

EMBA-2527-104-Strategy Design & Execution

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Jean-Pierre BIZET bizetjp@gmail.com	Accelerate Compulsory Between 13/12/2025 and 4/1/2026	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, roadblocks to, and ways to allow, superb execution. In addition, you will explore advance concepts such as:

- Cognitive biases in strategy design and execution
- Systems-thinking; strategy and the Internet; platform-based networks; Generative AI and strategy
- Sustainable Strategies
- Diversification and Corporate multi-business strategy

Course units

1. Cognitive biases and dialogue effectiveness
2. Competitive advantage and value creation/capture in the brick and mortar world
3. Competitive strategy and the Internet; Platform-based businesses
4. Strategy and Gen AI
5. Resource-based strategies
6. Multi-business strategy

Course Learning Outcomes (CLOs)

By the end of the course, you will be able to...

1. Better understand and diagnose strategic problems in various industry environments.
2. Master and apply key concepts and frameworks of strategic analysis, design and execution.
3. Think systemically (not just linearly) about decisions to be made, their direct impact and their second-order consequences.

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

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	Reinforcement
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	Introduction
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	Reinforcement
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	Mastery
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	Reinforcement
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	Introduction
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	Introduction
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	Introduction
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	Not Covered

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: Case discussion of "Amazon and Climate Change" (2 contact hours) + pre-reading: "ESG Reports Aren't a Replacement for Real Sustainability: Five strategies for embedding ESG into your business and making it a competitive advantage."
 This course contributes to the [Sustainable Development Initiative](#) at the Solvay Brussels School of Economics & Management

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Assessment methodology / Learners Use of Time and Load

Evaluation scale
0-20

Pre-Assessed Task: Individual written exam on pre-readings

- **Value of pre-assessed task:** 35%
- **Type of assessment:** Individual
- **Deadline:** due 13/12/2025
- **Guidelines:** 3 questions on pre-readings to be answered in writing in less than 250 words each.
- **Feedback Provision:** Short class discussion of each question

Key-Assessed Task: What should company X do?

- **Value of pre-assessed task:** 65%
- **Type of assessment:** In-group
- **Deadline:** due 04/01/2026
- **Guidelines:** Assessment by faculty based on (i) use of concepts; (ii) creativity of options; (iii) rigor of decision-making; (iv) communication skills.
- **Feedback Provision:** Presentation of the team report and recommendation to the instructor at the end of Week 4, discussion, and feedback to the team by the instructor (2 hour session – At R42 and/or by videolink depending on where learners will be located at the end of week 4).

Learning Materials

Readings

Books / Articles

- Why Do Good Managers Choose Poor Strategies (HBS)
- Rules for Effective Dialogue (R. Schwartz)
- The Five Competitive Forces that Shape Strategy (Porter)
- Blue Ocean Strategy (Kim and Mauborgne, HBR)
- Strategy and the Internet (Porter, HBR)
- A shift of Mind & Systems Archetypes (Senge)
- Platform-Mediated Networks (HBS Note)
- Generative AI: Reimagining Business Beyond CHATGPT (Ivey BS Note)
- Competing on Resources (Collis and Montgomery, HBR)
- Strategies of Related Diversification (HBS Note)

Cases (available in Canvas)

- Challenger A and B
- Mount Everest 1996
- WalMart Stores Inc
- Barnes & Noble vs Amazon.com
- eBay Inc. and Amazon.com
- Hey Google vs Alexa vs Siri
- McKinsey & Co Inc
- AMZN and climate change
- GIB GROUP

Other Learning Materials

Not Applicable

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