Fundamentals of Strategy

ECTS : 6

Volume horaire : 36

Description du contenu de l'enseignement :

Whether you're a consultant, manager, analyst, project manager, or in charge of a functional activity (finance, human resources, etc.), any management job requires you to understand the rules of the game and the dynamics of the environment in which your organization operates, on the one hand, and to know how to define and implement **strategic actions** to achieve your objectives and survive, on the other. Today's strategic environment is becoming increasingly complex: large-scale uncertainties are emerging (climate risks, artificial intelligence, big data **and** blockchain technologies, etc.), and more systemic modes of organization are taking shape (ecosystems, platforms, etc.), generating new risks and opportunities for companies.
The teaching of the Fundamentals of Strategy course is based on a pedagogy in which students are put in a position to be both **active participants** and autonomous in their learning. It includes:
- textual and digital resources that students can**work through** at their own pace, through quizzes indicating their level of mastery of the content
- **4 hackathons of 4.5 hours**, every 3 weeks, in which the student is put in the situation of using the concepts made available during the previous period.
A corpus of readings and videos is made available on Moodle before each hackathon. These elements serve as support for the 4 hackathons and should therefore be used to prepare for the hackathon. The quizzes are designed to help students **self-assess** the elements that the teaching team would like them to acquire. These quizzes are not part of the assessment, but are a tool for students' **self-evaluation** of their level of mastery of the content.
A forum is available for each section, where the course leader or members of the teaching team can answer any questions you may have about your understanding of the readings. Questions should be submitted no later than 1 week before each hackathon, to allow time for processing. This course is on Moodle.
PART 1 (Hackathon 1) : Strategic diagnosis
Students will need to be familiar with diagnostic tools and understand how they can be used in combination to carry out a complete strategic diagnosis of a company. These tools will be used in a real-life case study during the hackaton.
PART 2 (Hackathon 2) : Business strategies
Students will need to understand the various ways in which companies can position themselves strategically, and master the definition and design of a business model with a view to creating value. The aim of the hackaton will be to propose a strategy or business model for a given organization.
PART 3 (Hackathon 3): Corporate strategies
In this third part, we will study the role of a head office and see what tools can be used to decide whether or not to develop certain activities at group level. The hackaton will enable us to analyze and propose the coherence of the activities of two competing organizations.
PART 4 (Hackathon 4): Implementing strategy
Implementing a strategy does not stop with a decision at top management level. Organizational structures and the leadership skills of executives and managers are crucial to the success of the strategic project. Students will be put in the position of having to convince an investor of their ability to develop a strategic project.

Compétence à acquérir :

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

- Identify and understand the major strategic issues facing companies today;
- Master the key theoretical concepts used to analyze these issues;
- Produce a structured, coherent, and well-argued strategic analysis of a company's situation.

Mode de contrôle des connaissances :

Overall, students must demonstrate
(1) a mastery of the concepts covered in the course,
(2) an understanding of the strategic issues facing companies,
and (3) the ability to write a structured, coherent and well-argued analysis of these issues.
The detailed assessment procedures are as follows:**Note: Peer evaluation (50%)**
Principles: Students will have to evaluate the contribution of each of their groupmates within the working group.

Instructions: Fill in the questionnaire within 1 week of each hackathon.
Note: Group Work production (50%)
Principles: Group work during hackathons, according to instructions. Groups are in competition and are ranked according to their level of performance. The grade reflects the group ranking
Instruction: Each hackathon is based on specific organizational and content arrangements, which will be presented to the students before the session.

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 encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than 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. 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 :

- Whittington R. et al. Exploring Strategy, 13th edition, 2023.

Lionel Garreau is an Associate Professor of Strategy at Université Paris Dauphine-PSL. His research examines how organizations articulate meaning and business models, with a particular focus on developing a systemic approach to strategy. He has published in leading international journals such as Strategic Organization, the British Journal of Management, the Scandinavian Journal of Management, and M@n@gement. At Dauphine, he directs the Master 2 Research in Management and the Executive PhD programs, fostering bridges between academic inquiry and managerial practice. He is also the co-founder and co-director of the Systemic Innovation and Management Institute, dedicated to advancing systemic thinking in management and strategy.