

## Strategic management

ECTS : 3

### Description du contenu de l'enseignement :

- S1. Introduction: strategic management, past and current issues  
PART 1: RETHINKING VALUE CREATION  
S2. Why and how to rethink a company's business model?  
S3. What mechanisms for creating and capturing value in a globalized context?  
S4. Under what conditions can an innovation create a market disruption?  
S5. Intermediate synthesis: presentation of group projects and correction of case study 1  
PART 2: INFLUENCING AND INTERACTING WITH THE ENVIRONMENT'S ACTORS  
S6. Competition or cooperation: why and how to structure a business ecosystem  
S7. How can a firm shape the institutional context to its own advantage?  
S8. Intermediate synthesis: presentation of group projects and correction of case study 2  
PART 3: ORCHESTRATING STRATEGY  
S9. Governance: how to align strategy with stakeholders' expectations?  
S10. How is the strategy planned and implemented on a daily basis?

### Compétence à acquérir :

- **Know and understand the main strategic issues** that companies are currently facing;
- **Master essential theoretical concepts** to shed light on these issues and mobilize them as a framework for analysis;
- **Elaborate a structured and reflexive analysis** of a company's strategic situation.

### Mode de contrôle des connaissances :

Continuous assessment (50%) : Group project (40%) (collective work) & Case study (10%) (individual)  
Final exam (50%) : Case study (Individual exam)

### Bibliographie, lectures recommandées :

JOHNSON G., SCHOLES K., WHITTINGTON R., ANGWIN D., REGNER P. **Exploring Corporate Strategy**, Prentice Hall, 11th edition, 2019.