GIOVANNA CAMPOPIANO
Associate Professor of Strategic Management
CYFE member
University of Bergamo

TOMMASO MINOLA
Professor of Entrepreneurship and Strategy
CYFE member
University of Bergamo

STRATEGIC MANAGEMENT IN THE DIGITAL ECONOMY

Course Introduction and Syllabus

Course details

Details

- Course name Strategic Management in the Digital Economy (37198-E)

- Course 1st semester Theory (6 ECTS) 17/09/2025 – 17/12/2025
  2nd semester Practice (6 ECTS) Feb 2026 – June 2026

- **e-learning** **Moodle**
  "Strategic Management in the Digital Economy a.y. 2025-26"

- Office hours For any requests or inquiries, you can contact the faculty via email (giovanna.campopiano@unibg.it, Tommaso.minola@unibg.it) to arrange a meeting in person (office 5.02) or online (MS Teams or Google Meet)

Faculty

Giovanna Campopiano
Associate Professor of Strategic Management
Department of Management, Information and Production Engineering
CYFE member
University of Bergamo
giovanna.campopiano@unibg.it

Tommaso Minola
Professor of Entrepreneurship and Strategy
Department of Management, Information and Production Engineering
CYFE member
University of Bergamo
tommaso.minola@unibg.it

Course Assistant

Samuel Ashong
PhD candidate
Technology, Innovation and Management
University of Bergamo
samuel.ashong@unibg.it

- Course organization
- Teamwork management
- e-learning platform
- Class communication

Moodle

- In Moodle you will find an icebreaking activity.
- Add a reply to the post, with the following information:
  - Short **introduction** of yourself
  - **Expectations** you have with respect to this module and your future job after the Master degree

Course contents

Course modules: Theory and Practice

Theory

17/09/2025
17/12/2025

Lectures
(8 classes)

Seminars
(4 classes)

Practice

Feb – June 2026

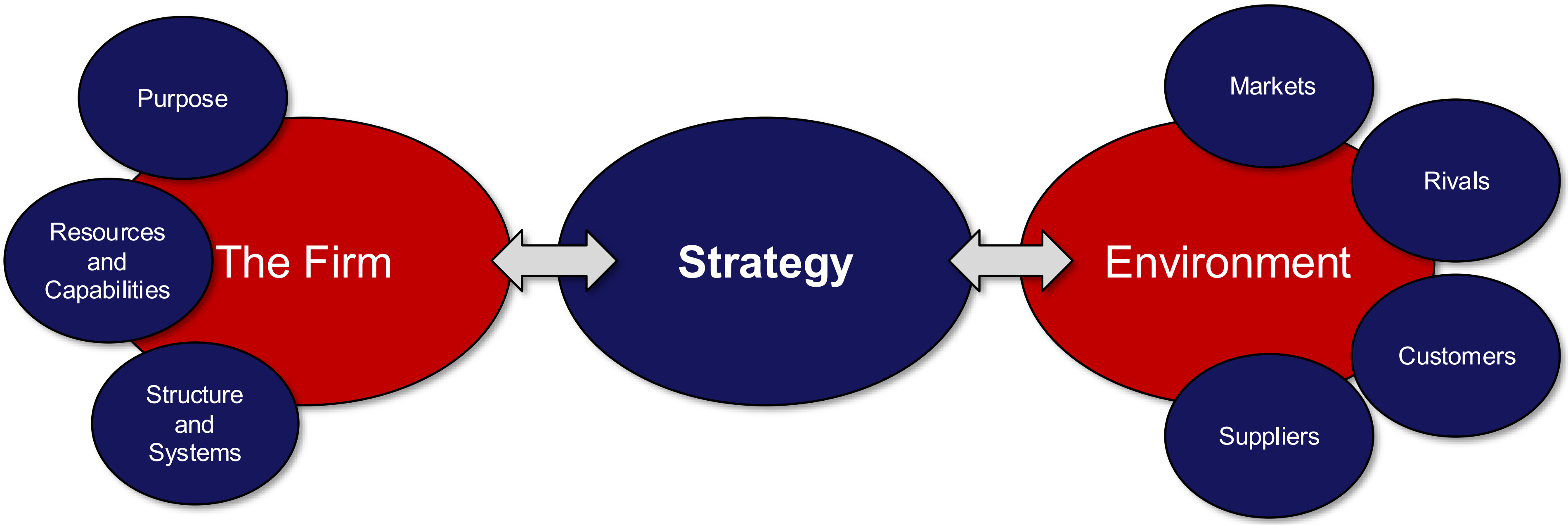
Case Analysis Labs
(2 classes)

Conference Labs
(2-4 classes)

Project Work Labs
(4 classes)

Theory

- The lectures offer fundamental knowledge on **strategic management processes**. They will contain real-life **examples and experiences of managers and consultants** to illustrate practical applications of theoretical concepts and models.
- The faculty encourages students to be actively engaged and to be physically present in the classroom.



