

EMBA-2426-109-Strategy		
Name of lecturer(s) & Email Jean-Pierre BIZET bizetjp@gmail.com	Level/ Semester, Status, Timing Level 1 Compulsory Between 10-04-25 and 13-04-25	ECTS*, CH & SDL** 3 ECTS 20 CH 70 SDL
Description of the course 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 units 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		
Course Learning Outcomes (CLOs) You will learn the core concepts of strategy, e.g.: 1. - where and how to compete 2. - industry analysis 3. - value proposition 4. - willingness-to-pay 5. - cost and differentiation strategies 6. - competitive advantage 7. - business model design. 8. In addition, the module will introduce you to advance concepts such as: 9. - Cognitive biases in strategy design and execution 10. - Systems-thinking and platform-based networks 11. - Diversification and Corporate multi-business strategy		
Prerequisite (if any) /		
Contribution to Programme Learning Objectives (PLOs)*** • Learning Objective 1.1: Mastery • Learning Objective 1.2: Mastery • Learning Objective 2.1: Introduction • Learning Objective 2.2: Introduction • Learning Objective 3.1: Reinforcement • Learning Objective 3.2: Introduction		Evaluation scale 0-20
Main Teaching methods used in the course Directed Discussion, Case Based Learning		
Contribution to the Environmental, social and governance (ESG) 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: Case: HBS Cases "Amazon and Climate Change" + "Target: Ackman & the Board"		

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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Assessment methodology / Learners Use of Time and Load

Assignment one

- weight 50%
- Guidelines: Individual written quizzes preceding case discussions

Assignment two

- weight 50%
- Guidelines: Active participation to plenary case discussions

Readings

Required

Cases:

- Challenger A&B
- Wal-Mart Stores Inc.
- Leadership Online (A): Barnes & Nobles vs [Amazon.com](https://www.amazon.com)
- eBay, Inc. and [Amazon.com](https://www.amazon.com) (A)
- The Voice War continues: Hey Google vs. Alexa vs Siri in 2022
- McKinsey & Company, Inc.; Managing Knowledge & Learning
- Amazon: Customers and Climate Change
- Mount Everest 1996

Other Learning Materials

What the Case Method Really Teaches (HBS)
 Why Do Good Managers Choose Poor Strategies (HBS Note)
 Rules for Effective Dialogue (R. Schwartz – 1 page)
 The Five Competitive Forces that Shape Strategy (Porter, HBR)
 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 BSNote)
 Competing on Resources (Collis and Montgomery, HBR)
 Strategies of Related Diversification (HBS Note)

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