



INTERNATIONAL SUMMER SCHOOL 2023

SYLLABUS

Academic year 2022/2023



International Summer School 2023

Academic and language requirements

Courses are open to Undergraduate and Graduate students providing that applicants have the **pre-requisites** specified in the course's syllabus.

Courses are taught and assessed in English. For non-native speakers of English, B2 (CEFR) or equivalent (TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.

Additional information

For details about study programmes offered by EM Normandie please contact:

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COURSE TITLE	Strategic Management		
	<i>"Learn how to seize market opportunities, determine industry competitors movements, and leverage your company's resources to secure strategic competitive advantage"</i>		
Session and Campus	Session 2, PARIS CLICHY		
Teaching delivery	On campus, attendance mandatory		
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits	6
Professors	Christophe Estay PhD, estay.christophe@gmail.com Status		
Pre-requisite(s) for attending the course	NA		
Learning goal(s)	<ul style="list-style-type: none"> ▪ Develop a competitive analysis ▪ Perform an analysis of the results and integrate corrective measures ▪ Define the strategic orientations of a profit center in line with the head office strategy ▪ Analyze your activity and generate new ideas ▪ Conduct a comparative study of the competition to establish its strengths and weaknesses ▪ Adopt a watch posture on subjects related to its activity and the challenges of its work organization in order to detect innovative projects or major development trends 		
Learning objective(s)	<ul style="list-style-type: none"> ▪ To understand the environment of a company whatever the activity sector ▪ To develop open-mindedness ▪ To do a global analysis of the firm in the environment ▪ To make relevant strategic recommendations 		
Learning outcome(s)	<ul style="list-style-type: none"> ▪ Master the concepts and vocabulary of the strategy ▪ Differentiate between different levels of analysis ▪ Being able to use and choose the right concepts and models in strategic analysis. ▪ Design a strategic diagnosis. ▪ Develop an ability to situate oneself in strategic action and to reflect ▪ Understand the complexity of strategic situations 		
Course description	<p>Contents: This course provides a transversal account of the complexity of strategic situations and decision-making. It helps to understand the strategic alternatives available to companies (created by companies).</p> <p>1. WHAT IS STRATEGY? Strategy definitions The three levels of strategy The vocabulary of strategy THE STRATEGY MODEL Strategic diagnosis Strategic choices Strategic deployment Strategy in different contexts</p>		

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2.
THE MACRO ENVIRONMENT: THE PESTEL MODEL
INDUSTRY: THE MODEL OF 5 + 1 COMPETITIVE FORCES
Analysis Level of the 5 (+1) forces model
Customers and distributors
Providers
Substitute products
Potential entrants
The competitors
The State
Competitors and markets Strategic groups
The life cycle model Competition cycles
3.
ANALYSIS BY THE VALUE CHAIN
THE FOUNDATIONS OF STRATEGIC CAPACITY: ANALYSIS OF RESOURCES AND SKILLS
Resources and skills
Dynamic capacities
Threshold capacities and distinctive capacities
The VRIN of strategic capabilities
4.
STRATEGIC SEGMENTATION
BUSINESS STRATEGIES
The pricing strategy
Differentiation strategies
Focusing strategies
"Stuck in the middle"?
THE STRATEGIC CLOCK
5.
THE BLUE OCEAN APPROACH
Red ocean strategy vs blue ocean strategy
The characteristics of a "good strategy" according to the Blue Ocean approach
Value innovation (cost / value)
Combining the benefits (cost / value) for the customer: the 4 actions grid
Building the value proposition: the 4 actions grid
The strategic Canvas
The methodology for developing a Canvas
A BM APPROACH
Definition and components of BM
The articulation of the value proposition
Resources and skills
The value system / value network
Financial structure: cost structure and revenue model
BM innovations