Case Analysis Labs (Practice, 2 classes)

- Some business case studies will be discussed during the classes in the 2nd term (Practice Module).

- By encouraging to understand, analyze and work through complex real world problems, the analysis of case studies stimulates students' critical thinking and helps them to bridge the gap between theory and practice through the application of theoretical concepts to business challenges.

- Students will learn how to apply theoretical concepts to analyze the competitive position of a firm, evaluate business strategies, and critically compare alternative strategic decisions. These skills will be valuable for the development of the Project Work.

- Students are strongly encouraged to read the case material provided in the classroom and engage in a very proactive and interactive discussion.

Conference Labs (Practice, 3/4 classes)

- The **Conference Labs** are an opportunity to understand the changes of the global scenario from the experience of eminent keynotes. Global strategy, innovation, digital transformation will be among the topics of the conferences.

- The keynote speakers can be management consulting partners, top managers, entrepreneurs, i.e. people who understand the global trends to successfully face the rapidly changing global context. Corporations, small firms, startups and communities are central in identifying key values in modern changes.

- The aim of the Conference Labs is to inspire students' critical thinking skills and debate on the impact and scenarios of the global changes.

Project Works Labs (Practice, 4 classes)

- During the second semester, two classes will be allocated as class labs for the planning and the development of each project work. The groups will work on the assigned topic with the assistance of the Faculty.

- The aim is to help students throughout the preparation of the project work and to give support to find the right direction to decide structure, contents and sources.

- Cross-discussions, apart from the professor's feedback, that aim of the cross discussions is to help students confront their concepts and ideas, provide constructive feedback and hear the opinion of their colleagues.

Proactive participation

- The course is structured to be interactive. Therefore attending the course is recommended and students are encouraged to participate to every class.

- Informed and engaged participation is of paramount importance and welcome from everyone. Students are also invited to debate about topics, experiment new ideas and share links to real cases.

- Contributions to discussion (in class and through social networks) and ideas from the students are encouraged. Proactive participation is appreciated and graded.

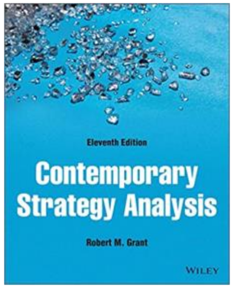
Resources

Online resources

- Online resources are available to students through **Moodle**
  - Lessons
  - Case studies
  - Reference material (scientific papers, reports, podcasts, interviews, etc.)
  - Keynotes by visiting executives (entrepreneurs, managers, etc.)
  - Information about lectures, conferences, events, etc.

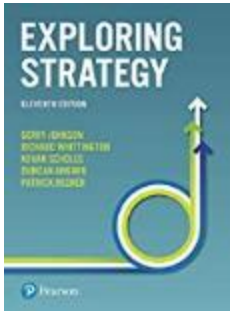
Reference textbook

- Contemporary Strategy Analysis
  Robert M. Grant
  John Wiley & Sons
  ISBN: 978-1-119-81523-5

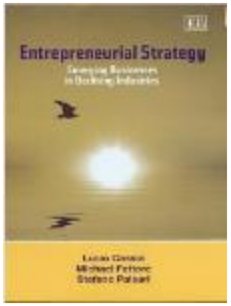


Additional textbooks

- Exploring Strategy: Text & Cases
  Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin, & Patrick Regnér
  Pearson Education
  ISBN 978-1-292-14512-9



- Entrepreneurial Strategy
  Lucio Cassia, Michael Fattore, Stefano Paleari
  Edward Elgar Pub
  ISBN 978-1845421977



Exams and course policies

Exam

- The exam covers both Theory and Practice modules and requires to demonstrate the mastery of the topics, tools and frameworks covered during the course.

- Grading plan

a.	Theory module	50%
b.	Practice module (project work)	50%
c.	Active participation (Labs)	Additional 1 point

- The **project works** are assigned by the Faculty:
  - for attending students, on a <u>four-student group</u> basis
  - for non-attending students, on <u>individual</u> basis

- Theory assessment and project work can be **separately obtained** in **different sessions**. Grades are kept valid for the exam sessions June to November. For the following sessions, students will be required to take both parts within the same session.

