

Syllabus

Course description

Course title	Advanced Strategic Management
Course code	25441
Scientific sector	13/ECON-07
Degree	LM-77 Accounting and Finance
Semester and academic year	1st semester 2024-2025
Year	2
Credits	6
Modular	No

Total lecturing hours	36
Total lab hours	-
Total exercise hours	-
Attendance	Strongly recommended
Prerequisites	Basic knowledge of concepts and theories of management, organization, and organizational behavior <i>NOTE: successfully passing this course is a major prerequisite to be admitted as an attending student to the corresponding course 'Business Consulting Lab' especially if the maximum number of attending students in BCL is reached.</i>
Course page	https://www.unibz.it/en/faculties/economics-management/master-accounting-finance/

Specific educational objectives	<p>Advanced Strategic Management is a second-year course particularly designed for students of the M.Sc. in Accounting and Finance. Students of the M.Sc. in Entrepreneurship and Innovation may need to acquire additional basic knowledge in accounting through self-studying.</p> <p>The objective of the course is to provide students with an idea of the concept of strategy and its two major elements, i.e. strategy formulation and strategy implementation. It familiarizes students with contemporary theories, approaches, frameworks, and tools needed to develop and execute strategic decisions. It positions strategy and strategic management as the quest for value creation for relevant stakeholders that reaches beyond financial gains and short-term profits. Supplementing related courses such as 'Corporate Governance', 'Corporate Restructuring and M&A', or 'Business Analytics' the course will primarily focus on the analysis of the competitive environment</p>
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	including technological megatrends, socio-political developments, and industries as well as on the analysis of internal resources, capabilities, and systems of the corporation. The concepts and elements of competitive advantage as well as of corporate strategies are outlined and applied. The course will additionally respond to a call in strategic management of including more micro-foundation by highlighting the role of individual and team decision-making. The use of accompanying cases, presentations of guest speakers, and in-class discussions will support the learning process.
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Lecturer	Michael Nippa Office E3.05 michael.nippa@unibz.it , +39 0471 013181 http://www.unibz.it/en/economics/people/StaffDetails.html?personid=35249&hstf=35249
Lecturers' Scientific sector	13/ECON-07
Teaching language	English
Office hours	18
Lecturing assistant	-
Teaching assistant	-
Office hours	-
List of topics covered	The main subject areas covered in the course are: the concept of strategy, the tools of strategy analysis, business strategy and the quest for competitive advantage, basics of corporate strategy, change management. In the academic year 2024/2025 the focus will be on strategic challenges of the automotive industry.
Teaching format	The course will use a combination of lectures, guest lectures and individual as well as group discussions. Class participation and active discussion is both expected and encouraged. Students are further expected to have thoroughly read all the assigned course material / readings in advance of the class to ensure better understanding of the issues involved and to have meaningful class participation. Students should carefully read and be prepared to discuss topical issues. Students should expect to work outside of class time as foreseen in the normal calculation of credit points.

Learning outcomes	<p><i>Knowledge and understanding of</i></p> <ul style="list-style-type: none"> • the core elements of strategic management; • the relationship of accounting data and business models / value creation / competitive advantage; • theories, concepts, and tools to craft and implement strategies successfully; • the need to involve stakeholders and 'the nature'; • applied to the automotive industry. <p><i>Making judgments regarding for example</i></p> <ul style="list-style-type: none"> • successful and failed strategies;
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	<ul style="list-style-type: none"> • alternative strategies to reach corporate goals. <p><i>Applying knowledge and understanding regarding</i></p> <ul style="list-style-type: none"> • analyzing classic business articles; • analyzing real-world cases re: automotive sector. <p><i>Learning skills</i></p> <ul style="list-style-type: none"> • Integrate other business and management courses into the strategic management context; • Distill knowledge from different sources and account for uncertainty, subjectivity, and soft facts. <p><i>Communication skills</i></p> <ul style="list-style-type: none"> • Show their proficiency wrt analyzing and presenting individual and group assignments.
<p>Assessment</p>	<p>The assessment of the individual performance is based on two exclusive alternatives that must be irrevocably chosen after the fourth lecture or earlier:</p> <p><u>Alternative A (attending students):</u></p> <p><i>Class attendance must be at least 80% and there is no exemption with regard to possible guest lectures and the final lectures dedicated to the presentation of term assignments (planned for January 21st of 2025).</i></p> <p><i>Class participation and individual summary of three mandatory readings (15% of total grade)</i></p> <p><i>Group term assignment (20% of total grade):</i></p> <p><i>Individual term assignment (40% of total grade):</i></p> <p><i>Written exam with options to choose from – 20 minutes (25% of total grade)</i></p> <p><i>NOTE: Term assignments are valid for the academic year 2024/2025 and cannot be carried over beyond that time-frame.</i></p> <p><u>Alternative B:</u></p> <p>Class attendance and assignments not required – final <i>written exam</i> of 80 Minutes (100%) –closed book– based on the script, textbook, and required readings (provided via OLE).</p> <p><i>NOTE: There will be no recordings of lectures this ay</i></p>
<p>Assessment language</p>	<p>English</p>
<p>Evaluation criteria and criteria for awarding marks</p>	<ul style="list-style-type: none"> • Relevant for assignments: Correct application of scholarly concepts on businesses, quality of data used, argumentation, structure of the paper, clarity of language, content, quality of layout and sources; adherence to scientific and ethical standards (re: plagiarism, avoidance of AI-produced assignments) • Relevant for written exam: Correct answers based on the knowledge provided in readings, text books, slides, blackboard and verbal explanations given during the lectures.

Textbook readings	Mainly Grant, R.M.: Contemporary Strategy Analysis, 9 th ed., Wiley (ISBN: 9781119120834) For technology-related topics: Rothaermel, F.: Strategic Management, 3 rd ed., McGraw Hill (ISBN: 9781259760556)
Further required readings	Teaching slides (script), reading assignments, supplementary readings, and course information will be made available for downloads from OLE.