

# **Planning and Strategic management**

Prof. Francesca landolo  
PhD in Management

# Lessons timetable

Monday 14:30-16:00 room 8b

Tuesday 14:30-16:00 room 6c

Thursday 9:30-11:00 room 14

## NO LESSONS ON:

Tuesday 18th October	<i>Graduation sessions</i>
Tuesday 25th October	<i>Graduation sessions</i>
Monday 31st October	<i>Faculty Closed</i>
Tuesday 8th November	<i>Exams</i>

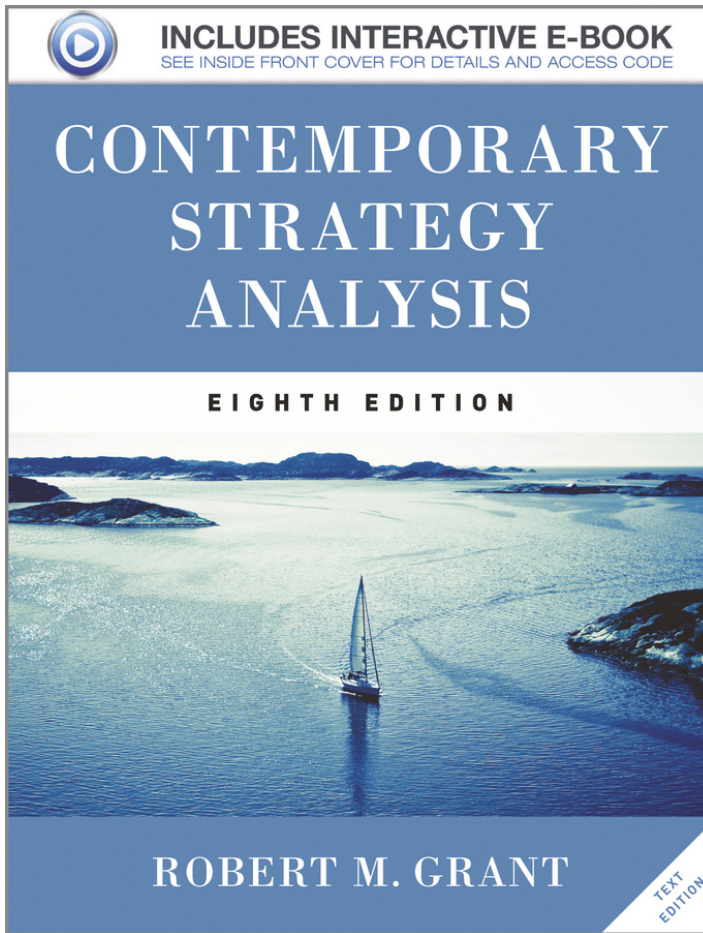
# Contacts and material

Email:

[francesca.iandolo@uniroma1.it](mailto:francesca.iandolo@uniroma1.it)

Slides & additional materials: Dropbox

(<https://www.dropbox.com/sh/9glird2vwuzq3gy/AADHpHfC5CLKAP8RT2MDibyva?dl=0>)



Robert M. Grant,  
*Contemporary strategy  
analysis*, 8° edition,  
Wiley ed.

Where to find it:

- Anglo American Bookshop,  
Via della Vite, Roma.
- Hoepli website.
- [www.pandoracampus.it](http://www.pandoracampus.it)  
(ebook).

# Theaching method

- Lessons
- Case studies (groups)
- Assessments
- Written exam (20<sup>th</sup> December) with optional oral exam