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6.
DIVERSIFICATION
The different levels of segmentation
An integrated firm... and diversified...
The two diversification orientations (linked / conglomerate)
Linked diversification (principles and objectives, pivots, limits)
Conglomerate diversification (principles and objectives, limits)
The Ansoff Matrix
REFOCUSING
The motivations for refocusing,
Conditions
Types and forms of refocusing
7.
MATRIX PORTFOLIO ANALYSIS
The Boston Consulting Group (BCG) Matrix
The Mc Kinsey Matrix
The ADL Matrix (Arthur D. Little)
8.
INTERNAL VS EXTERNAL GROWTH
THE MOTIVATIONS OF MERGERS AND ACQUISITIONS
Strategic motivations
Financial motivations
Managerial motivations
THE MERGER AND ACQUISITION PROCESS
The choice of target:
Target assessment
Integration of the target
9.
ALLIANCES AND PARTNERSHIPS
THE NATURE OF THE COLLABORATION:
The Rings
Partnerships
THE FORM OF COLLABORATION
- Joint ventures
- Consortia
- Franchise
- Licensing agreements,
- Outsourcing.
THE CHOICE OF A DEVELOPMENT METHOD: BUY, COOPERATE OR DO IT YOURSELF?
- The emergency
- Uncertainty
- The type of capacities
- The autonomy of capacities
- 10.

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	<p>THE FACTORS OF INTERNATIONALIZATION Market factors Cost factors Regulatory factors Competitive factors INTERNATIONALIZATION AND SOURCES OF GEOGRAPHIC ADVANTAGE The advantage of localization International channels INTERNATIONAL STRATEGIES - Simple export - The multidomestic approach - Complex export - The overall strategy THE CHOICE OF MARKETS AND ENTRY PROCEDURES - Export - The license and the franchise - The joint venture or joint venture. -A subsidiary</p> <p>Methods: Course materials are sent by the teacher to the students in advance. Students familiarize themselves with these materials before arriving in class. The sessions are punctuated by 30 min of presentation of certain theoretical concepts, explanations and clarifications of theoretical elements, 1h10 of group work and 50min of group feedback and teacher debriefs. Group work can focus on a real or fictitious case, an article, a video, reports, etc. Sessions are structured around a reverse pedagogy. The objective is to become aware of the limits of certain concepts / approaches and of the descriptive and superficial uses of certain tools. Sessions are spaces for reflection and debate based on a current topic, a business case and / or article(s).</p>		
Teaching Material	<p>Exploring Strategy: Text and Cases (12th Edition) by Gerry Johnson (Author), Richard Whittington (Author), Patrick Regnér (Author), Kevan Scholes (Author), Duncan Angwin (Author). Publisher : Pearson-prentice Hall; 12th edition (January 1, 2019)</p>		
Evaluation criteria	<table border="0"> <tr> <td data-bbox="400 1384 906 1563"> <p>Continuous assessment: 40%</p> <ul style="list-style-type: none"> - 50 Application of the concepts and the models learnt during the course - 20 Relevant information - 30 Professional presentation </td> <td data-bbox="906 1384 1485 1563"> <p>Final assessment: 60%</p> <ul style="list-style-type: none"> - 40 Understanding the concepts of the course - 40 Application of the concepts and the models learnt during the course - 20 Relevance of the examples. </td> </tr> </table>	<p>Continuous assessment: 40%</p> <ul style="list-style-type: none"> - 50 Application of the concepts and the models learnt during the course - 20 Relevant information - 30 Professional presentation 	<p>Final assessment: 60%</p> <ul style="list-style-type: none"> - 40 Understanding the concepts of the course - 40 Application of the concepts and the models learnt during the course - 20 Relevance of the examples.
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Recommended readings	<p>Robert M. Grant. Contemporary Strategy Analysis. 10th edition. John Wiley & Sons. W. Chan Kim, Renée Mauborgne.. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant. Harvard Business Review Press.</p>		

Biographie

Christophe Estay is the Academic & Research Director at FERRANDI Paris. He is a member of the LIRSA (CNAM, Paris), a research center focused on Strategy & Management. Principally in the field of Strategy, Entrepreneurship, and Leadership, his teaching is based on his own professional experience as a consultant



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and his recent research projects. In conjunction with this, he has published articles in different journals (Journal of Business Ethics, Finance Research Letters, Strategic Change, etc.). Over the last decade, he has developed a large professional and academic network in the world, especially in the USA and in Africa.

