

AMISM126-22-Advanced Strategy		
<b>Name of lecturer(s) &amp; Email</b> Jean-Pierre Bizet <a href="mailto:bizetip@gmail.com">bizetip@gmail.com</a>	<b>Level/Semester, Status, Timing</b> Semester 2 Minor Dates to be confirmed	<b>ECTS*, CH &amp; SDL**</b> 3 24 66
<b>Description of the course</b> 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: <ul style="list-style-type: none"><li>• Cognitive biases in strategy design and execution</li><li>• Systems-thinking and platform-based networks</li><li>• Diversification and Corporate multi-business strategy"</li></ul>		
<b>Course units</b> Being case-based, the module focuses on practicing strategic diagnosis and creative problem-solving, not just on acquiring new knowledge. All 6 Bloom 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: <ul style="list-style-type: none"><li>• Understanding and diagnosing strategic situations in various industry environments</li><li>• Mastering and applying key concepts and frameworks of strategic analysis and design</li><li>• Thinking systemically about decisions, their impact and their second-order consequences.</li></ul>		
<b>Course Learning Outcomes (CLOs)</b> <ol style="list-style-type: none"><li>1. Strategic dialogue and cognitive biases</li><li>2. Industry dynamics, competitive advantage and value creation/capture in the economy</li><li>3. Strategy and the Internet</li><li>4. Platform-based Networks</li><li>5. Resource-based strategies</li><li>6. Strategy and climate change</li><li>7. Diversification and multi-business corporate strategy</li></ol>		
<b>Teaching Activities (TAs)</b> Interactive Lecture, Case Based Learning	<b>Learning Activities (LAs)</b> 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.	
<b>Contribution to Programme Learning Objectives (PLOs)***</b> <ul style="list-style-type: none"><li>• Learning Objective 1.1: Mastery</li><li>• Learning Objective 1.2: Reinforcement</li><li>• Learning Objective 1.3: Reinforcement</li><li>• Learning Objective 2.1: Introduction</li><li>• Learning Objective 2.2: Reinforcement</li><li>• Learning Objective 3.1: Introduction</li><li>• Learning Objective 3.2: Reinforcement</li></ul>	<b>Assessment methodology / Learners Use of Time and Load</b> Class Participation and preparation <ul style="list-style-type: none"><li>• weight 50%</li><li>• workload estimated - 66 hours</li><li>• due 01-04-2024</li></ul> Individual in class exam <ul style="list-style-type: none"><li>• weight 50%</li><li>• workload estimated - 66 hours</li><li>• due 01-04-2024</li></ul>	
<b>Evaluation scale</b> 0-20		
<b>Contribution to the Environmental, social and governance (ESG)</b> Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: 4 Contact Hours containing climate solutions for how organisations can reach net zero: 2 Description of contribution: 2 cases: Amazon and climate change (pn climate); Target and the Board (on Governance)		
<b>Readings</b> Required <ul style="list-style-type: none"><li>• What the Case Method Really Teaches (HBS)</li><li>• Why Do Good Managers Choose Poor Strategies (HBS Note)</li><li>• Rules for Effective Dialogue (Schwartz – 1 page)</li><li>• The Five Competitive Forces that Shape Strategy (M. Porter, HBR)</li><li>• Blue Ocean Strategy (Kim and Mauborgne, HBR)</li><li>• Strategy and the Internet (M. Porter, HBR)</li><li>• "A shift of Mind &amp; Systems Archetypes" (Senge, The 5th Discipline)</li><li>• Platform-Mediated Networks (HBS Note)</li><li>• Competing on Resources (Collis and Montgomery, HBR)</li><li>• Strategies of Related Diversification (HBS Note)</li></ul>		
<b>Other Learning Material(s)</b> <ul style="list-style-type: none"><li>• /</li></ul>		

**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