

**Number of ECTS credits :** 5

**Course language :** English

**Course leader :** STERVINOUS SANDRINE

**Speakers :** KAHN-SALMON Philippe , MASSON Catherine , OREAL Serge , THOMAS LISA

### ≡ COURSE DESCRIPTION

The focus of this course is on strategic management and business policy formulation and implementation. Strategic management is that set of managerial decisions and actions that determines competitiveness and the long-run performance of an organization.

During this class, students will have to elaborate on a concrete strategic issue in teams; the goal of this project is for students to apply strategic concepts and methods to a concrete business situation. Indeed, students will notably have to perform the diagnosis of a concrete strategic issue, identify strategic opportunities and threats, assess the capabilities possessed and needed by the company to tackle with the strategic issue, define strategic recommendations, make operational choices for implementing these recommendations, and assess the feasibility of these recommendations.

### ≡ COURSE OBJECTIVES

The course objectives are :

- To understand strategic issues and policy decisions facing businesses and how current thinking addresses these issues.
- To improve analytical ability in assessing strategies and policies that determines the long-term success of firms.
- To understand why some firms succeed and others fail.
- To have the ability to analyze internal organizational strengths and weaknesses and external environmental opportunities and threats.
- To provide opportunities for every student to participate in relevant discussions of strategic issues.

To develop and improve written and oral communication skills in presenting strategic issues.

### ≡ LEARNING OBJECTIVES

<b>C4B learning goal</b>	LG1 - Analysis
<b>C4B learning objective</b>	LO2 - Analyse complex situations
<b>Outcomes</b>	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
<b>C4B learning goal</b>	LG2 - Action
<b>C4B learning objective</b>	LO4 - Make proposals, take initiatives
<b>Outcomes</b>	Lev. 3 - Support and argue new proposals in a context where they were not envisaged

### ≡ TACKLED CONCEPTS

Competitive advantage, competition, strategic environment, strategic opportunities and threats, strategic capabilities, corporate strategy, business strategy, international strategy, strategic innovations, business models, strategic implementation, strategic evaluation, strategy as practice

### ≡ LEARNING METHODS

- Lecture: Presentation of theoretical concepts and methods.
- Empirical illustrations: Exemplification of concepts with various examples from the business world.
- Case studies : Case studies distributed before class or in session

Consulting project: students will have to work on a concrete strategic issue throughout the semester class

## ≡ EXPECTED WORK AND EVALUATION

-Lecture: Presentation of theoretical concepts and methods.

-Empirical illustrations: Exemplification of concepts with various examples from the business world.

-Case studies

Evaluation:

Continuous assessment (50%): MCQ (10%); Project presentation (10 %); Project Final Report (30 %)

The Group Project aims to develop and test understanding of the key course ideas, theories, concepts and frameworks by means of studying a particular real life strategic issue

Exam (50%) : 3 hour case study based exam. There are several question base don students reading of the case study. These questions allow for evaluating LO2 (analysing complex issues) and LO4 (poviding reasoned recommendations)

## ≡ BIBLIOGRAPHY

Book 1: Johnson, G., Scholes K. And Whittington, R. (Last edition). Exploring corporate strategy. Prentice Hall/Pearson.

## ≡ EVALUATION METHODS

50 % : Continus Assessment

50 % : Exam

## ≡ SESSIONS

### 1 Online session : asynchronous session Module 1

LECTURE : 02h00

### 2 Workshop session : case studies

LECTURE : 02h00

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### 3 Workshop session : case studies

LECTURE : 02h00

Ricoh

### 4 Project Coaching Session (1)

LECTURE : 02h00

### 5 Online session : asynchronous session Module 2

LECTURE : 02h00

### 6 Workshop session : case studies

LECTURE : 02h00

Formula 1

### 7 Workshop session : case studies

LECTURE : 02h00

Formula 1

### 8 Project Coaching Session (2)

LECTURE : 02h00

### 9 Online session : asynchronous session Module 3

LECTURE : 02h00

<b>10</b>	<b>Workshop session : case studies</b> LECTURE : 02h00 <hr/> Tesla
<b>11</b>	<b>Workshop session : case studies</b> LECTURE : 02h00 <hr/> Tesla
<b>12</b>	<b>Project Coaching Session (3)</b> LECTURE : 02h00 <hr/>
<b>13</b>	<b>Online session : asynchronous session Module 4</b> LECTURE : 02h00 <hr/>
<b>14</b>	<b>Workshop session : case studies</b> LECTURE : 02h00 <hr/> To de defined
<b>15</b>	<b>Workshop session : case studies</b> LECTURE : 02h00 <hr/> To be defined