



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

## Strategic Management & Entrepreneurship

PROF. FLAVIA CAU

|                       |                        |
|-----------------------|------------------------|
| <b>Area of study:</b> | Business               |
| <b>Area Code:</b>     | IB / MG 340            |
| <b>Credit</b>         | 6 ECTS                 |
| <b>Dates</b>          | 09 - 20 June (2 weeks) |

### Description

The global economic crisis has threatened the accessibility of youth to easy-to-get and secure job positions in large, multinational companies. Such a rest in the labor market does constitute a major challenge in the Italian context. Within such a difficult context, entrepreneurship is emerging as one of the most powerful responses as an effective and valuable professional career alternative.

The entrepreneurial process and its main output – the creation of Small and Medium Enterprises – are at the core of this course.

During the course students will discuss case studies of Italian firms, get familiarity with the Italian entrepreneurial environment and deepen their understanding of possible business models alternatives. Moreover, in order to get a more intensive experience about Italian economic system, two field visits will be organized.

This course leverages on great interaction, which is enhanced through in-and-out-of-class-assignments and discussion.

### Course contents

The learning goals of the course are:

- a) to explore the main dimensions of entrepreneurship.
- b) to point out the main issues related to running a business, with a specific focus on SMEs;
- c) to get familiar with the main dimensions of a successful business model;
- d) to deepen knowledge about some peculiar Italian sectors.

### Method of teaching

Lectures, seminars, in-class discussions, live presentations and group activities, field trips

### Course requirements

- Students are expected to regularly attend class sessions and to actively take part in class debates and case discussions; The most valuable and unique learning will stem from the personal experience of real cases discussed by the teacher and therefore might not be in the course material.
- Each group is expected to deliver the task assigned before the end of each class or during the following class if so communicated;



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

## Grading

|                                  |                     |
|----------------------------------|---------------------|
| Class participation              | 25 % of final grade |
| Group assignments + presentation | 60 % of final grade |
| Assignment delivery in time      | 15 % of final grade |

## Course readings and materials

Readings will be available on blackboard after classes if needed.

## Rules of conduct

**Attendance:** Attendance is mandatory and no absence/s will be excused. Unexcused absences will prevent students from being admitted to the final exam. In case of health issues, students will need to inform both UCSC International Office (at [international.advisor@unicatt.it](mailto:international.advisor@unicatt.it)) and the professor and provide a medical certificate.

**Exam Date:** The exam date cannot be re-scheduled. Unexcused absences will result in a failing grade. In cases of unforeseeable circumstances such as illness or injury on the day of the exams, the student must submit a medical certificate and communicate his/her absence to the Professor and UCSC International Office via email prior to the exam. If the student does not justify his/her absence through sufficient documentation and with adequate notice before the final test, the student will receive an automatic Failed.

## Schedule

### **Lesson 1: Introduction to the course. June, 9.**

In class topics:

- Presentations
- Introduction and overview of the course: aims, organization, assessment
- What is entrepreneurship about
- An initial tour into the entrepreneurship in Italy: our business landscape
- Group assignment guidelines presentation

*Readings:*

- **The Promise of Entrepreneurship as a Field of Research**, by Shane and Venkataraman
- **Entrepreneurship: a working definition**, by T. Eisenmann

*Group Assignment to be done in class:*

- Find a video/interview/article about a “born-entrepreneur” and make a presentation with 3-4 slides (story-telling) to be presented in the next class.

### **Lesson 2: Field visits. June, 10**

In class topics:

- Live Presentations

### **Lesson 3: Tools to recognize a business opportunity. June, 11.**



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

Presentations:

- Presentation of successful entrepreneur

In class topics:

- Tools to recognize a business opportunity
- The nature of entrepreneurial opportunities
- Sources of opportunity & forms of opportunity
- Industries that favour new firms

*Readings:*

- **Cognitive mechanisms in entrepreneurship**, by Baron R.

*Group Assignment to be done in class:*

- Identify an industry – dots
- List main changes and trends in the industry
- Identify a business opportunity and make a presentation (3-4 slides)

#### **Lesson 4: Business model. June, 12**

Presentations:

- Presentation of business opportunities

In class topics:

- The business model Canvas
- Business model pattern
- Analysis of well-known business cases

*Readings:*

- **Why the Lean Start-up Changes Everything**, by Steve Blank
- **Business model generation**, by A. Osterwalder and Y. Pigneur

*Group Assignment to be done in class:*

- Design your first draft of business model canvas on your business idea

#### **Lesson 5: Global trends and innovation. June, 12**

Presentations:

- Group presentation on business model

*Topics:*

- Macro-economic and technological trends (Industry 4.0)
- Business model innovation

*Group Assignment to be done in class:*

- Identify a business model or product innovation

#### **Lesson 5: Field Visit. June, 13**

#### **Lesson 6: Social entrepreneurship. June, 16**

Presentations:

- Presentation of business model or product innovation

In class topics:

- Social business: a new or old way purpose?

*Group Assignment to be done class:*

- Design the social business model canvas

#### **Lesson 7: Blue Ocean Strategy + Positioning Map. June, 17**

Presentations:



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

- Presentation of social business model canvas

In class topics:

- Blue Ocean Strategies: The Entry Point into the Business Model Canvas
- Market Sizing: Quick, back-of-the-envelope calculations to boiling the ocean
- Competitor analysis: Position Map

*Readings:*

- **Blue Ocean Strategy: From Theory to Practice**, by Kim & Mauborgne

*Group Assignment to be done in class:*

- Design your Blue Ocean Strategy
- Design the Position Map

### **Lesson 8: Customer development process and market research. June, 18**

Presentations:

- Presentations of Blue Ocean Strategy + Value Proposition Canvas

In class topics:

- How to test and validate your business model

*Group Assignment to be done in class:*

- Design a market research

### **Lesson 9: Guest speaker + topic (start-up). June, 19**

Presentations:

- Presentation of market research design

Guest Speaker:

- TBD

### **Lesson 10: Presentations. June, 20**

Presentation of your group work: ppt of your business model, strategic canvas, value proposition canvas

All classes topics, readings and field trips might be subject to modification within the class objectives.

## **Instructor bio**

**Prof. Francesco Mantegazzini.** Experienced investor, founder of startups and CEO of MGH7 Venture Capital. Currently Corporate Venture Capital Consultant for Gruppo Ferrovie Nord Milano (FNM Group), Co-organizer of the IoMobility Awards and Mentor for Unicredit Start Lab, Styleit, WeSportUp and Faros. Previously he held top management roles in multinationals (Gruppo 24 ORE, Telecom Italia, Banc of America Securities, Stefano Ricci). Francesco holds an MBA degree from Columbia University and was recognized as Top Business Angel for 2016 by IBAN. He has been collaborating with Università Cattolica since 2023 as professor, lecturer and guest speaker.

E-mail address: [fmantegazzini@hotmail.com](mailto:fmantegazzini@hotmail.com)