

CORPORATE STRATEGY

24 hrs

Number of credits : 3
Language of instruction: English
Course leader: GUEPEROUX Erwann
Teacher : CISBI Oscar

COURSE DESCRIPTION

This strategic management course focuses on the formulation and implementation of corporate strategy. Corporate strategy includes all the decisions and actions that determine the competitiveness and performance of the company over the long term.

In this course, students will be asked to handle the main strategic concepts, to reflect on concrete strategic issues and to formulate recommendations for the future.

In particular, they will have a project to carry out throughout the semester consisting of shedding light on a strategic issue. This reflection will lead them in particular to use the tools of strategic diagnosis of the external environment, to evaluate the resources and competences of one or more companies, to define strategic choices, to propose operational actions in order to implement these choices and to identify measures to evaluate the performance of the strategic actions carried out.

COURSE OBJECTIVE

This course aims to enable students to:

- Identify the strategic issues facing a company. Evaluate strategic choices
- Understand why some companies have a competitive advantage and others do not
- Analyse a company's strengths and weaknesses and the opportunities and threats it faces.
- Make relevant strategic recommendations.

LEARNING OBJECTIVES

Learning goals C4B	LG1 - Analysis
Learning objectives C4B	LO2 - Analysing complex situations
Outcomes	Level - 3Justify conclusions and make recommendations in a reasoned manner

Learning goals	LG2
Learning objectives C4B	LO4 - Be a force of proposal, take initiatives
Outcomes	Level - 3Carrying and arguing new proposals in a context where they are not planned

CONCEPTS TAUGHT

Competitive advantage, competition, strategic environment, strategic opportunities and threats, strategic capabilities, corporate strategy, competitive strategy, international strategy, innovative strategy, business model, strategic implementation, strategic assessment, strategy-in-action.

TEACHING METHODS

- Theoretical presentation of concepts, tools and methodologies
- Empirical illustrations of these theoretical elements through concrete and actual examples Case
- study

Project consulting : students will be required to work on a strategic issue as part of a project that will last throughout the semester.

EXPECTED WORK AND EVALUATION

- ✓ Reading of chapters corresponding to each session in the mentioned books.
- ✓ Reading and preparatory work on mini-cases and case studies
- ✓ Active participation in class discussions

Evaluation:

Continuous work (50%) : MCQs (30%) ; Consulting Project Presentation (70%)

The consulting project aims to develop and test the understanding of key course ideas, theories, concepts through the study of a strategic business issue.

Exam (50%): hours3, case study followed by some questions. These questions are aimed at LO2 (analysis of complex problems) and LO4, proposing argued recommendations)

BIBLIOGRAPHY

Book 1: Johnson, G., Scholes K. And Whittington, R. (Latest edition) Strategic, Pearson edition

VALUATION METHOD

50%: Continuous assessment

50%: Final exam

SESSIONS

1

MODULE 1

COURSE: 04h00

Synchronous session

* Readings (associated Pearson book chapters)

* Videos and power point

Materials Content

- Introduction
 1. What is strategy?
 2. How will we study strategy?
- Concepts of strategic analysis 1: Strategic position
 1. Macroeconomic analysis,
 2. Industry
 3. Analysis of competitors and the market.
 4. Stakeholder analysis

2

WORKSHOP

4

Coaching on the project

COURSE: 02h00

Coaching on the group project:

- Presentation of the context of the problem and the companies
- Timetable of the work to be done and roles within the group

3**Module 2**COURSE: 04h00

Synchronous session

* Readings

* Videos and power point

Materials Content

1. Concepts of strategic analysis: Strategic 2position :
2. Internal analysis
 - o Resource-based view Strategic
 - o capacity
 - o Value chain analysis
 - o Organisational culture

4**WORKSHOP**

Coaching on the projectCOURSE: 02h00

Project coaching session

* Presentation of the project overview and an inventory of the tools to be used and why

5**Module 3**COURSE: 04h00

Synchronous session :

* Readings

* Videos + Power point

Materials content

Concepts of strategic choice :

1. 1. Decisions at corporate level
2. Decisions at business level
2. International strategy
3. Strategic innovation
4. Methods of growth: diversification, mergers and acquisitions, alliances.

6**WORKSHOP**

Coaching on the projectCOURSE: 02h00

* Presentation of the diagnostic elements and the first recommendations on the strategic choices

Module 4COURSE: 04h00

Synchronous session :

* Readings

* Videos + Power point

Materials content

Strategy concepts in action (implementation) :

1. Evaluation of the strategy
2. Strategy as practice
3. Strategic change and strategy implementation

MCQ assessment (30% CC)

EVALUATIONCOURSE: 02h00

Defence of consulting projects **(70% CC)**
