EMBA-2224-505-Strategy

Name of lecturer(s) & Email	Level, Status, Timing	ECTS, CH & HW/GW*, Online
Jean-Pierre BIZET bizetjp@gmail.com	Level 1 Compulsory Between 30-03-23 and 02-04-23	3 24 & 66 0

Description of the course unit
You will learn the core concepts of strategy, e.g.: where and how to compete; industry analysis; value proposition; willingness-to-pay; cost and differentiation strategies; competitive advantage; business model design. In addition, the module will introduce you to advance concepts such as:
- Cognitive biases in strategy design and execution
- Systems-thinking and platform-based networks
- Diversification and Corporate multi-business strategy

Course unit Chapters
Being case-based, the module focuses on practicing strategic diagnosis and creative problem-solving, not just on acquiring new knowledge. All 6 "Bloom taxonomy" levels are therefore present here: remembering (from pre-readings), understanding, analyzing and applying (to actual cases), creating and evaluating alternative options. At the end of the module, you should therefore be better able to:
- Understanding and diagnosing strategic situations in various industry environments
- Mastering and applying key concepts and frameworks of strategic analysis and design
- Thinking systemically about decisions, their impact and their 2d-order consequences.

Learning outcomes of the course unit
1. Strategic dialogue and cognitive biases
2. Industry dynamics, competitive advantage and value creation/capture in the ""brick-and-mortar"" economy
3. Strategy and the Internet
4. Platform-based Networks
5. Resource-based strategies
6. Diversification and multi-business corporate strategy"

Teaching Methods	Learning Activities
Case Based Learning, Advance readings; short lectures following case discussions.	All participants are to (1) read all advance readings and prepare each case individually; (2) discuss each case in depth in their working group of 4 participants (scheduled at the beginning of each day); (3) attend and actively take part in all plenary discussions.

Learning Objectives (Check Academic Rules & Regulations)	Assessment methodology / Students Use of Time and Load

- Learning Objective 1.1: Mastery
- Learning Objective 1.2: Reinforcement
- Learning Objective 2.1: Mastery
- Learning Objective 2.2: Not covered
- Learning Objective 3.1: Mastery
- Learning Objective 3.2: Reinforcement
	In-class exam
	   - weight 50%
	   - workload estimated = 30 hours
	   - due 20-04-23
	Class participation & Preparation
	   - weight 20%
	   - workload estimated = 24 hours
	   - due 20-04-23
	Individual assignment
	   - weight 30%
	   - workload estimated = 36 hours
	   - due 20-04-23

Evaluation scale 0-20	

Contribution to the Sustainable Development Initiative
Although no session is specifically devoted to the sustainable development ""topic"", the crafting of sustainable strategies includes an ESG objective.

Asynchronous Learning Material (Coursera)
Non Applicable

Readings

Required
The 10 required readings are HBS notes and articles which will be uploaded on Canvas a month ahead of the module, so participants have them freshly in mind by the time of the plenary case discussions.

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking your Front Office Portal hosted on Canvas.