

AMISM108-23-Strategy Implementation		
Name of lecturer(s) & Email Arnaud Devleeschauwer arnaud.devleeschauwer@solvay.edu	Level/Semester, Status, Timing Semester 1 Compulsory Between 07-11-23 and 12-12-23	ECTS*, CH & SDL** 3 24 66
Description of the course The course focuses on the development and implementation of concrete business tactics following the determination of an ambitious strategy at corporate or business entity level. It will use the Strategy Map of the organization as a framework to develop and follow-up, on successful implementation, and will showcase the various drivers necessary to reach profitability targets. The course will allow the students to understand, thanks to concrete examples, how economic notions related to consumer, firm and human behavior can be translated into real-world settings to optimize the organization's journey to successful strategy implementation		
Course units <ul style="list-style-type: none">• Course 1 & 2 : Introduction to the course and the Strategy Map; the students will constitute their first strategy map for the 2nd session• Course 2 & 3: Understanding market and price to drive your revenues• Course 4 : Cost structure & cost reduction• Course 5 : Market structure & competitive rivalry• Course 6 : Strategic delivery - customers, channels and longevity• Course 7 : Strategy Implementation & human resources• Course 8 : Summatory cases		
Course Learning Outcomes (CLOs) <ol style="list-style-type: none">1. The students will develop their managerial skills by reinforcing their strategic toolbox, relying on the concept of the Strategy Map to tackle the challenges of day-to-day management and understand the key trade-offs in the management of organizations.2. The students will have the mindset and tools to be actors of change within their organization, raising awareness and launching initiatives around the journey to transform an organization (as illustrated in the Strategy Map).3. The students will reinforce their ability to communicate effectively through compelling and integrated storytelling.		
Teaching Activities (TAs) Lecture, Interactive Lecture, Directed Discussion, Experiential Learning, Case Based Learning, Project-based learning, Role plays and simulation	Learning Activities (LAs) The class will use a mix of lectures, case studies, class exercises, role plays and will culminate in group work	
Contribution to Programme Learning Objectives (PLOs)*** <ul style="list-style-type: none">• Learning Objective 1.1: Reinforcement• Learning Objective 1.2: Reinforcement• Learning Objective 1.3: Reinforcement• Learning Objective 2.1: Reinforcement• Learning Objective 2.2: Reinforcement• Learning Objective 3.1: Introduction• Learning Objective 3.2: Introduction	Assessment methodology / Learners Use of Time and Load Class Participation and preparation <ul style="list-style-type: none">• weight 10%• workload estimated = 30 hours• due 31-12-2023 Individual in class exam <ul style="list-style-type: none">• weight 50%• workload estimated = 30 hours• due 09-01-2024 Group assignment <ul style="list-style-type: none">• weight 40%• workload estimated = 30 hours• 12-12-2023	
Evaluation scale 0-20		
Contribution to the Environmental, social and governance (ESG) Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: 3 Contact Hours containing climate solutions for how organisations can reach net zero: 15 Description of contribution: The Strategy Map covers all aspects related to the successful implementation of the organization's plan. As such, elements related to sustainable positioning, sustainability of processes and sustainability of the organization are also included.		
Readings Required <ul style="list-style-type: none">• "Having Trouble with Your Strategy? Then Map It", Kaplan and Norton		
Other Learning Material(s) Required <ul style="list-style-type: none">• All cases and readings to be provided in the course outline		

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

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page