

Department : Management and strategy
Area of expertise Entrepreneurship
:
Level : Master

ECTS credits : 3
Hours of instruction: 24 h
Personal work: 51 h
Language(s) of instruction: English, French

Programme(s) and year(s) of study :

- MSc - April
- MSc - Spring

Semester or year :

- Semester 10

COURSE LEADER

Rony GERMON

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COURSE DESCRIPTION

To survive and thrive in the long term, a company must create and maintain a competitive advantage. The objective of this course is to familiarise you with the frameworks, tools and concepts you need to analyse and understand the sources of superior business performance and sustainable growth. The content will cover both strategy development and implementation at the corporate level.

Our discussion of competitive analysis will focus first on understanding and analysing the environment in which the company competes; the resources and capabilities of the company; and finally the strategies that enable the company to develop a sustainable competitive advantage in that environment.

Later in the course, we will move on to the analysis of corporate strategy, which focuses on issues specific to multi-business and multi-site firms. In this second part, we will discuss international growth strategies; alliances; mergers and acquisitions; diversification and multi-business enterprises; and finally, new directions for business growth.

We will follow a blended learning format: you will follow an online course, which will be complemented by face-to-face sessions. Before the course starts, we will have a kick-off session to show how the course will run. The date and time of this kick-off session will be communicated to you at the beginning of the semester.

CONTRIBUTION TO THE LEARNING OBJECTIVES OF THE PROGRAMME

- 21_LO_MSC_MULTI1 - Students will be able to adopt a multidisciplinary approach.
- 21_LO_MSC_SOLV1 - Students will be able to identify and characterise current business issues.
- 21_LO_MSC_SOLV2 - Students will be able to propose managerial recommendations based on a sound empirical study.
- 21_LO_MSC_SOLV3 - Students will demonstrate effective implementation of concepts and techniques to diagnose and solve organisational problems.

COURSE OBJECTIVES

Knowledge

1. Remember the basic academic/practitioner oriented perspectives on business strategy, and business growth
2. Recognise key business strategy issues and their relevance
3. Identify the frameworks, tools and concepts used to analyse a wide range of issues related to strategic management and sustainable growth

Competencies

4. Choose and apply the tools necessary for strategic decision-making
5. Assessing the trade-offs associated with managers' strategic choices
6. Critically analyse management's choices on how to compete and grow

TEACHING METHODS

Lectures, E-learning, Case studies, Application exercises, Group presentations, Group work, Videos

EVALUATION

Learning objectives	Course objectives	Evaluation method	Percentage	Description
MULTI1 SOLV1 SOLV2 SOLV3	1.2.3.4.5.6	E-learning activities	100 %	
MULTI1 SOLV1 SOLV2 SOLV3				

BIBLIOGRAPHY

Required reading

Strategor - 8th edition (2019)- All the strategy from start-up to multinational, Bernard Garrette, Laurence Lehmann- Ortega, Frédéric Leroy, Pierre Dussauge, Rodolphe Durand et al - Available at IPAG library.

Recommended reading

Safari in Strategy Land , Book by Henry Mintzberg and Josef Lampel

COURSE PLAN

Session 1

Online Module S1: Introduction to Business Strategy; Industry Analysis Online

Module S2: Resource and Capacity Analysis

Session 2

Face to face session 1: Industry analysis

Understanding the importance of the industry in the external environment of the company

Recognise the main structural characteristics of an industry and their impact on competition and overall profitability

Session 3

Face-to-face session 2: Resource and capacity analysis

Assessing the potential of a company's resources and capabilities to create a sustainable competitive advantage

Session 4

Online module S3: Building competitive advantage

Online Module S4: Competitive Dynamics, Industry Evolution and Strategic Change

Session 5

Face-to-face Session 3: Building Competitive Advantage Understanding

Competitive Advantage

How to establish a competitive advantage? How to maintain a competitive advantage? Types of competitive advantage

Session 6

Face to face session 4: Competitive dynamics, industry evolution and strategic change Identify the key success factors associated with the different stages of the industry life cycle Understand the current revolution in technology-based industries

Session 7

Online Module S5: Business Strategy, Growth Patterns and Directions Online

Module S6: International Expansion

Session 8

Face to face session 5: Corporate strategy, growth modes and directions Understanding the difference between corporate strategy and business strategy Internal and external growth options

Session 9

Face-to-face Session 6: International Expansion

Understand the motivations and patterns of international growth Evaluate the advantages and disadvantages of foreign entry modes

Session 10

Online module S7: External growth

Online module S8: Diversification and multi-business enterprises

Session 11

Face-to-face session 7: External growth Strategic alliances, mergers and acquisitions When to ally, when to acquire?

Session 12

Face to face session 8: Diversification and multi-businesses When does it make sense to diversify?

Managing a strategic portfolio