Corporate Strategy

ECTS : 6

Volume horaire : 36

Description du contenu de l'enseignement :

The purpose of the course is to introduce students to Corporate Strategy in its main domains as business strategy, analysis of business environment, financials, business transformation, leadership and people management. Key questions of strategy development and implementation at the corporate level of a company would be covered: where should long term growth come from? How strategy is made within organizations and the role played by strategic planning systems. Understanding of competitive environment and forces. Linkage between strategy and financial analysis. Analysis of resources and capabilities of a firm. The analysis of competitive advantage. Defining corporate mission and vision. This course isn't on Moodle. **1** The concept of strategy - Role of strategy in success; Analysis, Strategic Framework **2** The concept of Strategy - Role of strategy in success; Analysis, Strategic Framework **3** The concept of strategy - Role of strategy in success; Analysis, Strategic Framework **4** Practical workshop: Group exercise - Artificial intelligence and digital transformation**5** Tools of the strategy analysis: Strategy & Profit, Competition analysis **6** Tools of the strategy analysis: Resources and Capabilities of the Firm **7** **Mid-term Exam**: individual essay on an annual report, 25% of score. Organization, History, Structure and Management Systems **8** The analysis of competitive advantage **9** The analysis of Competitive Advantage - preparatory case with Tech & AI in focus(in groups) **10** Group Examination: Workshop in groups of 5 to 6 students, 25% of score**11** General review **12 Final Exam**: written individual essay, 50% of score

Compétence à acquérir :

By the end of this course, students will be able to:

- Conduct strategy analysis - Formulate business plans;
- Assess the competitive environment;
- Evaluate firms' resources and capabilities;
- Analyze organizational structures and value creation mechanisms.

Mode de contrôle des connaissances :

- Mid-Term written exam (25% grade);
- Group business case oral exam (25% grade);
- Final written exam (50% grade).

The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.** Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Comteporary strategy analysis; Robert M.Grant; 8th edition; Wiley; 2015;
- Competitive strategy Porter E. Michael; Free press; New York;
- Corporate strategy for sustainable growth; Guido Corbetta, Paolo Morosetti, Bocconi University Press, 2020;
- The art of Strategy; Avinash Dixit, Barry Nalebuff, Norton & Company, 2008;
- Corporate strategy, Theory and Practice; Ulrich Pidun, 2019;
- Good strategy, bad strategy; Rumelt Richard, ProfileBooks; 2013;
- Business process Management; Jeston John; Routledge; 2014.