

4MMEOZ31 - Strategic Management

Professor: Julie Mayer, Stéphanie Dameron

Contact information:

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Department: MSO

Semester: 1

Course level: M1

Domain: Management

Language: English

Number of hours per semester: 30h

ECTS: 6 ECTS

Course description and objectives

The aim of the course is to give the keys for a better understanding, analysis and evaluation of strategic moves of an organization that evolves in changing complex competitive environments. Students learn to use theoretical frameworks in order to build relevant analysis of firms' strategic environment, choices, trajectories, business models and processes.

Prerequisites

Basis of Strategic Management (strategic diagnosis: external analysis, internal analysis, SWOT, corporate and business strategies).

Learning outcomes

Students will learn to build relevant analysis and recommendations of firms' strategy, in a complex and uncertain environment. They will be able to address four main issues:

- how to generate value, and for whom?
- how to ensure strategic renewal in a hyper-competitive environment?
- how to interact with the actors of the firms' environment?
- how to orchestrate governance and strategic processes?

Assignments and grading

- Evaluation of classroom participation and individual case study: 25%
- Workshop (case study, in group): 25%
- Final exam (case study): 50%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Class participation: Active class participation – this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.

Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Course structure

Session	Topic
1	Introduction: what is strategy, and how to evaluate a strategic situation?
2	What are the mechanisms of value creation and appropriation in a globalized context?
3	How to build and innovate business models?
4	<i>Workshop coaching / Case study</i>
5	How to challenge the competitive advantages of established firms?
6	How to adapt strategy in a dynamic environment?
7	Cooperation or competition: under which conditions?
8	<i>Workshop coaching / Case study</i>
9	Why and how to build a business ecosystem?
10	How to shape firm's institutional context?
11	How to organize strategic processes?
12	Final Exam

Bibliography

JOHNSON G., SCHOLLES K., WHITTINGTON R., ANGWIN D., REGNER P. Exploring Corporate Strategy, Prentice Hall, 10th edition, 2014.

MyCourse

This course is on MyCourse: **Yes**

Academic integrity

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Academic calendar

Dates (Monday/Sunday)		M1 droit / SG / S.ECO/S.SSO **
02/09/19	09/08/19	
09/09/19	15/09/19	1
16/09/19	22/09/19	2
23/09/19	29/09/19	3
30/09/19	06/10/19	4
07/10/19	13/10/19	5
14/10/19	20/10/19	6
21/10/19	27/10/19	7
28/10/19	03/11/19	Holidays
04/11/19	10/11/19	8
11/11/19	17/11/19	9
18/11/19	24/11/19	10
25/11/19	01/12/19	11
02/12/19	08/12/19	12
09/12/19	15/12/19	Review w.
16/12/19	22/12/19	Exams
23/12/19	29/12/19	Holidays
30/12/19	05/01/20	
06/01/20	12/01/20	
13/01/20	19/01/20	