

Basics in Strategy Gr. 3 (EM1F4M43A3)

| | |
|---------------------------------------|---|
| Program | PGE |
| Module / ECTS / Path / Specialisation | Module :Basics in Strategy : 5 ECTS. <ul style="list-style-type: none">• Visitants |
| Discipline | |
| Year | 2019 |
| Semester | A |
| Open for visitors | yes (5 ECTS) |
| Available places | 40 |

Coordinator

Marie HENRY

Lecturers

| Instructor | Population | Email |
|-------------|------------|------------------------------|
| Marie HENRY | Population | marie.henry@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 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

This course entitled “Basics in Strategy” provides students with theoretical and practical foundations of strategic management. The objective of this course is to enable students to acquire (1) the core concepts of strategy and (2) the necessary tools to implement strategy in today’s organizations.

The various themes of the course are developed through theoretical and practical tools, illustrated with a variety of concrete examples of companies around the world, and applied through a case study.

Like in a role game, but at a collective level, the students will be invited to embody a company working in an environment where events happen and relevant decisions need to be taken. To make good decisions and to survive in this environment, students will have to apply strategic management concepts and frameworks. Each decision will have some consequences and impact the evolution of the company. At the end of each session, students will deliver completed templates of frameworks to make sure they understood properly the basics of strategy.

In addition, students will be asked to read and prepare PowerPoint presentations of academic articles for several sessions.

Educational organisation

In class

Lectures

Presentations

Tutorials

In groups

Projects

Oral presentations

Assignments

Individual projects (online assignments, video,)

Specific projects / case studies

Text study

Learning outcomes

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

- **Define** the basic concepts in strategy
- **Apply** a strategic framework on a real-life situation
- **Sketch** concrete action plans
- **Synthesize** a company situation
- **Justify** strategic choices

Outline

Session 1 Introducing strategy part 1
Session 2 Foundations of corporate strategy
Session 3 External diagnosis - Analyzing the macro-environment
Session 4 External diagnosis - Analyzing the industry and sector
Session 5 Internal diagnosis – Resources and Competences
Session 6 Internal diagnosis – Corporate Culture
Session 7 Business strategy and models
Session 8 Corporate strategy and diversification
Session 9 Final presentations

Prerequisites

Key concepts to understand :

none

Teaching material

Documents in all formats

- Syllabus
- Worksheets

Software

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

Recommended reading

Major works :

- Johnson, Scholes, Whittington and Fréry (2017), Exploring Strategy, Pearson Education
- McKeown (2012), The Strategy Book: How to Think and Act Strategically to Deliver Outstanding Results, FT Press
- Jones, M. and Silberzahn, P. (2013), Constructing Cassandra: Reframing Intelligence Failure at the CIA, 1947-2001, Stanford Security Studies

Further reading :

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 :

written / individual / English / weighting : 15%
additional information : Individual tests on Moodle

This evaluation serves to measure LO1.1, LO4.2

Intermediate evaluation / continuous assessment 2 :

written + oral / in group / English / weighting : 35%
additional information : Documents delivered at the end of each session

This evaluation serves to measure LO1.1, LO1.2, LO1.3, LO2.1, LO2.2, LO2.3, LO4.2

Final assessment : exam week

written / individual / English / weighting : 50%
additional information : Questions / quizz about the core concepts and frameworks of the course Application of concepts and frameworks on a case study

This evaluation serves to measure LO2.2, LO4.2

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.