

Strategic Analysis Gr. 3 ONSITE (EM023M01B3)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	Module :Strategic analysis : 5 ECTS. <ul style="list-style-type: none">• BEM Bachelor in European Management• PGE 2A - English track
Discipline	Strategy
Year	2020
Semester	B
Open for visitors	yes (5 ECTS)
Available spots	25

Coordinator

Amélie BOUTINOT

Coordinator

Babak MEHMANPAZIR

Lecturers

Instructor	Population	Email
Amélie BOUTINOT	Population	amelie.boutinot@em-strasbourg.eu
Babak MEHMANPAZIR	Population	babak.mehmanpazir@em-strasbourg.eu

Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

Course track

Track : Attendance

Attendance track :

Attendance at lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

Contribution of the course to the educational objectives of the program

How the course contributes to the program :

BEM Bachelor in European Management

PGE 2A - English track

LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.

Students will identify a business organization's operational and managerial challenges in a complex and evolving environment.

Students will understand state-of-the-art management concepts and tools and use them appropriately.

LEARNING GOAL 2 : Students will develop advanced-level managerial skills.

Students will work collaboratively in a team.

Students will communicate ideas effectively, both orally and in writing, in a business context.

LEARNING GOAL 3 : Students will demonstrate their understanding of practices reflecting ethical, diversity and sustainable development values in business organizations.

Students will identify and analyze issues relating to diversity, ethics and sustainable development in their business context.

LEARNING GOAL 4: Students will study and work effectively in a multicultural and international environment.

Students will demonstrate written and oral competency in two foreign languages.

Students will analyze business organizations and problems in a multicultural and international environment

Description

This course deals with strategic choices potentially available to an organization for responding to positioning issues it faces. The course goes further than the basics that students are supposed to master (external and internal diagnosis, business and corporate strategies) and presents more advanced topics such as international strategy, innovation and merger/acquisition strategies. Students will discover these topics, discuss their theoretical foundations and realize group presentations to practice them on existing strategic situations.

Exceptionnaly, this year will be mixing onsite and online sessions, asynchronous and live learning practices.

Educational organisation

In class

Presentations

Tutorials

In groups

Exercises

Case studies/texts

Oral presentations

Interaction

Discussions / debates

Assignments

Individual projects (online assignments, video,)

Specific projects / case studies

Readings

Learning outcomes

Upon completion of this course, students should be able to :

- **Identify** strategic choices available to an organization
- **Describe** and identify innovation dilemmas
- **Analyze** key motives for mergers and acquisitions
- **Analyze** international market potential and attractiveness
- **Describe** how competitors should respond to innovative challenges
- **Evaluate** the international strategy options for a given company

Outline

Exceptionnaly, this year will be mixing onsite and online sessions, asynchronous and live learning practices:

Session 1 - live session (onsite or online): Introduction and reminder of basic knowledge in strategic management

Session 2 - asynchronous (online): "Internationalization", lecture and illustration

Session 3 - synchronous (online): "Internationalization" Q&A, live discussions on the topic

Session 4 - synchronous (online) or onsite: "Internationalization" group presentations

Session 5 - asynchronous (online): "Mergers, Acquisitions and Alliances", lecture and illustration

Session 6 - synchronous (online): "Mergers, Acquisitions and Alliances" Q&A, live discussions on the topic

Session 7 - synchronous (online) or onsite: "Mergers, Acquisitions and Alliances" group presentations

Session 8 - asynchronous (online): "Innovation & Entrepreneurship", lecture and illustration

Session 9 - synchronous (online): "Innovation & Entrepreneurship" Q&A, live discussions on the topic

Session 10 - synchronous (online) or onsite: "Innovation & Entrepreneurship" group presentations

The asynchronous sessions will be organized on a moodle space, with resources available. The live online sessions will be done with Zoom.

Prerequisites

Key concepts to understand :

Knowledge of :

Students who participate to the course should have a good knowledge about the basics in strategy: external diagnosis (PESTEL, 5 forces model of an industry...), internal diagnosis (resources and capabilities, culture...), business and corporate strategies. The introduction session will be a reminder of these notions but not more time will be spent on them.

Students can consult strategic management books such as Exploring Strategy by Johnson et al. (2017), Pearson Eds.

Teaching material

Documents in all formats

- Books
- Case studies

Software

- Office Pack (Word, Excel, PowerPoint, Access)
- MS POWERPOINT
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Additional electronic platforms

- Audio documents
- Videos
- Other

Recommended reading

Major works :

For all sessions students are asked to read e-chapters and prepare quizzes. E-chapters will be available in the moodle space of the course, like illustrations, quiz preparation and actual quizzes (regular individual assessment).

Further reading :

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 :

written + oral / in group / English / weighting : 30%

additional information : Assessment on the basis of participation into the three group presentations (one group presentation for each topic)

This evaluation serves to measure LO1.1, LO1.2

Intermediate evaluation / continuous assessment 2 :

written / individual / English / weighting : 20%

additional information : Students will do three individual quizzes (one quiz, in a multiple choice questions format, for each topic of the course). These tests will take place at the beginning of each session dedicated to presentations.

This evaluation serves to measure LO1.1, LO1.2

Final assessment : exam week

written / individual / English / weighting : 50%

additional information : The final exam is a final business case study with open questions related to the three topics explored during the course: Internationalization, M&A, and Innovation.

This evaluation serves to measure LO1.1, LO1.2

Grounds for expulsion from classes

Behaviors such as

arriving late, leaving early, or exiting the classroom at inopportune moments during class

ostentatiously eating or drinking in class

using smartphones or laptops for non-class-related purposes

reading texts unrelated to the course

discussing topics unrelated to the course

disrespecting the lecturer

may lead to expulsion from the class/course.