



SYLLABUS - PLAN DE COURS - 2020-2021

Strategic management (M1GA103-M1GC103)

Programmes:	Master Comptabilité, Contrôle, Audit M1 Comptabilité, Contrôle, Audit Master Contrôle de gestion et audit organisationnel M1 Contrôle de gestion et audit organisationnel
Périodes:	Semestre 1

Type:	UE
Modalité pédagogique:	Présentiel
Langue:	Anglais
Crédits:	4
Heures CM	24
Heures TD	12
Total heures:	36

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Responsable du cours: Léandro DE SA - leandro.desa@tsm-education.fr

DESCRIPTION

Présentation et objectifs pédagogiques

After this course, students will be capable of:

- Designing a strategic diagnosis
- Defining strategies for all-sector organizations
- Analyze competition and dynamic retaliation to the competitive environment
- Execute strategies in various situations and in different domains

Managerial competencies:

- Summarize complex cases in written and oral forms
- Provide a team-based strategic analysis
- Define an action plan and put it into practice

Contenu

Session 1: The Strategic diagnosis: industry structure and strategic positioning

Session 2: The Strategic diagnosis: Porter's 6 forces

Session 3: The Strategic diagnosis: the model of business innovation, Blue Ocean and Lean Start-Up

Session 4: Sector analysis: the Vision, strategic decision-making, game theory and strategic dynamics

Session 5: Sector analysis: vertical and horizontal integration, resources and capacities, organizational structures

Session 6: Sector analysis: behavioral and cultural models, growth strategies

Session 7: Competitive analysis: entry, sustainable competitive advantage and lock-in mechanisms

Session 8: Strategic Execution: the dynamic deployment, the measures (Balanced Scorecard) and the organization's transformation actions

Prérequis

Solid notions in finance, cost analysis and net present value calculations

Capacity of accounting and financial diagnosis, namely through the analysis of corporate issues

Modalités d'évaluation

Counting for 30% of the total grade:

- Handouts and contributions to each of the 4 sequences in TD 7.5% per sequence

Counting for 70% of the total grade:

- Final written exam 70%

TD groups will be constituted to address the case studies.

Any question on this syllabus and course content can be addressed to leandro.desa@tsm-education.fr

Bibliographie

Case studies:

- TD1: 2 nd mover strategy, growth strategies, culture and organizational structure
 - Airbus - Living through Yesteryears Contradictions – ECCH 2008
- TD2: current ongoing strategies, diagnosis, future projections and risks
 - Tesla's Entry into the U.S. Auto Industry – MIT 2018
- TD3: on the sustainability of strategic choices
 - Three strategy lessons from GE's decline – Chicago Booth Review 2019
 - The collapse of Nokia's Mobile Phone Business – "Towards Wise Management: wisdom and stupidity in strategic decision-making", §6
- TD4: growth and diversification strategies
 - MAX: Kickstarting Last-Mile Logistics in Lagos – MIT 2017

Recommended readings:

- The Five Competitive Forces That Shape Strategy, by Michael E. Porter
- Building Your Company's Visions, by James C. Collins and Jerry I. Porras
- Reinventing Your Business Model, by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann
- Competitive Advantage, by Pankaj Ghemawat and Jan W. Rivkin
- Industry Analysis, by Ramon Casadesus-Masanell
- A Brief Exercise to Spur Innovation on Your Team - HBR 2019

Further optional readings:

- Blue Ocean Strategy, by W. Chan Kim and Renee Mauborgne
- Using the Balanced Scorecard as a Strategic Management System, by Robert S. Kaplan and David P. Norton
- Leading Change with the Strategy Execution System - Strategy Execution Source, by Robert S. Kaplan
- Why the Lean Start-Up Changes Everything, by Steve Blank
- Trying to understand the science behind strategy, by Chanar Schoenberger, Chicago Booth Review