ERA208   Strategic Management

5 ECTS

Objectives – Course description

- Understand clearly the key concepts, frameworks and Tools of startegy
- Explore topical strategy issues including platform business models and network effects, ecosystems, open innovation and non-market strategy.

   Grasp ream-world processes and practices of strategic management including new way of doing open innovation

- Learn from case studies on world famous organisations such as Alibaba, Airbnb, Ikea, Apple,etc.

Learning content

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

-leadership techniques in slower times versus fastest times

-Traditional mistakes done by leaders and tips

Conclusion

Learning Outcome

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.
- Work in groups to analyse case studies, apply strategic concepts and present orally a Strategic case study.

Methodology

- The strategic Management classes will be organised on a weekly basis as follows: one week on site, one week remotely (via Microsoft Teams).

- 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 (via Microsoft teams) 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, oral and/or written tests throughout the whole module to enhance class participation. These exercises and tests will be evaluated on site and remotely (via Teams).

- Required Reading and Learning Materials - Strategic case studies from different companies and sectors.

- Several articles dealing with strategic management issues .

Learning material

Amy Edmondson : the fearless organization

Mindset: The New Psychology of Success ,Carol S. Dweck

Crossing the Chasm, Geoffrey Moore

The wide lens, Ron Adner

The focused organization, Antonio Nieto Rodriguez

Drive, Daniel Pink

Exploring strategy -Gerry Johnson et al.

Strategy rules, David Yoffie

the fifth discipline, Peter Senge

Team of Teams, Stanley McChrystal

Blue Ocean Strategy, Expanded Edition : How to Create Uncontested Market Space and Make the Competition Irrelevant, Chan Kim en Renée Mauborgne van The Blue Ocean Strategy Institute van INSEAD

The Innovator's Dilemma : When New Technologies Cause Great Firms to Fail, Clayton Christensen

The Theory and Practice of Change Management, John Hayes

ARTICLES

How big data is changing disruptive innovation, Maxwell Wessel, 2016, Harvard Business Review

The five competitive forces that shape strategy, Michael E.Porter, Harvard Business Review

What is disruptive innovation? Sangbeom Kim, Ian Lamont, Hiroshi Ogasawara, Mansoo Park, Hiroaki Takaoka, Harvard Business Review

What VUCA really means for you, Harvard Business review

Why preventing disruption in 2017 is harder than it was When Christensen coined the term, Maxwell Wessel, 2017, Harvard Business review

WEBINARS

Solvay Brussels School

Strategic Leadership - John Metselaar

Digital Transformation - Omar Mohout

Innovation - Laurent Bouty

Personal Leadership - Valérie Vangeel

Innovation - Bruno Wattenbergh

Personal Leadership - Brigitte Lipschutz

Team Leadership - Jean-Pierre Aerts

Team Leadership - Susan West

Project Leadership - Antonio Nieto-Rodriguez

The Conference Board

ONLINE Modules

Innovation strategy: Challenging the usual suspects,Manuel Hensmans

Strategic thinking and project implementation success, Antonio Nieto Rodriguez

Evaluation

Group work : 30% (group presentations, interaction within the group)

Individual work : 70% (individual oral questions, written tests, individual participation in class and remotely via Teams).

No exam is planned.

For the students who fail the permanent assessment, an oral exam will be organised remotely via Teams during the August resit session.