EMBA-2325-109-Strategy

Name of lecturer(s) & Email	Level/Semester, Status, Timing	ECTS*, CH & SDL**
Jean-Pierre Bizet bizetjp@gmail.com	Level 1 Compulsory Between 14-03-24 and 17-03-24	3 24 66

Description of the course

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 units

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 second-order consequences.

Course Learning Outcomes (CLOs)

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. Strategy and climate change
7. Diversification and multi-business corporate strategy

Teaching Activities (TAs)	Learning Activities (LAs)
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.

Contribution to Programme Learning Objectives (PLOs)***	Assessment methodology / Learners Use of Time and Load
- Learning Objective 1.1: Mastery - Learning Objective 1.2: Reinforcement - Learning Objective 2.1: Mastery - Learning Objective 2.2: Introduction - Learning Objective 3.1: Mastery - Learning Objective 3.2: Reinforcement	Multiple individual 15-minute in-class written exams - weight 50% - workload estimated = 33 hours - due max 17/03/24 Class participation and preparation - weight 50% - workload estimated = 33 hours - due max 17/03/24
Evaluation scale 0-20	

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: Yes
Contact Hours are dedicated to ESG: 2
Contact Hours containing climate solutions for how organisations can reach net zero: 0
Description of contribution: One session (case Amazon – Climate Change) is specifically devoted to dealing with climate change/sustainable development. Overall, crafting strategies for the long term include an ESG objective.

Readings

Required
The required readings are HBS notes and articles which will be uploaded on Canvas two weeks ahead of the module, so participants have them freshly in mind by the time of the plenary case discussions. Cases must be fully prepared individually before attending the plenary sessions.
Optional
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Other Learning Material(s)

Required (Available on your Coursera for Campus)
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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