

**Fiche de cours 2025-2026**

<b>Bachelier en</b> Erasmus	<b>Bloc 1</b>	<b>Niveau CEC 6</b>
<b>Code UE</b> ERA208	<b>Nom de l'UE</b> Strategic Management (Spring)	
<b>Responsable(s)</b>		
<b>Enseignant(s) intervenant(s)</b>		
<b>Crédits ECTS</b> 5.0	<b>Quadrimestre 2</b>	<b>Obligatoire</b> Oui
<b>Catégories compétences</b>		
<b>Prérequis</b> N/A		
<b>Co-requis</b> N/A		
<b>Est prérequis de</b> N/A		

**Langue** Anglais

**Acquis d'Apprentissage Terminaux** Strategy is the art of doing things sustainably different, by choosing activities, allocating resources and managing humans in a distinctive way. It is not by imitating others but by being distinctive and hard to imitate that firms obtain a long-term competitive advantage  
 Strategy is the art of doing things sustainably different, by choosing activities, allocating resources and managing humans in a distinctive way. It is not by imitating others but by being distinctive and hard to imitate that firms obtain a long-term competitive advantage  
 The purpose of this course is to understand clearly the key concepts, frameworks and Tools of strategy  
 Explore topical strategy issues including platform business models and network effects, ecosystems, open innovation and non-market strategy.  
 - Grasp real-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.

**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  
 Chapter 7: Business strategy and models  
 -ROI GAP  
 -The strategy clock

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- 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 (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 .

**Acquis d'apprentissage intermédiaires et/ou spécifiques**

- 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.
  - Work in groups to analyse case studies, apply strategic concepts and present orally a Strategic case study.
- Assessment: oral exam (15min)

**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
Notes prises en classe	Powerpoint will be posted on TEAMS but notes will have to be taken by the students
Autres	Reading articles will be part of the course

**Supports de cours complémentaires**

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

Forme	Description

**Modalités d'évaluation générales**

%	Période	Nature
100	Evaluation de fin de premier quadrimestre	Epreuve orale

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**Modalités d'évaluation spécifiques (MES)**

%	Période	Nature
Néant		

**Modalités d'évaluation de seconde session**

%	Période	Nature
100	Evaluation de seconde session	Epreuve orale

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**Commentaires concernant les  
évaluations**