



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Strategy and International Business

PROF. DANIELE CERRATO

First Module – Corporate Strategy

Course aims and intended learning outcomes

This course is designed to equip students with the tools and insights needed to understand, analyze and formulate an organization's corporate strategy, including decisions related to:

- the appropriate corporate scope, in terms of the businesses in which a firm should operate;
- degree of diversification;
- vertical integration;
- modes of corporate growth (acquisitions, alliances, internal development)
- organization of a multibusiness firm.

The goal of this course is to:

- familiarize students with the ways of and reasons for creating and destroying corporate value in a multibusiness firm;
- transfer knowledge on concepts, theories and models relevant to formulating and implementing corporate strategy, with a focus on the management of diversified firms.

On completion of this course students will be able to:

- Understand the main concepts and strategic models of corporate strategy;
- Understand the challenges associated with implementing corporate strategies;
- Analyze, formulate and evaluate firm strategy at corporate level.

Course content

- Strategies at a corporate level and the rationales for the multibusiness firms;
- Potential sources of creation and destruction of corporate value;
- Diversification strategy, relatedness and economic synergies;
- The role of corporate headquarters in multibusiness firms;
- Vertical integration and the boundaries of the firm;
- Growth strategies: mergers, acquisitions, strategic alliances, and internal development;
- Restructuring strategies;
- Multipoint competition;
- Corporate governance decisions.

Reading list

O. FURRER, Corporate Level Strategy. Theory and Applications, Routledge, Abingdon, Oxon, 2nd edition (all chapters except 14).



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The list of business cases will be provided by the instructor at the beginning of the course.

Optional readings will also be provided for the students who are interested in getting more in-depth exposure to a topic.

Teaching method

The course will be taught through a combination of instructional methods: lectures, discussions of cases, and group works.

Students are expected to have individually and thoroughly prepared the cases that are discussed in class.

Assessment method and criteria

For students attending class on a regular basis.

The assessment will be based on a mix of group works and final exam, as follows:

Group works:	30%
Individual final written exam:	70%

Group works include written memos on corporate strategy cases that will be discussed in class.

The final written exam will consist of 20 multiple-choice questions and one open-ended question (allotted time: 60 minutes).

For students non-attending class on a regular basis:

The final written exam will count for 100% of the grade. The exam will consist of 20 multiple-choice questions and one open-ended question, entirely based on the textbook (allotted time: 60 minutes).

Notes and prerequisites

Basics of strategic management are required.

OFFICE HOURS: Information on office hours are available on the instructor's personal page at <http://docenti.unicatt.it/>.

Second Module - International Business

Course aims and intended learning outcomes

This course is designed to equip students with the tools and insight needed to analyze the international aspects of firm strategy, including: defining strategic approaches to competition in the international arena; entry into overseas markets, managing activities across national borders, designing organizational structures



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and management systems to implement international strategies. The course builds on a variety of concepts and theories drawn from Strategic Management and International Business fields.

The goal of this course is to familiarize students with:

- The strategic options available to firms competing globally and the challenges associated with implementing international business strategies;
- Concepts, frameworks and theories relevant to the management of multinational enterprises (MNEs) and international firms.

On completion of this course students will be able to:

- Understand external and internal factors affecting MNEs' patterns of overseas expansion.
- Identify competitive advantages in an international business environment.
- Apply frameworks and tools for the management and organization of MNEs.

Course content

- Why do firms go international? And why multinational? Motivations, means, processes
- The effect of distance on international business
- Globalization of industries and international business strategies
- The global vs. regional orientation of MNEs: Are MNEs really global? And to what extent?
- Foreign markets entry modes: export, FDI, and collaborative ventures
- Crossborder acquisitions and greenfield investments
- Organizing strategy. The evolution of multinational corporations' organizational models
- The role of foreign subsidiaries and the headquarter-subsidiary relationship
- Emerging markets and new business opportunities.

Reading list

For students attending class on a regular basis:

- Teaching materials (powerpoint presentations, papers, book chapters) provided by the instructor throughout the course.
- International Business Strategy - CASES, obtained from the University copy shop.

For students not attending class on a regular basis:

- C.A. BARTLETT, P.W. BEAMISH, Transnational Management: Text and Cases in Cross-Border Management, Cambridge University Press, Cambridge, 2018, 8th edition (Chapters 1-2-3-4-5-6-7-8);
- An additional set of readings will be provided by the instructor and available at the University copy shop.

Teaching method

The course is structured as a mix of lectures and class discussion of assigned readings (either cases or papers). It is therefore important that students come to each class prepared to be active participants.

Assessment method and criteria



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For students attending class on a regular basis.

The assessment will be based on a mix of group works and final exam, as follows:

Group works	40%
Final written exam	60%

Group works include: a) case analysis (10%); c) company project (30%).

The group work requires that students analyze a firm's current strategy and business/markets portfolio and identify a potential initiative of international expansion.

The final written exam will consist of 20 multiple-choice questions and one open-ended question (allotted time: 60 minutes).

For students non-attending class on a regular basis:

The final written exam will count for 100% of the grade. The exam will consist of 20 multiple-choice questions and one open-ended question, entirely based on the textbook and the readings provided by the instructor (allotted time: 60 minutes).

Notes and prerequisites

Basics of strategic management are required

Information on office hours available on the teacher's personal page at <http://docenti.unicatt.it/>.