

Managing the organization: role playing (EM165M39)

Program	PGE
Module / ECTS / Path / Specialisation	Module :Managing the organization: from strategy definition to execution :5 ECTS. <ul style="list-style-type: none">• Visitants
Discipline	Management
Year	2019
Semester	B
Open for visitors	yes (5 ECTS)
Available places	20

Coordinator

Damien JELSCH

Lecturers

Instructor	Population	Email
Damien JELSCH		

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 lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

"Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

Contribution of the course to the educational objectives of the programme

How the course contributes to the programme :

Description

The objective of this programme is to enable the students to put in practice the acquired skills in Strategy, Basics in Management, Finance Accounting and Leadership in HRM. Furthermore, they will have the opportunity to practice their Leadership competences.

Indeed, the journey will start with the definition of the vision, customer value proposition, strategy and preparation of the business plan including the financial metrics. In order to close the loop, we will address the leadership competences, which are vital for a successful execution of the strategy. Indeed, we often notice the failure of company strategies due to a poor execution as a consequence of weak leadership. The aim is therefore to confront our students with a proper strategy execution based on change management.

The students will be organized in groups and will need to take into consideration the following steps based on a given scenario:

- 1) SWOT analysis
- 2) Evaluating the various strategic options and making the choice
- 3) Building the strategy house
- 4) Building the Canvas Model
- 5) Defining the execution plan
- 6) Communicating the plan

Educational organisation

In class

Presentations

In groups

Case studies/texts

Interaction

Discussions / debates

Workshops

Assignments

Specific projects / case studies

Learning outcomes

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

- **Define** the strategy in order to assure the sustainability of the company
- **Express** your leadership competences to successfully define and execute the strategy
- **Apply** the acquired skills in Strategy, Finance & Accounting and Management
- **Prepare** the SWOT Analysis and the plan to execute the strategy
- **Experiment** for "Managing successfully an organization"
- **Combine** Leadership, strategy definition and strategy implementation
- **Value** the faculty of the students to build performing teams

Outline

The course will be organized around the following modules in order to enable the students to live the strategy journey: Module 1: Leadership versus Management, Module 2 The strategy House, Module 3 The Canvas Model, Module 4 The strategy implementation Model including the key Financial metrics, Module 5 Business case study: Students organized in groups need to apply the acquired concepts in defining and implementing the strategy of a given company. Each student will play the role of an Executive Committee member.

Prerequisites

Key concepts to understand :

Basic skills in organization management and strategy

Teaching material

Documents in all formats

- Transparencies in paper format

Software

- Office Pack (Word, Excel, PowerPoint, Access)

Recommended reading

Major works :

Team work is essential to move forward and be successful

Further reading :

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 :

written / individual / English / weighting : 20%

additional information : Quiz before starting to work on the case study to verify the acquired knowledge

Intermediate evaluation / continuous assessment 2 :

written + oral / in group / English / weighting : 80%

Grounds for expulsion from classes

Such behaviors as...

arriving late, leaving early or unannounced leaving of the classroom during class time

disruptive eating or drinking in class

using smartphones and laptops for non class-related purposes

reading non class-related documents

chatting on non class-related issues

showing disrespect towards lecturers

... may lead to expulsion from classes.