

Number of ECTS credits : 5

Course leader : THOMAS Lisa

Speakers : AVETISYAN EMMA , CAM Cécile , GRIFFIN Christopher , GUEPEROUX Erwann , MINVIELLE NICOLAS , NOEL Laurent , QUINTARD Fabien , 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

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO7 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 0 - NC
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO9 - Develop innovative solutions and test them
Outcomes	Lev. 0 - NC
C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 0 - NC
C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 0 - NC

≡ 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

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- 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

≡ ASSIGNMENTS

- Lecture: Presentation of theoretical concepts and methods.
- Empirical illustrations: Exemplification of concepts with various examples from the business world.
- Case studies : Case studies distributed in class and students will have to elaborate a complete business plan throughout the semester

≡ BIBLIOGRAPHY

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

≡ EVALUATION METHODS

50 % : Contrôle continu
50 % : Examen

≡ SESSIONS

1

SESSION 1

LECTURE : 02h00

Subjects:

- General introduction
- A/What is strategy?
- B/How will we study strategy?
- C/Strategy as an object of study

Concepts:

- Definition of strategy
- Vocabulary of strategy

Case study:

Madonna (Printed case)

2

SESSION 2

LECTURE : 00h00

Subjects:

- Analyzing the macro-environment

Concepts:

- PESTEL
- Scenario Planning

Case study:

- "The oil "Majors"

Reading:

Book 1 : Read chapter "The environment", Section "Macro-environment"

3**SESSION 3**LECTURE : 00h00

Subjects:

- Analyzing the industry (part. 1)

Concepts:

- 5 Forces Model
- Key success Factors

Case study:

- Voyages-SNCF.com (printed case)

Reading:

Book 1 : Read chapter "The environment", Section "Industries and sectors" before session 3

4**SESSION 4**LECTURE : 00h00

Subjects:

- Market and
- Stakeholders mapping

Concepts:

- Vertical Segmentation
- Industry life cycle
- Horizontal Segmentation
- Strategic Groups
- Power / Interest Matrix

Case Study:

- Automobile Industry / European brewers / Food Industry

Reading:

- Book 1 : Read chapter "The environment", Section "Competitors and markets / Strategic purpose", Section "Stakeholders expectations" (read before session 4)

5**SESSION 5**LECTURE : 00h00

Subjects:

- Exploring and exploiting capabilities (part 1)
- A/ Foundations of strategic capability
- B/ Diagnosing capability

Concepts:

- Strategic Capabilities
- VRIN Framework
- Value Chain
- Activity mapping system
- Benchmarking

Case Studies:

- Zara / eBay / Dyson / Prêt à Manger / Ryanair

Reading:

6**SESSION 6**LECTURE : 00h00

Subjects:

- Path Dependency and Organizational Culture
- SWOT

Concepts:

- Dynamic Capabilities
- Strategic drift
- Cultural web
- First Mover Advantage

Case Studies:

- Google / Club Med / Decathlon / CSP / Mark&Spencer

Reading:

- Book 1: Read section "Strategic Drift"; section "Cultural Web" in Chapter "Culture and Strategy" (read before session 6)

7

SESSION 7

LECTURE : 00h00

Subjects:

- Corporate-level decisions
 - A/ Firm's business scope
 - B/ Developing activities
 - C/ Portfolio matrices

Concepts:

- Ansoff's growth matrix
- Porter's test of diversification
- BCG Matrix

Case Studies:

- Zodiac / Virgin / Axel Springer / Home office

Reading:

- Read chapter "Directions and Corporate-Level Strategy" (read before session 7).
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8

SESSION 8

LECTURE : 00h00

Subjects:

- International strategy
 - A/ Drivers of internationalization
 - B/ Market selection and entry

Concepts

- Global/Local dilemma
- Porter's diamond
- Market entry modes

Case Studies:

- Domino's Pizza / Lenovo

Reading:

Read chapter "International strategy"(read before session 8)

9

SESSION 9

LECTURE : 00h00

Subjects:

- Business-level decisions (1/2): Competitive and cooperative strategies
 - A/ Bases of competitive advantage
 - B/ Sustaining competitive advantage

Concepts:

- Generic strategies
- Strategy Clock
- Game theory
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Case Studies:

- Prisoner's dilemma

Reading:

- Read chapter "Business-level strategy" (read before session 9).

QUIZZ

10

SESSION 10

LECTURE : 00h00

Subjects:

- Business-level decisions (2/2): Strategic innovations
 - A/ Definition, types and purpose of strategic innovations
 - B/ Methods of innovation
 - C/ Timing

Concepts

- Product innovation, service innovation, process innovation, business model innovation
- Radical innovation, incremental innovation
- Value innovation
- Design thinking

Case Studies:

- To be defined

Reading:

Read chapter "Innovation and entrepreneurship"(read before session 10)

11

SESSION 11

LECTURE : 00h00

Subjects:

- Strategy evaluation
 - A/Quantitative evaluation
 - B/Qualitative evaluation

Concepts

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- Key Performance Indicators
- Balance scorecard

Case Studies:

- Promodes et Carrefour/SNCF/EDF/Tesco

Reading:

Read section "Strategy evaluation" in chapter "Strategy methods and evaluation" (read before session 11)

12

SESSION 12

LECTURE : 00h00

Subjects:

- Strategy as practice
 - A/ The strategist
 - B/ Doing strategy
 - C/ Strategic episodes

Concepts

- Intended strategy
- Emergent strategy
- Realized strategy

Case Studies:

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Reading:

Read chapter "The practice of strategy" (read before session 12)

13**SESSION 13**LECTURE : 00h00

Subjects:

- Strategy implementation: different perspectives
 - A/ Planning strategic implementation
 - B/ Managing strategic implementation

Concepts

- Evolutionary strategic change
- Revolutionary strategic change
- Crisis Management
- Culture, identity and leadership rules
- Strategic communication and processes

Case Studies:

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Reading:

Read chapter “Managing strategic change” (read before session 13)

14**SESSION 14**LECTURE : 00h00

Consulting Project : Oral Presentation + Deliverable

15**SESSION 15**LECTURE : 00h00

Team Working in Classroom : “Essilor in India”
