

Number of ECTS credits : 5

Course responsible : BARDON Thibaut

Teachers : AVETISYAN Emma , BARDON Thibaut , DELAPORTE Sophie , ELBASHA Tamim , GUEPEROUX Erwann , LEGRAND Céline , MINVIELLE Nicolas , NOEL Laurent , PICAUD Katia , ROQUEBERT Claire-Isabelle , STERVINO Sandrine

≡ COURSE DESCRIPTION

The focus of this course is on strategic management and entrepreneurship. Strategic management and entrepreneurship are complementary fields because the former is that set of managerial decisions and actions that determines competitiveness and the long-run performance of an organization and the later consists in turning strategic opportunities into viable organizations. During this class, students will have to elaborate a complete business plan in teams; the goal of this project is for students to apply strategic and entrepreneurial concepts and methods to a concrete business situation. Indeed, students will notably have to perform a complete diagnosis of a competitive environment, identify strategic opportunities and threats, assess the capabilities possessed and needed, define a competitive strategy, make operational choices, assess the feasibility of the new business venture and convince the different stakeholders.

≡ COURSE OBJECTIVES

The course objectives are :

- To understand strategic and entrepreneurship 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 elaborate a viable business plan
 - To provide opportunities for every student to participate in relevant discussions of strategic and entrepreneurship issues.
- To develop and improve written and oral communication skills.

≡ LEARNING GOALS

LO02 - Analysis : Analyse complex situations

LO07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

LO09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

LO10 - CSR : Identify and understand stakeholder interests

LO14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

Strategic diagnosis, capabilities, corporate strategy, business strategy, international strategy, innovation, entrepreneurship, business models

≡ 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 in class and students will have to elaborate a complete business plan throughout the semes

≡ 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.

Book 2: Coster, M. (2009). Entrepreneuriat, , Pearson Education

Book 3: Robert A. Baron and Scott A. Shane (2008). Entrepreneurship: A Process Perspective, Thompson.

≡ EVALUATION METHODS

50 % : Contrôle continu

50 % : Examen

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

Strategic Project – Oral Presentation

Mid-Term Case Study

8**SESSION 8**LECTURE : 00h00

Subjects:

- Business-level decisions
- A/ Bases of competitive advantage
- B/ Sustaining competitive advantage

Concepts:

- Generic strategies
- Strategy Clock
- Value Innovation
- Game theory
- Lock-in

Case Studies:

- Prisoner's dilemma (Printed case)
- Smart For-Two (Printed case)

Reading:

- Book 1: Read chapter "Business-level strategy" before session 8.

9**SESSION 9**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

Reading:

- Book 1: Read chapter "Directions and Corporate-Level Strategy" (read before session 9).
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10**SESSION 10**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 10)
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11**SESSION 11**LECTURE : 00h00

Team Working in Classroom : "Essilor in India" (Printed Case)

12**SESSION 12**LECTURE : 00h00

Subjects

- Entrepreneurial intention (model)
- Entrepreneurial profile (psychological traits)
- Entrepreneurial motivation

Concepts :

- Business opportunity
- Business feasibility
- Forms of entrepreneurship (intrapreneurship, spin off, ...)

Reading :

- Book 3: Read chapters 1, 2 and 3 (Part 1)
 - Final Case Study
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13**SESSION 13**LECTURE : 00h00

Subjects :

- Entrepreneurial process
- A/Identification of business opportunities
- B/Analysis of business feasibility
- C/ Business model design

Concepts :

- Business model
- Business plan

Reading :

- Book 3: Read chapters 4, 5 and 6 (Part 2)
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14**SESSION 14**LECTURE : 00h00

Assessed group oral presentations: Business Plan analysis

Reading:

- Book 3: Read chapter 7 (Part 2)
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15**SESSION 15**LECTURE : 00h00

Team working in Classroom: Original business plan elaboration.

Reading:

- Book 3: Read chapter 9, 10 and 11 (Part 3)
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