



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Strategic Management & Entrepreneurship

PROF. FLAVIA CAU

Area of study:	Business
Area Code:	IB / MG 340
Credit	6 ECTS
Dates	10 - 21 June (2 weeks)

COURSE 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.

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.

COURSE REQUIREMENTS

- (a) Students are expected to regularly attend class sessions and to actively take part in class debate and case discussions;
- (b) Students are expected to be prepared on the assigned readings;
- (c) Students are expected to deliver one group assignments and present it to the class.

COURSE READINGS AND MATERIALS

All the readings and the lecturer's slides will be available on Blackboard.

METHOD OF TEACHING

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



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EVALUATION AND GRADING

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

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) 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

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

Assignment due by the next class:

- Find a video/interview/article about a “born-entrepreneur” and make a presentation with 3-4 slides (story-telling).

Lesson 2: Visit to Koverlux

TBC

Lesson 3: Tools to recognize a business opportunity

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.



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Assignment due by the next 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

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

Assignment due by the next class:

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

Lesson 5: Global trends and innovation

Presentations:

- Group presentation on business model

Topics:

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

Assignment due by the next class:

- Identify a business model or product innovation

Lesson 5: Visit to Campari

TBC

Lesson 6: Social entrepreneurship

Presentations:

- Presentation of business model or product innovation

In class topics:

- Social business: a new or old way purpose?

Assignment due by the next class:

- Design the social business model canvas

Lesson 7: Blue Ocean Strategy + Positioning Map

Presentations:

- 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

Assignment due by the next class:

- Design your Blue Ocean Strategy



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- Design the Position Map

Lesson 8: Customer development process and market research

Presentations:

- Presentations of Blue Ocean Strategy + Value Proposition Canvas

In class topics:

- How to test and validate your business model

Assignment due by the next class:

- Design a market research

Lesson 9: Guest speaker + topic (start-up)

Presentations:

- Presentation of market research design

Guest Speaker:

- TBD

Lesson 10: Presentations

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

Instructor bio

Flavia Cau attended her PhD in Management at Università Cattolica del Sacro Cuore in Milan, Italy. She is part of the E4Impact Foundation – spin-off of ALTIS, the Postgraduate School of Business and Society at the same University, where she is actively involved in educational programs and research. Her main research interests are Social entrepreneurship, Informal economy, BoP markets. In 2022 she was visiting scholar at the Center for Business and Society at IESE Business School, ES.

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