours</b>			
Total	Lectures	Hands-on (laboratory, workshops, working groups, seminars, field trips)	Out-of-class study hours/ Self-study hours
200	64	As part of the 64 hours of lectures, exercises, workshops, and analysis of the case studies, which are an integral part of the Course, will be held.	136
<b>CFU/ETCS</b>			
8	8		

<b>Learning Objectives</b>
The course of Business Strategy and International Management aims to provide the student with the strategic and operational methodologies and tools, referring both to the individual SBU (Strategic Business Unit) and to the company as a whole, with the aim of developing the skills of analysis, diagnosis, and solutions of strategic problems of industrial and service companies. Secondly, considering that internationalization, like other strategic behaviours, represents the result of the interaction between business and environmental variables, the course aims to examine the various methods and tools through which the internationalization process is carried out, through the analysis of the equilibrium conditions, organizational structures and management of companies interested in operating beyond national borders.

<b>Course prerequisites</b>	There are no specific prerequisites other than those required for access to the degree course.
<b>Teaching strategies</b>	<ul style="list-style-type: none"> <li>- The teaching method involves frontal teaching and, in addition, the application of the tools of strategic analysis learned, through seminars, and group work. Project work and case study analysis are planned for this purpose.</li> <li>- The Uniba e-learning platform will be used for the sharing of teaching materials.</li> </ul>
<b>Expected learning outcomes in terms of</b>	
<b>Knowledge and understanding on:</b>	<ul style="list-style-type: none"> <li>○ First, the course aims to provide the student with the methodologies and strategic and operational tools, related to both the single SBU and the company as a whole, with the aim of developing knowledge and skills about the analysis of competitive environments, industry analysis, as well as understanding the role of different business functions.</li> <li>○ Second, the course focuses on internationalization strategies and, in particular, focuses on issues related to the international expansion of SMEs.</li> </ul>
<b>Applying knowledge and understanding on:</b>	<ul style="list-style-type: none"> <li>○ After the cycle of lessons, the student will have developed analytical skills and will be able to use tools and techniques to support the formulation of decisions through which to obtain a sustainable competitive advantage in various contexts. It will also analyze and evaluate the strategies adopted by different types of companies, thanks to the use of the interactive method of teaching, analysis of business cases in the classroom, and project work.</li> </ul>
<b>Soft skills</b>	<ul style="list-style-type: none"> <li>○ <i>Making informed judgments and choices</i> <ul style="list-style-type: none"> <li>• At the end of the cycle of lessons the student will be able to judge which schemes, methodologies, models, and tools can be defined as appropriate in the analysis of the strategy of a company. In addition, he will be able to evaluate the various most appropriate expansion strategies in order to allow a company to compete in international markets.</li> </ul> </li> <li>○ <i>Communicating knowledge and understanding</i> <ul style="list-style-type: none"> <li>• At the end of the cycle of lessons, the student will have acquired high communication skills, team-working, and interaction, especially thanks to active participation in the course, as well as direct involvement in the discussion of business cases.</li> </ul> </li> <li>○ <i>Capacities to continue learning</i> <ul style="list-style-type: none"> <li>• At the end of the course, the student will develop an adequate capacity for critical analysis of business cases. The acquisition of learning ability is verified through the evaluation of the analyses elaborated by the students and through the final exam.</li> </ul> </li> </ul>
<b>Syllabus</b>	
<b>Content knowledge</b>	<p>The contents of the course are divided into modules.</p> <p>The first module introduces the concept of strategy, focusing on the methodology for identifying Strategic Business Units (SBU). The second module analyses the tools necessary for the analysis of the sector and the choices of competitive positioning, focusing attention on resources and skills and on the conditions for the sustainability of a business strategy. Particular attention is paid to the development of so-called business ecosystems and to the flows of knowledge and innovation within them, enabled by Smart Technologies. Ample space is also dedicated to sustainability strategies and multidimensional tools for measuring social and environmental performance.</p>

	The third module focuses on internationalization strategies, with particular reference to the internationalization of production and the internationalization of research and development activities of small and medium enterprises.
<b>Texts and readings</b>	<ul style="list-style-type: none"> <li>- Invernizzi G., <i>Le strategie competitive</i>, Mc-Graw- Hill, latest edition.</li> <li>- Johnson; R. Whittington; K. Scholes; D. Angwin; P.Regnér; A. Paci, <i>Strategia. Orientare organizzazioni e imprese in un mondo che cambia</i>, Pearson, 2017.</li> </ul>
<b>Notes, additional materials</b>	- Teaching material and case studies (slides in pdf) provided.
<b>Repository</b>	The teaching material is available, at least for three years after completion of the course, on the Uniba e-learning platform of the course - Degree Course in Business Strategies and Management.

<b>Assessment</b>	
Assessment methods	Oral exam and preparation and discussion of project work. Case analyses.
Assessment criteria	<ul style="list-style-type: none"> <li>• Knowledge and understanding <ul style="list-style-type: none"> <li>○ Ability to organize discursively knowledge and to explain the links between the topics studied.</li> </ul> </li> <li>• Applying knowledge and understanding <ul style="list-style-type: none"> <li>○ Evaluation of the strategies adopted by different types of companies operating in national and international scenarios;</li> <li>○ Ability to apply appropriate schemes, methodologies, models, and tools in strategic analysis.</li> </ul> </li> <li>• Autonomy of judgment: <ul style="list-style-type: none"> <li>○ Independent capacity for reasoning;</li> <li>○ Critical analysis of business cases.</li> </ul> </li> <li>• Communicating knowledge and understanding <ul style="list-style-type: none"> <li>○ The students must be able to with specific language the elements of the business cases studied showing that they can use the tools of strategic analysis.</li> </ul> </li> <li>• Communication skills quality of exposure <ul style="list-style-type: none"> <li>○ Proficiency in the use of specialized vocabulary</li> </ul> </li> <li>• Capacities to continue learning : <ul style="list-style-type: none"> <li>○ Ability to further deepen the issues carried out in the classroom through the consultation of scientific papers, magazines, and corporate sites.</li> </ul> </li> <li>•</li> </ul>
Final exam and grading criteria	<p>The final grade is assigned in thirtieths. The exam is passed when the mark is greater than or equal to 18.</p> <p>The final grade is represented by the average of the vote of the oral exam (interview) on the contents of the course program, and of the vote relating to the preparation and presentation of the project works if realized.</p>
<b>Further information</b>	
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