# General contents

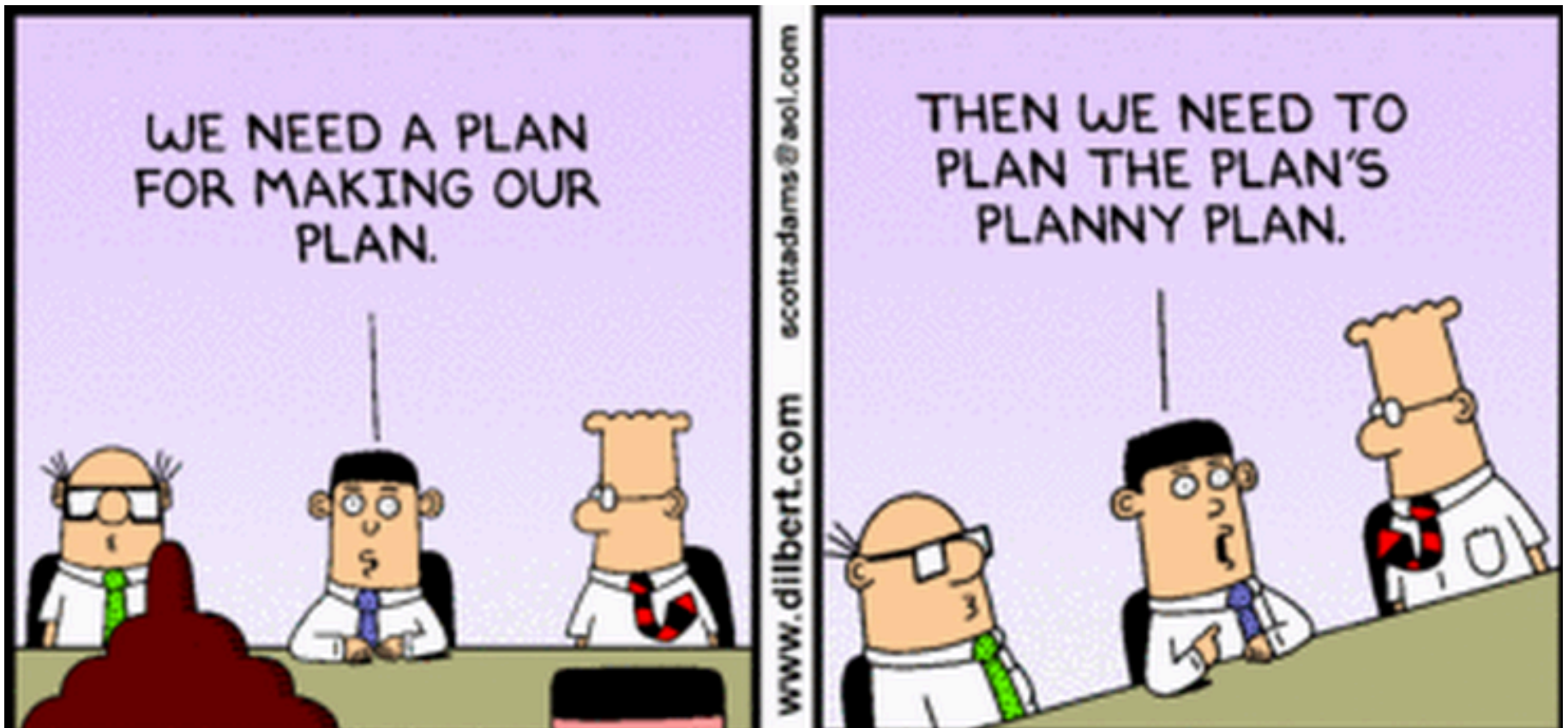
- The concepts of strategy
- Strategy and performance
- Industry analysis
- Competitive analysis
- Resources and Capabilities
- Organization, Structure and management systems
- The concept of competitive advantage
- Corporate strategy

# ***So you think you can outrun a bear?***

*Once there were two company presidents who competed in the same industry. These two presidents decided to go on a camping trip to discuss a possible merger. They hiked deep into the woods. Suddenly, they came upon a grizzly bear that rose up on its hind legs and snarled. Instantly, the first president took off his knapsack and got out a pair of jogging shoes. The second president said, "Hey, you can't outrun that bear." The first president responded, "Maybe I can't outrun that bear, but I surely can outrun you!" This story captures the notion of strategic management, which is to achieve and maintain competitive advantage.*



# Strategy as a plan





# What is strategy?

**“Nobody really  
knows what  
strategy is.”**

The Economist

# Readings (discuss on thursday)

- Mintzberg H., Waters J. A., “Of strategies, deliberate and emergent”, *Strategic management journal*, 1985.
- Porter M., “What is strategy?”, *HBR*, 1996.