

SCUOLA	Scienze giuridiche ed economico sociali
ANNO ACCADEMICO	2014/2015
CORSO DI LAUREA MAGISTRALE	Scienze delle amministrazioni e delle organizzazioni complesse Curriculum: Public management
INSEGNAMENTO	Business strategy
TIPO DI ATTIVITÀ	Caratterizzante
AMBITO DISCIPLINARE	Statistico-quantitativo
CODICE INSEGNAMENTO	17403
ARTICOLAZIONE IN MODULI	NO
NUMERO MODULI	
SETTORI SCIENTIFICO DISCIPLINARI	inf/01
DOCENTE RESPONSABILE	Bivona Enzo RU Università di Palermo
CFU	8
NUMERO DI ORE RISERVATE ALLO STUDIO PERSONALE	144
NUMERO DI ORE RISERVATE ALLE ATTIVITÀ DIDATTICHE ASSISTITE	56
PROPEDEUTICITÀ	Nessuna
ANNO DI CORSO	Primo
SEDE DI SVOLGIMENTO DELLE LEZIONI	http://portale.unipa.it/dipartimenti/dems/cds/scienzedelleamministrazioniedelleorganizzazionicomplesse2163/?pagina=lezioni
ORGANIZZAZIONE DELLA DIDATTICA	Lezioni frontali, Esercitazioni in aula, Esercitazioni in aula informatica, redazione di un progetto
MODALITÀ DI FREQUENZA	Facoltativa
METODI DI VALUTAZIONE	Prova Scritta, Presentazione di un progetto
TIPO DI VALUTAZIONE	Voto in trentesimi Assessment is carried out by means of evaluation of individual assignment/s. For a passing grade the student must (a) have pass marks on all the assignments; (b) have participated in the mandatory sessions; (c) have an adequate overall attendance rate. An ECTS grade is provided to the student at the end of the course according to the A–F scale. Students not successfully fulfilling all the course requirements within the regular time frame have the option of reaching agreement with the course director of studies on how to complete the course requirements in a timely manner.
PERIODO DELLE LEZIONI	Secondo semestre
CALENDARIO DELLE ATTIVITÀ DIDATTICHE	http://portale.unipa.it/dipartimenti/dems/cds/scienzedelleamministrazioniedelleorganizzazionicomplesse2163/?pagina=lezioni Course meetings include 16 lecture hours and 14 hours of lab assistance over a 6-7 week period from the beginning of April until the mid-May. Students will also work on a project work assignment to be submitted by the end-May.

ORARIO DI RICEVIMENTO DEGLI STUDENTI	Lunedì e Mercoledì dalle 15 alle 17
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<p>RISULTATI DI APPRENDIMENTO ATTESI</p> <p>Conoscenza e capacità di comprensione Students are able to apply system dynamics to business strategy formulation and implementation, with a particular focus on small medium enterprises. Skills are developed in mapping processes affecting performance. Students also learn to use the system dynamics method in supporting business decision makers to identify areas for results improvement, and set proper goals/objectives, as well as performance indicators to foster sustainable strategies.</p> <p>Capacità di applicare conoscenza e comprensione The students will engage in real life case-study analyses in which they will practice their business and modelling knowledge and understanding on identifying the systems structure underlying poor business performance and on developing and assessing strategies and policies aimed at performance improvement. Students will demonstrate their ability to transfer their skills across management disciplines, including strategic management accounting and business and scenario planning. And they learn to approach a problem from a multi-sectorial and a multi-disciplinary perspective.</p> <p>Autonomia di giudizio Students learn to assess the sustainability of business strategy on different perspectives. They gain a systemic, time-related, and open-ended view of firms. They also learn to evaluate performance, based not only on financial and tangible factors, but also on intangibles. Planning & Control, Strategy & Implementation are seen on a continuum that is focused on learning. Students learn to detect the limits of mechanistic approaches in using conventional tools for strategy design and implementation, and performance evaluation. They learn how the role of such tools can be re-shaped according to a learning-oriented perspective, by using the SD method. Real case-study analysis will be conducted during lectures.</p> <p>Abilità comunicative Students can present and discuss relevant literature sources as well as the result of their case studies in class. They also present results from modelling and simulation sessions to stakeholders in organizations and to interested academics.</p> <p>Capacità d'apprendimento Students are enabled to acquire skills – also through individual assignments (together with feedback from teachers) – that are required for self-studies of the literature on the subject.</p>
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<p>OBIETTIVI FORMATIVI DEL CORSO</p> <p>Introduction to the system dynamics for business strategy in small medium enterprises.</p>

CORSO	Business strategy
ORE FRONTALI	LEZIONI FRONTALI
	Strategy principles & Strategic planning/control
4	The concept of business strategy – The Business Idea. Strategy as learning
4	Strategy as learning: Case-study analysis
4	Strategic Planning & Control. Conventional strategic analysis tools: matrixes, SWOT analysis,
4	The strategy process
	Dynamic Balanced Scorecard modelling
4	Modelling strategic performance: drivers of profitability, competitive and social success
4	Modelling strategic assets accumulation and depletion processes and their

	impact on performance drivers and outcomes
	Business Growth Sustainability & restructuring strategies
4	The peculiar complexity of SMEs
4	Planning for business growth and restructuring -Modelling SME Growth
4	Diagnosing Business Growth Sustainability
4	Modelling stunted and inflated growth
4	The Dynamic Balanced Scorecard
4	Modelling Intellectual Capital
	ESERCITAZIONI
12	Modelling SME Growth strategies
TESTI CONSIGLIATI	<p>Bernard Marr, Dina Gray and Andy Neely, 2003, Why do firms measure their intellectual capital? Journal of Intellectual Capital Vol. 4 No. 4, p. 441-464</p> <p>Bianchi C. 2002. Introducing SD modelling into planning and control systems to manage SMEs' growth: a learning-oriented perspective, System Dynamics Review, Vol. 18, No. 3: 315-338</p> <p>Bianchi C. and Bivona E., 2000. Commercial and financial policies in family firms: The Small Business Growth Management Flight Simulator, Simulation & Gaming 31: 197-229</p> <p>Guerreiro, Bio, Merschmann (2008), 'Cost to serve measurement and customer profitability analysis', The International Journal Of Logistics Management, Volume 19 Issue 3 p. 389-407,</p> <p>Hughes, S. B. and K. A. P. Gjerde. 2003. Do different cost systems make a difference? Management Accounting Quarterly (Fall): 22-30.</p> <p>Jagels Martin G.. 2006. Hospitality Management Accounting, 9th Edition, Chapter 1</p> <p>Rockart John F. 1979. Chief Executives Define Their Own Data Needs, Harvard Business Review, 8192</p> <p>Warren K. 2011. Challenging our slogans (working paper), 5th European System Dynamics Workshop, Frankfurt, Germany</p> <p>Warren K., 1999, The Dynamics of Strategy, Business Strategy Review, 10, 3, pp 116</p> <p>Warren K., 2000, The Softer Side of Strategy Dynamics, Business Strategy Review, 11, 1, pp 45-58</p> <p>Warren K., 2008, Strategic Management Dynamics, John Wiley & Sons, Chichester</p>