

<b>DOCENTE/lecturer</b>	
<b>TITOLO DELL'INSEGNAMENTO:</b> <i>Strategies for Business Growth (lingua inglese)</i>	<b>CFU:</b> 6
<b>SSD:</b> SECS-P/08	<b>ANNO ACCADEMICO:</b> 2018 - 2019
<b>CORSO DI LAUREA:</b> Business Management (in lingua inglese) e doppio titolo (double degree)	<b>SEMESTRE:</b> 1 semester

### **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 decision making issues for strategic growth.*

### **PROGRAMMA DEL CORSO/ Syllabus**

#### **MANDATORY SYLLABUS (BY GENERAL TOPICS)**

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.

### **Optional Case studies (available online for free)**

- 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**

*Slides are weekly published on the Department website and freely downloadable. The entire slides set is mandatory.*

*It is highly recommended to students to avoid any unofficial material (including Wikipedia, notes or syntheses).*

*Additionally, as a further mandatory part of the program, the study material includes a textbook of corporate strategy. **All chapters within the book are mandatory.***

*The book suggested for this course is:*

- a) **Book: *Diversification strategies for Corporate Growth*. Author: B. Orlando. Giappichelli. Forthcoming (expected publication date between December 2018/January 2019).**

**Alternatively, students can adopt the following textbook (all chapters are mandatory):**

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

**Other books or sources are also welcome. However, if the student wishes to use any alternative source or book, he has to discuss it with the Professor in advance, to check the consistency of the source with the official program.**

*Finally, students who wish to go more in-depth of each single topic can download for free the list of papers detailed previously from google scholar. Readings are optional.*



### **METODO DIDATTICO/Teaching method**

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

- *Theoretical lessons*
- *Case studies discussion and readings*
- *Practical classes (office tools and calculations)*
- *Other practical simulations (e.g. business simulations; 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**

Starting date 24th September 2018

**From October, 1<sup>st</sup>, 2018 the class schedule and room will be the following:**

Monday, 6-8 pm, room 8;  
Thursday, 4-6 pm, room 8.

Check the room with the Department regularly, as rooms may be subjected to variations due to Faculty needs and decisions.

### **RICEVIMENTO STUDENTI/Office hours**

*I semester: Monday, 5 pm, Department of Management.*

*II semester: Monday, 12 pm, Department of Management on weekly appointment by e-mail.*

*e-mail: [beatrice.orlando@uniroma1.it](mailto:beatrice.orlando@uniroma1.it)*

*Other time-slots are available on request via e-mail only for exceptional motivations.*

*Generally, students who wish to meet the Professor during the office hour are requested to book a meeting via email. This is due to avoid long lines and the usual crowd at the end of semester.*

### **CALENDARIO ESAMI/ Exams dates and mode and other clarifications**

The exam consists in both a written test and an oral test (they are both compulsory).



Students who have special needs for certified medical reasons that prevent them to have either the written or the oral test can manage the most suitable exam's mode according to their condition directly with the Professor, by booking a meeting via e-mail, on a specific request by the students' office or other appropriate office.

The list of certified pathologies that allow this right to students can be checked with students' office (or other appropriate office). Any other condition not explicitly recognized by the law as deserving of a specific care will be given no further consideration.

Dates of the exam cannot be delayed or changed on student's request for any reason. Similarly, exam's modes cannot be varied unless there is a certified medical condition. Foreign students are suggested to pass the exam before booking the flight back to their country. Both the exam and its registration can only be done in person (bring the identity card or passport for identification) on the official date.

To access the oral test the students must pass the written test with a minimum mark of 18/30. A mark lower than 18/30 signifies the exam is not passed.

- Written test: it consists in two exercises (each up to ten scores, respectively, when the answer is correct), plus an open question (up to ten scores).
- Oral test: it consists in three questions. Each question is valued up to ten scores.

The final mark is given by the weighted average mark between the written and the oral test.

Dates from January 2019 onward:

25<sup>th</sup> January

22<sup>nd</sup> February

24<sup>th</sup> June

16<sup>th</sup> July

11<sup>th</sup> September

Students can register for any official date via Infostud (registration is always mandatory).

For information on room and timing, a mail will be sent a couple of days before the exam (usually exams take place in the afternoon, basing on availability of rooms).



Additional dates are available for students who have not passed all their exams in due time (so called “fuori corso”) and/or have to discuss the thesis imminently. Check with students’ office for more information and the actual possibility to register for these further dates of exam.

The additional dates for 2019 are:

9<sup>th</sup> May

7<sup>th</sup> October.