

DOCENTE/lecturer	
TITOLO DELL'INSEGNAMENTO: <i>Strategies for Business Growth (lingua inglese)</i>	CFU: 6
SSD: SECS-P/08	ANNO ACCADEMICO: 2017 - 2018
CORSO DI LAUREA: Business Management (in lingua inglese) e doppio titolo	SEMESTRE: I semestre

OBIETTIVI FORMATIVI/ Goals of the course

Strategies for business growth course aims to provide a deep knowledge on corporate strategy. Lessons offer an in-depth examination of topics such as business portfolio decisions and optimization; tools for investment analysis and decision making, the trade-off between diversification and divestiture; organizational and structural re-shaping according to each specific growth strategy. The course further provides classes on core aspects, such as sustainability of initiatives; innovation for growth and strategic growth options. Besides theoretical lessons and readings, the students will learn how to depict the corporate strategic trajectory of a firm, thanks to case studies discussion, group projects, and other practical applications.

In sum, the course is structured as follow:

the first part is dedicated to foundations of corporate strategy; the second part is focused on tools for business growth analysis; the last part is committed to main decision making frameworks for strategic growth.

PROGRAMMA DEL CORSO/ Syllabus

SYLLABUS

1. WHAT IS STRATEGY AND WHY IS IT IMPORTANT
2. CORPORATE ADVANTAGE
3. SYNERGIES: BENEFITS TO COLLABORATION
4. GOVERNANCE COSTS: IMPEDIMENTS TO COLLABORATION
5. DIVERSIFICATION
6. ALLY OR ACQUIRE?
7. ORGANIC OR INORGANIC GROWTH?
8. REFOCUSING
9. DIVESTITURE: STAY OR EXIT
10. OUTSOURCING: MAKE OR BUY
11. DESIGNING THE MULTI-BUSINESS CORPORATION
12. DESIGNING CORPORATE HEADQUARTERS
13. MANAGING THE M&A PROCESS
14. MANAGING THE ALLIANCE PROCESS
15. INNOVATION FOR GROWTH
16. STRATEGIC GROWTH OPTIONS

Optional Readings

1. Baysinger, B., & Hoskisson, R. E. (1989). Diversification strategy and R&D intensity in multiproduct firms. *Academy of Management journal*, 32(2), 310-332.



2. Chan Kim, W., Hwang, P., & Burgers, W. P. (1989). Global diversification strategy and corporate profit performance. *Strategic management journal*, 10(1), 45-57.
3. Chesbrough, H. (2006). Open innovation: a new paradigm for understanding industrial innovation. *Open innovation: Researching a new paradigm*, 1-12.
4. Christensen, C. M., Baumann, H., Ruggles, R., & Sadtler, T. M. (2006). Disruptive innovation for social change. *Harvard business review*, 84(12), 94.
5. Dahlander, L., & Gann, D. M. (2010). How open is innovation?. *Research policy*, 39(6), 699-709.
6. Delmar, F., Davidsson, P., & Gartner, W. B. (2003). Arriving at the high-growth firm. *Journal of business venturing*, 18(2), 189-216.
7. Goold, M., & Campbell, A. (1998). Desperately seeking synergy. *Harvard Business Review*, 76(5), 131-143.
8. Grossman, G. M., & Helpman, E. (2005). Outsourcing in a global economy. *The Review of Economic Studies*, 72(1), 135-159.
9. Hagedoorn, J., & Duysters, G. (2002). External sources of innovative capabilities: the preferences for strategic alliances or mergers and acquisitions. *Journal of management studies*, 39(2), 167-188.
10. Hamel, G. (1991). Competition for competence and interpartner learning within international strategic alliances. *Strategic management journal*, 12(S1), 83-103.
11. Moore, G. A. (2003). Darwin and the demon: innovating within established enterprises. *Harvard business review*, 82(7-8), 86-92.
12. Palepu, K. (1985). Diversification strategy, profit performance and the entropy measure. *Strategic management journal*, 6(3), 239-255.
13. Porter, M. E. (1989). From competitive advantage to corporate strategy. In *Readings in Strategic Management* (pp. 234-255). Macmillan Education UK.
14. Powell, W. W., Koput, K. W., & Smith-Doerr, L. (1996). Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. *Administrative science quarterly*, 116-145.
15. Quinn, J. B., & Hilmer, F. G. (1994). Strategic outsourcing. *Sloan management review*, 35(4), 43.
16. Rumelt, R. P. (1982). Diversification strategy and profitability. *Strategic management journal*, 3(4), 359-369.
17. Tanriverdi, H., & Venkatraman, N. (2005). Knowledge relatedness and the performance of multibusiness firms. *Strategic Management Journal*, 26(2), 97-119.
18. Von Hippel, E. (2001). Innovation by user communities: Learning from open-source software. *MIT Sloan management review*, 42(4), 82.
19. Williamson, O. E. (1979). Transaction-cost economics: the governance of contractual relations. *The journal of law & economics*, 22(2), 233-261.



20. Williamson, O. E. (1981). The economics of organization: The transaction cost approach. *American journal of sociology*, 548-577.

Case studies

- Amazon refocusing strategy
- Apple
- Coca-Cola company
- Netflix strategy for growth
- Nike globalization strategy
- Starbucks
- The Virgin group success story
- Uber as a game changer
- Vivendi diversification strategy

TESTI DI RIFERIMENTO/Books

Students can rely on a corporate strategy book and other materials, such as slides, readings, and other online resources.

All chapters in the book are compulsory and are part of the program.

Readings are optional and available on Google scholar freely. Link to case studies is embedded in slides.

The adopted book for this course is:

- a) **Book: Puranam, P., & Vanneste, B. (last edition). *Corporate Strategy: Tools for Analysis and Decision-making*. Cambridge University Press.**

METODO DIDATTICO/Teaching method

The course is based on a combination of the following classes:

- *Theoretical lessons*
- *Case studies discussion and readings*
- *Practical classes*
- *Other practical simulations (e.g. business simulations; augmented reality classes - video and other materials from Harvard Business School; etc..).*

MODALITA' DI FREQUENZA/ Attendance

Classes are not compulsory. However, the attendance is strongly recommended.

LINGUA DI INSEGNAMENTO/Language

English



ORARIO, AULA E DATA INIZIO DELLE LEZIONI/ Classes schedule

Thursday and Friday, 14-16, room 6b.

RICEVIMENTO STUDENTI/Office hours

I semester: office hours is on Thursday, after the lesson, Department of Management.

II semester: on appointment by e-mail.

e-mail: Beatrice.orlando@uniroma1.it

CALENDARIO ESAMI/ Exams dates and mode

Exam consists in an oral test aimed to verify students knowledge of the overall program.

25/01/2018

22/02/2018

18/04/2018 (extraordinary date, only for allowed students – see Faculty rules)

28/06/2018

16/07/2018

12/09/2018

11/10/2017 (extraordinary date, only for allowed students – see Faculty rules)