

Strategic Analysis Gr. 1

EM023M01B1

Program

Bachelor
BAI 3A Bachelor Affaires Internationales

UE

Strategic analysis

Semester

B

Discipline

Strategy

Contact hours

27 H

Number of spots

45

ECTS

5

Open to visitors

Yes

Language



Coordinator

Amélie BOUTINOT



List of lecturers

Lecturer(s)	Email	Contact hours - lecture
Amélie BOUTINOT	amelie.boutinot@em-strasbourg.eu	27 h

Pedagogical contribution of the course to the program

LEARNING GOAL 1 : Students will know, understand, and use management tools appropriately.

Students will demonstrate knowledge of management tools in their scope of action.

Students will know how to implement their knowledge within an organization.

LEARNING GOAL 3 : Students will be able to adapt effectively in an international environment.

Students will understand the management issues of an international business organization

Students will communicate their ideas effectively, both orally and in writing, in French and in two additional languages.

Description

This course deals with strategic choices for organizations to respond to issues it faces.

The course goes further than the basics that students are supposed to master (external and internal diagnosis, business and corporate strategies) and presents more advanced topics such as international strategy, innovation and merger/acquisition strategies.

Students will discover these topics, discuss their theoretical foundations and realize group presentations to practice them on existing strategic situations.

The course will mix onsite live and asynchronous sessions.

Teaching methods

Face-to-face

- E-learning

In group

- Exercises

- Oral presentations

- Case studies/texts

Interaction

- Discussions/debates

Others

No items in this list have been checked.

Learning objectives

Cognitive domain

Upon completion of this course, students should be able to

- - (level 1) **Identify** strategic choices available to an organization
 - - (level 2) **Describe** and identify innovation dilemmas
 - - (level 4) **Analyze** key motives for mergers and acquisitions
 - - (level 4) **Analyze** international market potential and attractiveness
 - - (level 6) **Describe** how competitors should respond to innovative challenges
 - - (level 6) **Evaluate** the international strategy options for a given company
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Affective domain

Upon completion of this course, students should be able to

None affective domain have been associated with this course yet

Outline

This course mixes online asynchronous sessions and live learning practices:

Session 1 - onsite session: Introduction

Session 2 - onsite session - Theoretical foundations of "Business strategy and models"

Session 3 - onsite session - Individual quiz and group presentations on "Business strategy and models"

Session 4 - online asynchronous session - Theoretical foundations of "Internationalization"

Session 5 - onsite session - Individual quiz and group presentations on "Internationalization"

Session 6 - online asynchronous session - Theoretical foundations of "Mergers, Acquisitions and Alliances"

Session 7 - onsite session - Individual quiz and group presentations on "Mergers, Acquisitions and Alliances"

Session 8 - online asynchronous session - Theoretical foundations on "Innovation & Entrepreneurship"

Session 9 - onsite session - Individual quiz and group presentations on "Innovation & Entrepreneurship" group presentations

The asynchronous sessions will be organized on a moodle space, with suggested resources.

No prerequisite has been provided

Knowledge in / Key concepts to master

Students who participate to the course should have knowledge about the basics in strategy: external diagnosis

(PESTEL, 5 forces model of an industry, Strategic Group Mapping...), internal diagnosis (VRIO, cultural flower...), business and corporate strategies (strategy clock, Ansoff matrix...).

Students can consult strategic management books such as Exploring Strategy by Johnson et al. (2017), Pearson Eds.

Teaching material

Mandatory tools for the course

- Computer

Documents in all formats

- Worksheets

Moodle platform

- Upload of class documents
- Interface to submit coursework
- Assessments

Software

- Other :

Additional electronic platforms

- CrossKnowledge
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Recommended reading

Main reading material

For all sessions students are asked to read e-chapters and prepare quizzes. E-chapters will be available in the moodle space of the course, like illustrations, quiz preparation and actual quizzes (regular individual assessment).

Additional literature

Students who have not followed any fundamental course about strategic management are invited to consult the book Exploring Strategy, Johnson et al. (2017), Pearson Eds. The book is available in the library.

Students should especially consult the following chapters to gain the basic knowledge about strategic management:

- Chapter 2: Macro-environment analysis
- Chapter 3: Industry and sector analysis
- Chapter 4: Resources and capabilities
- Chapter 6: History and culture
- Chapter 7: Business strategy and models
- Chapter 8: Corporate strategy and diversification

EM Research: Be sure to mobilize at least one resource

Textbooks, case studies, translated material, etc. can be entered

No reading material has been provided.

Assessment

List of assessment methods

Intermediate assessment / continuous assessment 1 Class no. 3, 5, 7, 9

Oral / Group / English / Weight : 30 %

Details : Assessment will be based on 4 group presentations, to apply theoretical concepts and models about the four topics developed during classes

This evaluation is used to measure L01.1, L01.2, L03.1

Intermediate assessment / continuous assessment 2 Class no. 3, 5, 7, 9

Written / Individual / English / Weight : 20 %

Details : Students will do 3 individual quizzes - one quiz based on multiple choice questions for each topic. These tests will take place onsite, at the beginning of each application session (sessions 3, 5, 7 and 9)

This evaluation is used to measure L01.1, L03.1

Final evaluation Exam week

Written / Individual / English / Weight : 50 %

Details : The final exam is a final business case study with open questions related to the topics explored during classes.

This evaluation is used to measure L01.1, L01.2, L03.1, L03.2