- The theory exam aims to assess students' **understanding and ability to apply theories, frameworks and methods taught throughout the course**.
- To prepare for the exam, students can use the reference text as well as the online resources (lectured materials, labs, discussions).
- The written exam will consist of open answer questions and analysis of short cases.
- The exam will be performed in **written form** on an individual basis.

b. Practice Module (Project Work)

- The project work **analyzes an industry and a set of companies**, looking at strategic initiatives (e.g., mergers and acquisitions), strategic opportunities faced by the firms (e.g., a change in market demand or technology) or global trends (e.g., a competition shift).
- Students are required to **apply strategic tools and knowledge** learned along the course, to the real economic environment.
- The goal of the project work is "to know more" about the assigned topic. Students have to deal with the issue in depth, with a scientific and critical approach. This includes careful selection of the most reputed sources.
- The project consists of a **final presentation**, eventually supplemented by written notes. Innovative ways of presentation, original ideas, clarity, focus on the topic are encouraged and graded.
- A comprehensive "project work package" includes a report and a presentation.

- The project works will be discussed by the Faculty on the first Practice Module lecture.
- **Non-attending students are required to contact Faculty well in advance of the exam session**.

Project work rules

- The project work must be original text. Students are expected not to use others' text or work and present it as their own. References shall always be cited. **In case of plagiarism the entire exam will be failed**.

- Each student of the group will put their own effort to make sure that their contribution and presentation will be comparable among the members. Each student may be assigned a different grade.

- Based on the project work topics, the Faculty may pose questions to each student within the group. The answers will influence the final evaluation individually.

- The Faculty will evaluate the project work considering originality, internal consistency, relevance to the assigned theme, methodological rigor, quality and variety of sources, accuracy of report and presentation, clarity of in-class presentation, efficient teamwork.

- The comprehensive package of the project work will be sent to the Faculty before the exam through uploading the project work package on a dedicated folder as per Faculty's guidelines.

c. Class and Lab participation

- The Faculty will evaluate the proactive participation (single student and groups) both during classes and labs.

- Students are strongly encouraged to read the suggested material for a very proactive in-class discussion.

- Students are invited to review the guest's profile in advance and the main topic of each Conference Lab. Groups are required to prepare (not trivial) questions before and make them during the Conference Lab to foster the discussion.

Course policies

- Attendance
  All the students are members of a **learning community**, so a professional behavior is expected. Please be on time for the class and be respectful of others' viewpoints even if in disagreement with them.

- Academic integrity
  The university policies regarding **plagiarism**, cheating and similar activities will be pursued as appropriate. Downloading or use of material obtained from an on-line site without proper citation is plagiarism. Citing sources properly is necessary to demonstrate where your information is coming from.

Source: Adaptation from the Syllabus, Strategic Management & Business Policy, prof. Jing Sun, Wayne State University

Other communications

We encourage students to apply for an **Erasmus or an Extra-EU programme**. Upon request, students involved in an Erasmus Program during 1st or 2nd semester of the current year may be eligible for the attending student status (additional early exam session; project work on a four-student group basis).

Furthermore, students can apply for any equivalence of the modules (Theory and Practice, 6 ECTS each) under prior approval by prof. Giovanna Campopiano (giovanna.campopiano@unibg.it). The equivalence may be granted for one or both modules. On student's request and responsibility, the remaining module will be carried out in Italy. For these students the grading plan will be 50% for each module (Theory/Practice) if they have passed and registered one of the two modules abroad as an equivalent exam.

The same rules apply to foreign students at the University of Bergamo participating in an Erasmus or Extra-EU Program, as well as to Italian students undertaking recognized internships.

19 September 2025

- **Form to enroll: [LINK]**

- CREO is a project of the University of Bergamo, aimed at fostering entrepreneurial competencies with laboratory and interdisciplinary education initiatives.

- CREO-Labs are the modules that you cna include in your Study Plan (6 CFU as free choice). Discover more about CREO-Labs in this video https://www.youtube.com/watch?v=g4CbpaO6XIg&t=1s

https://creo.unibg.it/en

28-29 November 2025

- Career Days

LINK
https://www.careerdayunibg.it/

Are you interested in **writing a dissertation on Innovation (focus: Strategy, Entrepreneurship or international business)**?

You can candidate yourself through this form: LINK