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| UNIT 3 : BUSINESS STRATEGIES AND MANAGEMENT   |  | SEMESTRE 3 |
| <b>COURS : BUSINESS STRATEGIES IN EUROPEAN UNION AND CASE STUDIES</b>   |  | Ects : 2   |
| INTERVENANT / LECTURE : Vincent MONTENERO   |  |            |
| <b>VOLUME SCHEDULE FACE :</b> <ul style="list-style-type: none"> <li>• <b>Cours magistral</b> : 24 hours</li> <li>• <b>Cours-TD</b> : .....hours</li> <li>• <b>TD</b> : .....hours</li> </ul> <b>HOURLY AMOUNT - INDIVIDUAL WORK OF STUDENT : 40 hour</b> |  |            |

**PRÉREQUIS :**

- Concepts et connaissances (indiquer les cours des années précédentes) :  
Euro bachelor in economics or management or equivalent

**COURSE DESCRIPTION:**

The development, evaluation, and implementation of business strategies are the heart of successful management. The key is a management system that will help managers to:

- Provide vision for their business
- Monitor and understand dynamic environments
- Generate strategic options that will be responsive to changes
- Develop strategies based on sustainable competitive advantage
- Implement strategic driving tools,
- Measure the efficiency of their strategies, their internal application and their tools.

The challenge of strategic management is in the involvement of managers in guiding the future direction of the organization, introducing and evaluating numerous business strategic alternatives. The course focuses on the way that managers can do this decision-making process in a hard competitive context.

Understanding and building strategies is becoming more difficult with the current accelerated globalization because newcomers may have very different approaches from the accepted models. The course is also aimed at understanding the specificity of strategy building within the European Union and in which way it may differ from is done on other continents.

**AIMS:**

- To present concepts, models and methods that is or has promise of being useful to the strategy-development process
- To identify the numerous alternative business strategies
- To study business strategies sustainable in the hard competitive European context through empirical cases
- To understand the specificity of European companies as compared to companies from other continent.

## INTENDED LEARNING OUTCOMES:

After completing this unit the student should be able to:

- Analyze the external environment
- Identify the sustainable competitive advantages based on organizational assets and skills
- Analyze the strategic context by gathering relevant information with a view to building up resources of high added value
- Identify and select strategies alternatives
- Propose the best way how to implement, drive and measure the strategy

## COURSE ASSESSMENT

1. Individual course work and participation in class discussion (33 % of mark)
2. Case presentations during the course (half of mark will be awarded on the basis of the student's individual contribution to the live presentation, half for the group's written case report).
3. Written case study at the end of the course (33% of mark)

## COURSE TEXTBOOK

The Strategy sections of the course (see following Course Outline) will use the following textbook as the principal source of concepts, methods, tools and cases:

G. Johnston, K. Scholes & R. Whittington, "Exploring Corporate Strategy", FT Prentice Hall, 8<sup>TH</sup> Edition, 2009. (Note. The book contains a user's code giving the initial buyer access to a companion web site).

## COURSE OUTLINE

| Session | Content   |
|---------|---|
| 1       | <i>Preliminary Reading: Johnson, Scholes and Whittington, Chapters 1 &amp; 2</i><br>Introduction <ul style="list-style-type: none"><li>- What is Strategy?</li><li>- How is it formulated?</li><li>- Strategic Objectives in the Private and Public sectors</li></ul>   |
| 2       | <b>Strategic Environment Analysis</b> <ul style="list-style-type: none"><li>- Macro level (<i>Pestel</i>)</li><li>- Micro level (<i>Market – Customers- Needs – Technologies – Canals...</i>)</li><li>- Sector Analysis (<i>Structure → Conduct → Performance ; 5 Forces -</i>)</li></ul>   |
| 3       | <i>Preliminary Reading: Johnson, Scholes and Whittington, Chapters 3 &amp; 6</i><br><b>Strategic Capability Analysis</b> <ul style="list-style-type: none"><li>- Resources and competences</li><li>- Performance</li><li>- The Value Chain</li></ul>  |
| 4       | <b>Formulating Strategy A</b><br><b>- Formulating Business Unit Strategy</b> <ul style="list-style-type: none"><li>- Positioning in terms of Customer – Needs – Technology, etc</li><li>- Positioning on the Industry Life Cycle and the Market Share / Growth matrix</li><li>- Cost, differentiation and hybrid strategies</li></ul> |
| 5       | <i>Preliminary Reading: Johnson, Scholes and Whittington, Chapters 7, 10 &amp; 14</i>   |

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|   | <p><b><u>Formulating Strategy B</u></b></p> <p><b>- Formulating Corporate Strategy</b></p> <ul style="list-style-type: none"> <li>- <i>Strategic segmentation &amp; definition of SBU's</i></li> <li>- <i>Evaluation of Strategic Segments: criteria &amp; methods</i></li> <li>- <i>Market Share/Growth Matrix</i></li> </ul>   |
| 6 | <p><b><u>Implementing Strategy:</u></b> <i>Johnson, Scholes and Whittington, Chapter 4</i></p> <p><b><u>Presentation of cases</u></b></p> <p><b>- In small groups, students will present their team's work on a case selected from those available in Strategy in Action, Part III of Johnson, Scholes and Whittington</b></p> <ul style="list-style-type: none"> <li>- Presentation of the company</li> <li>- Analysis of its Strategic Environment and its Strategic Capability</li> <li>- Identification of possible Strategic Options and Objectives</li> <li>- Selection of Strategies (Internal and External) and Objectives</li> <li>- Implementation Plans and Forecast of Expected Results</li> </ul> |