

Fiche de cours 2026-2027

		Bloc 1	Niveau CEC 6
Code UE	ERA108	Nom de l'UE Strategic Management (Fall)	
Responsable(s)			
Enseignant(s)	Silvia PAYAN GARCIA		
Crédits ECTS	5.0	Quadrimestre	1
Obligatoire	Oui		
Catégories compétences			
Prérequis	N/A		
Co-requis	N/A		
Est prérequis de	N/A		
Langue	Anglais		
Compétences visées du référentiel			
Acquis d'apprentissage intermédiaires et/ou spécifiques (Objectifs)	The purpose of this course is to understand clearly the key concepts, frameworks and Tools of strategy with a focus on Innovation Strategy, making the link between the theory and strategy execution.		
	Learning Outcomes by the end of this module, the students must be able to: - Know and understand the principles of strategic management, including: how organisations use strategic management, what are the theories and processes. - Apply strategic concepts for Business analysis - Analyse strategic positions for organisations and be able to expose the analysis. - Understand competitive strategic management - Analyse Management errors, including: management biases, commitment errors and see how to improve strategic decision-making.		
Contenu	Part 1: Strategic Position Chapter 1 - What is strategy? Definition - The purpose of strategy: mission, vision, values and objectives -Strategy statements -Levels of strategy - Corporate, functional, business levels Chapter 2 - Macro-environnement analysis - Assignment 1: case « Alibaba: the Yangtze River crocodile, Richard Whittington Chapter 3 - Industry and sector analysis -Assignment 2: part 1: HBR article “The Five Competitive Forces That Shape Strategy” by Michael E. Porter - part 2: "Game changing forces and the global advertising industry", Peter Cardwell -Blue Ocean strategy & ERRC framework by W.Chan Kim & Renée Mauborgne Chapter 4 -Resources and capabilities analysis :the key issues,the different types of resources and capabilities related to it, value of resources VRIO analysis, the VRIO Framework - Assignment 4: GROUPON -Value chain versus value system Chapter 5: stakeholders and governance - the position of stakeholders: governance and ethics Chapter 6: history and culture (The culture map from Erin Meyer) - Relationship between the past and present in strategy -Historical resources - Four relationships between strategy and history -Historical continuity, historical legitimation,historical rupture (De Beers, BMW,HP, Benetton) -organizational culture -Culture's influence on strategy -the cultural web of an organisation - strategic drift Assignment 5: Kodak : « the decline and fall of a market leader » PART 2: strategic choices		

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Chapter 7: Business strategy and models
 -ROI GAP
 -The strategy clock
 -The game theory
 -the prisoner's dilemma
 -Business models
 -Value creation, value capturing, value configuration
 -The different business models: razor & blade, Freemium, Peer-to-peer, multi-sided platforms
 Assignment : Uber's ubiquitous business model
 Chapter 8: Strategic innovation: definition and the different types of innovation
 - Success stories and failures in innovation
 -The S curve
 -Crossing the Chasm
 -The role of leadership in innovation
 -the steps towards digital transformation
 -The importance of creating an ecosystem
 Assignment 7: crossing the chasm and the Wide Lens
 - Open innovation
 PART 3: strategy in action
 Chapter 9: leadership
 - How to lead in uncertain times :VUCA world
 -Fixed versus growth mindset
 -leadership techniques in slower times versus fastest times
 -Traditional mistakes done by leaders and tips
 Conclusion

Méthode d'enseignement

- The strategic Management classes will be organised on a weekly basis as follows
- Powerpoint slides available on the online platform and following the structure of the course which will have to be actively filled by the students while attending the classes.
- A lot of interaction with the students on site and remotely is required as many concrete examples are given to support the theoretical concepts, which will lead to discussions.
- Small Analysis oral and/or written exercises in groups and individually
- Required Reading and Learning Materials

Supports de cours indispensables

Supports de cours indispensables, sans lesquels l'apprentissage n'est pas possible, sans lesquels l'étudiant ne peut suivre les cours de manière effective et qui sont essentiels pour la préparation de l'évaluation (ex. : exercices, TP, ...)

Forme	Description
Livre	Grant Robert (2010): Contemporary Strategy Analysis, 7th edition, John Wiley & Sons, 2010
Autres	Articles from Harvard Business Review, Insead, HP, Mc Kinsey reports, etc.

Supports de cours complémentaires

Supports complémentaires (ex. : syllabi, ouvrages ou supports plus volumineux diffusés par la CIACO)

Forme	Description
Autres	Powerpoints posted by the teacher
Autres	Videos posted by the teacher
Autres	Assignments posted by the teacher

Modalités d'évaluation générales

%	Période	Nature
100	Evaluation de fin de premier quadrimestre	Epreuve écrite et/ou orale

Modalités d'évaluation spécifiques (MES)

%	Période	Nature
Néant		

Modalités d'évaluation de seconde session

%	Période	Nature
100	Evaluation de seconde session	Epreuve écrite et/ou orale

Commentaires concernant les The resit will take 15 minutes and be organised through Teams. Depending on situation : high

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évaluations absenteeism, a very low grade, a written exam might be added to the oral exam, in which case, it will take it 2 hours .