**Business strategy**

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***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

Strategic management is an integration of knowledge in the various functional areas of management toward solutions of challenges affecting the character and success of the total enterprise, i.e. performance. Overall, the course has two main objectives. First, the course aims to equip students with essential concepts, theories, and frameworks in the field of strategic management. Second, the course aims to provide students with guidance on evaluating the external competitive dynamics of an industry, identifying an organization’s internal resources and capabilities, formulating and developing business-level strategies for competitive advantage using relevant frameworks, tools and techniques, and understanding the relative risks underlying those strategies.

Upon successful completion of the requirements for this course, students will:

1. be aware of the most important theories and frameworks in the business strategy field;
2. be able to analyze a competitive context, the structure of different industries and the related industry life-cycle;
3. be able to understand existing strategies implemented by an organization and make recommendations;
4. have the skills to identify sources and patterns of innovation;
5. develop the capability to work in a multicultural context;
6. improve the capacity to present in public business cases and industry analyses;
7. be equipped with the knowledge basis and capacity to collect additional information that is needed to tackle more advanced strategic topics.

***COURSE CONTENT***

The topics of the course are meant to address the following questions central to the field of strategic management: Why do some companies outperform their competitors? What makes some companies fail while others succeed? The content of the course is divided into three parts: Part I focuses on understanding external competitive dynamics and aligning internal organizational resources and capabilities for competitive advantage. Part II introduces the concept of business model as a necessary addition and extension of strategic management, and attends to context-specific management strategies (e.g., organizational decline, sustainable strategies, strategies in high-tech industries).

*Part I: The Managerial Strategy Toolkit*

* strategy definition;
* industry analysis and industry life-cycle;
* resources and capabilities;
* sources and dimensions of competitive advantage;
* competitive strategies;
* innovation and blue ocean strategies;

*Part II: From Strategy to Business Model*

* connecting strategy and business model
* business model innovation
* sustainable strategies and business models
* tech-based strategies
* global strategies
* organizational decline & corporate turnaround

***READING LIST***

*Attending students:*

* R.M. Grant-J. Jordan, *Foundations of Strategy,* Wiley, 2015, 2th ed. (all chapters);
* Additional readings and other integrating teaching materials provided through the Blackboard platform and through Harvard Business School Publishing.

*Not attending students:*

* R.M. Grant-J. Jordan, *Foundations of Strategy,* Wiley, 2015, 2th ed. (all chapters);
* W.C. Kim-R. Mauborgne, *Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth*, Pan Macmillan, 2020.
* Additional readings and other integrating teaching materials provided through the Blackboard platform and through Harvard Business School Publishing.

***TEACHING METHOD***

The course consists of lectures, testimonies and seminars, case-study and case-problem discussions, a group project.

Attending Students are required to participate actively in class; to discuss business cases; and to deliver presentations.

***ASSESSMENT METHOD AND CRITERIA***

*Attending students:*

For attending students, the final grade will be based partially (50%) on a final exam in written form with a combination of questions with open-ended and closed-ended answers, analyses of cases and written essays, based on the reading list for attending students. The exam will assess the knowledge of most important theories and frameworks in the business strategy and the ability of their application. and

The remaining part of the final grade (50%) will be determined by a group work aimed at assessing the strategic skills and capacities and communication skills. More details will be communicated at the beginning of the course and made available on Blackboard. Students will be qualified as attending students only until the December exam session. Afterwards, they will have to take the exam as not attending students.

*Not attending students:*

For not attending students, the final grade will be based on a final exam in written form with a combination of questions with open-ended and closed-ended answers, analyses of cases and written essays, based on the reading list for non-attending students. The exam will assess the knowledge of most important theories and frameworks in the business strategy and the ability of their application.

***NOTES AND PREREQUISITES***

Exchange students are expected to have previously attended at least one basic course in the field of business administration.

Attending formula is strongly recommended to benefit from an interactive teaching method and from working in group in a multicultural context.