

## Syllabus

### Course description

<b>Course title</b>	<b>Advanced Strategic Management</b>
<b>Course code</b>	<b>25441 LM77AF/27242 LM77E&amp;I</b>
<b>Scientific sector</b>	SECS-P/08
<b>Degree</b>	LM-77 Accounting and Finance
<b>Semester and academic year</b>	1st semester 2023-2024
<b>Year</b>	2
<b>Credits</b>	6
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	-
<b>Total exercise hours</b>	-
<b>Attendance</b>	Strongly recommended
<b>Prerequisites</b>	<p>Basic knowledge of concepts and theories of management, organization, and organizational behavior as well as courses taught in the first year of M.Sc. in Accounting and Finance</p> <p><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></p>
<b>Course page</b>	<a href="https://www.unibz.it/en/faculties/economics-management/master-accounting-finance/">https://www.unibz.it/en/faculties/economics-management/master-accounting-finance/</a>

<b>Specific educational objectives</b>	<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 basic knowledge especially 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. Referring to related courses such as 'Corporate Governance', 'Corporate Restructuring and</p>
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	<p>M&amp;A' as well as 'Change Management' the course will primarily focus on the analysis of the competitive environment 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.</p>
<b>Lecturer</b>	<p>Michael Nippa  Office E3.05  <a href="mailto:michael.nippa@unibz.it">michael.nippa@unibz.it</a>, +39 0471 013181  <a href="http://www.unibz.it/en/economics/people/StaffDetails.html?personid=35249&amp;hstf=35249">http://www.unibz.it/en/economics/people/StaffDetails.html?personid=35249&amp;hstf=35249</a></p>
<b>Lecturers' Scientific sector</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	18
<b>Lecturing assistant</b>	-
<b>Teaching assistant</b>	- not foreseen
<b>Office hours</b>	-
<b>List of topics covered</b>	<p>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, the need for sustainable management.</p>
<b>Teaching format</b>	<p>The course will use a combination of lectures, case discussions, 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 all assigned cases. Students should expect to work intensively outside of class time.</p>
<b>Learning outcomes</b>	<p><i>Knowledge and understanding of</i></p> <ul style="list-style-type: none"> <li>• the core elements of strategic management;</li> <li>• the relationship of accounting data and business models / value creation / competitive advantage;</li> <li>• theories, concepts, and tools to craft and implement strategies successfully;</li> <li>• the need to involve stakeholders and 'the nature'.</li> </ul> <p><i>Making judgments regarding for example</i></p> <ul style="list-style-type: none"> <li>• successful and failed strategies;</li> <li>• alternative strategies to reach corporate goals.</li> </ul> <p><i>Applying knowledge and understanding regarding</i></p>

	<ul style="list-style-type: none"> <li>• analyzing business cases;</li> <li>• analyzing real SME cases.</li> </ul> <p><i>Learning skills</i></p> <ul style="list-style-type: none"> <li>• Integrate other business and management courses into the strategic management context;</li> <li>• Distill knowledge from different sources and account for uncertainty, subjectivity, and soft facts.</li> </ul> <p><i>Communication skills</i></p> <ul style="list-style-type: none"> <li>• Show their proficiency wrt analyzing and presenting brief individual and extended group cases.</li> </ul>
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<p><b>Assessment</b></p>	<p>The assessment of the individual performance is based on two exclusive alternatives that must be irrevocably chosen after a pre-announced lecture (most likely the second or third lecture) or earlier:</p> <p><u>Alternative A (attending students):</u></p> <p><i>Class attendance</i> must be at least 80% and there is no exemption from lectures dedicated to the presentation of term assignments (probably mid of January 2024).</p> <p><i>Class participation and individual summary of mandatory readings</i> (20% of total grade): A well-structured page summarizing in an individual way the content of one mandatory reading per lecture (approx. 10 summary papers) of not more than 1 text page (approx. 500 words) without any copy-paste or screenshot elements and participation in in-class discussions about these readings and knowledge presented.</p> <p><i>Individual term assignment</i> (40% of total grade): In-time submission of a well-structured paper/case study on a topical issue related to strategic management of not more than 15 text pages (approx. 7,500 words) 70% and front of class presentation 30% –depending on the number of attending students, adaptations may apply. This includes the timely elaboration of a well-structured document of not more than 15 text pages (approx. 7,500 words) 70%- and an approx. 15 minutes presentation in class -30%-.</p> <p><i>Written exam</i> (40% of total grade): <i>written exam</i> of 30 Minutes –closed book– based on the script, textbook, and required readings (provided via OLE)</p> <p><i>NOTE: Term assignments are valid for the academic year 2023/2024 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 90 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>
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<b>Assessment language</b>	English
<b>Evaluation criteria and criteria for awarding marks</b>	<ul style="list-style-type: none"> <li>• 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;</li> <li>• Relevant for written exam: correct answers based on the knowledge provided in readings, text books, slides, blackboard and verbal explanations given during the lectures.</li> </ul>
<b>Textbook readings</b>	<p>Grant, R.M.: Contemporary Strategy Analysis, 9<sup>th</sup> ed., Wiley (ISBN: 9781119120834)</p> <p>Rothaermel, F.: Strategic Management, 3<sup>rd</sup> ed., McGraw Hill (ISBN: 9781259760556)</p>
<b>Further required readings</b>	Teaching slides (script), reading assignments, case studies and course information will be made available for downloads from OLE.