

Number of ECTS credits : 4

Course language : English

Faculty : BRIDOUX Alain , GATES Stephen , LOUCHE Céline

≡ COURSE DESCRIPTION

This course introduces strategic management through two primary areas of analysis: the firm's external industry environment and its internal environment (its resources and capabilities). Strategic success results from building sustainable competitive advantage through deploying internal resources and capabilities to exploit the key success factors within the firm's industry environment. Strategic management analyzes how managers can devise a set of actions ("the strategy") to acquire resources and capabilities that allow their company to obtain a sustainable competitive advantage.

The course includes an introduction to corporate social responsibility (CSR) as social and environmental issues contributes in shaping the external and internal environment of firms and thereby influence firms' strategic decisions.

≡ COURSE OBJECTIVES

The main objectives of this course are to:

- Understand strategic issues, CSR concerns and policy decisions facing businesses and how current thinking addresses these issues
- Develop the ability to analyze social and environmental challenges, external industry structure and strategic groups to determine key success factors
- Develop the ability to analyze the strengths and weaknesses of internal organizational resources and capabilities, and then relate them to KSFs in the environment
- Understand why some firms succeed and others fail

Develop and improve written and oral communication skills.

≡ LEARNING GOALS

OLD02 - Analyse : Understand the company within a complex environment

OLD03 - Analyse : Identify all possible options

OLD08 - Anticipate : Identify and leverage opportunities

≡ TACKLED CONCEPTS

Strategic diagnosis, capabilities, corporate versus business strategy, international strategy, internal versus external growth strategy, corporate social responsibility, stakeholder perspective, CSR and value creation, CSR implementation.

≡ LEARNING METHODS

Learning and teaching methods include a combination of lectures on strategy and CSR; short case study analysis and discussion; team activities; and in-class discussion of current events.

- Lecture: Presentation of theoretical concepts and methods
- Short case studies: Illustration of concepts with various examples from the business world
- Team activities: Teams will complete a strategic analysis and present recommendations for a company of their choice

≡ ASSIGNMENTS

Attendance and class participation: If you cannot attend class due to unavoidable circumstances, we expect you to inform your instructor/administrator prior to the class of your absence. Please note that any unexcused absences will significantly impact your overall grade for the course. Students should expect to be called upon regularly to answer questions or provide contributions during case discussions.

Readings: Students are expected to do the reading assignments prior to every session.

Group project: There will be a written team project that consists of choosing a company, then performing a strategic analysis to deliver recommendations in a presentation during the last session. Details will be provided in the first strategy class (session 3).

Multiple choice exam: There will be a multiple choice exam for the CSR part of the course.

Final exam: There will be a final exam, with no make-up test.

Academic honesty: Violations of academic integrity are just causes for discipline under the Audencia Nantes School of Management Student Discipline procedure. All allegations of violations shall be handled according to that procedure.

≡ BIBLIOGRAPHY

Johnson, G., Whittington, R. and K. Scholes, (10th edition). Exploring corporate strategy. Prentice Hall/Pearson.

≡ EVALUATION METHODS

40 % : Exam Strategy
10 % : Exam CSR
40 % : CC Team project
10 % : CC Participation

≡ SESSIONS

1**Introduction to strategic management**LECTURE : 03h00

During the first part of this session, we will present the course objectives and assessments, along with a detailed explanation of the team project to analyse the strategy of a company that you choose and to recommend changes to it.

Key concepts and definitions of strategic management will be presented as well as Porter and Mintzberg contributions to Strategic Analysis.

Reading: Chapters 1 and 2

2**Major stakeholders of a company and Industry life cycle**LECTURE : 03h00

Presentation and utilization of different tools to analyse the external environment of an organization. Emphasis on Porter's Five Forces model, practical ways to apply the 5 forces and limitations of the model. Video on application of Porter's 5 forces to the Pharmaceutical industry. PEST(EL) tool applied to different examples.

Reading: Chapters 2

Illustration 2.3 The consolidating steel industry p 43. Answer questions 1 and 2

3**Scanning the environment; Strategic capabilities**LECTURE : 03h00

The pallet of Strategy Tools (Presentation of a selected few). Key success factors and the first mover advantage. Non Western approaches and Videos (CAGE). Industry analysis and mapping industry strategic groups. The foundations of strategic capabilities will be discussed in the context of the VRIO framework. Competitive Profile Matrix and IFE and EFE matrices. Game Strategy, sub optimization, cooperation, collusion.

Reading: Chapter 3

Illustration 3.3 Groupon p 81

Group discussion: Validity of Strategic Tools in time, space and age groups.

4**Diagnostic capability; Path dependency; Cultural analysis**LECTURE : 03h00

Continuing to evaluate the internal resources and capabilities of a company, we investigate several approaches: activity system; value chain; core competences; and corporate culture.

Hofstede, Trompenars and Mintzberg contributions to cultural analysis

Reading: Chapters 4 and 5

Case study Drinking Partners p 137-139. Answer questions 1 and 2

5**Choices at the corporate level – business scope and organizing for success**LECTURE : 03h00

Following on the diagnostic frameworks for external and internal strategic analysis, we introduce the choices companies face at both the corporate and the business unit level to determine the optimal scope for developing or maintaining competitive advantage for their activities. Concepts such as the SWOT or BCG frameworks; benchmarking; strategy clock and game theory will be applied.

Organization types, SBUs, new forms of organization and “new power”

Readings: Chapters 6 and 13

Cases: Ikea (pp. 220-223). Answer questions 1 to 4

6**External growth: Mergers, acquisitions and strategic alliances**LECTURE : 03h00

In this session, we will determine the appropriate choices between organic development, mergers and acquisitions and strategic alliances. We will identify the key issues in the successful management of mergers and acquisitions as well as strategic alliances. Finally, we will compare the key success factors between organic growth, mergers and acquisitions and strategic alliance strategies.

Reading: Chapter 10

Cases: Who bought whom? (p. 333); Nuclear fission (p. 349); and Where's Irene and just exactly is she up to? The acquisition of Cadbury PLC by Kraft Foods, 2010 (pp. 686-694).

Merger madness? (p. 353).

7**International strategy**LECTURE : 03h00

To conclude, we will distinguish between the four main types of international strategy with particular application to emerging markets. We identify the sources of competitive advantage in international strategy, through both global sourcing and taking advantage of local factors. We will also assess the relative merits of different market entry modes: joint ventures, licensing and foreign direct investment.

Reading: Chapter 8

Cases: Chinese retail: global or local? (p. 263); The international "Joint Effort Enterprise" (p. 269); and Gridsum and the Microsoft partner ecosystem: engaging in China and beyond (pp. 662-665).

8**Understanding CSR**LECTURE : 03h00

Corporate Social responsibility

This section of the course will consist of two parts: one part will be online and one part will be in class.

The online part is mandatory and will be subject to a multiple choice exam. You have to follow the online course before attending the inclass session. This part introduces the What and Why of CSR and several facets of the strategic and competitive aspects of CSR. It focuses on three main notions: corporate strategy & strategic value creation, stakeholder engagement, and global risks. More information with regard to the registration and expectations is available on BlackBoard under Learning Hub/Slides/Professor Céline Louche.

The in class part, we will build from what you have learned during the online session. It will mainly consists of group discussions and a case study.

Mandatory reading: the case study 'CSR: strategies to develop markets'

9**Team project presentations**LECTURE : 03h00

Teams will present their analysis of a company's strategy and recommendations to improve it.
