

## Strategy

Academic Year: ( 2021 / 2022 )

Review date: 10-06-2021

Department assigned to the subject: Business Administration Department

Coordinating teacher: DESENDER , KURT ACHIEL

Type: Compulsory ECTS Credits : 6.0

Year : 1 Semester : 1

## REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Introduction to Business Economics

## OBJECTIVES

This course is designed to develop your ability to understand at a fundamental level how and why some firms achieve and sustain superior performance. The course draws on frameworks and findings from a number of academic disciplines, especially economics, organization theory, sociology, accounting, and management policy. Successful strategy design and implementation requires a broad-based understanding of the firm's external environment and competitive landscape, as well as its capabilities and potential positioning. The course is designed to develop this integrative view of the firm and its environment, along with appropriate analytical skills.

The course aims to provide you with specific tools that will enable you to:

1. assess the structure of firms' external environment and understand how this affects expected long-run industry performance;
2. evaluate firms' competitive positioning and interaction, and understand the factors that affect expected long-run firm performance;
3. develop appropriate and superior strategies;
4. assess the dynamics of competition and understand how economic, social, political, and technological forces can determine the need for strategic re-positioning and affect long-term profitability.

## DESCRIPTION OF CONTENTS: PROGRAMME

1. Introduction to Strategy
2. Industry Analysis: 5 Forces
3. Competitive Advantage through Cost Leadership
4. Competitive Advantage through Differentiation
5. Competitive Interactions: Anticipating Rival's Reactions
6. Competing in Industries with Network Externalities
7. Corporate Strategy: Vertical Integration
8. Corporate Strategy: Diversification
9. Corporate Strategy: Internationalization
10. Community-focused Strategies

## LEARNING ACTIVITIES AND METHODOLOGY

You should arrive at every class prepared to answer a cold call from the instructor on your analysis of the assigned material. The assigned material (marked with a star (\*) in the detailed program) must be read before the class.

Assessment of participation is based primarily on your active involvement in the discussion of a case, based on careful study and rigorous thinking. Participation may also include contributions such as: providing germane illustrations; providing motivation for a tool or technique; helpful recapitulation or summarizing; making observations that link or integrate concepts or discussion; responding effectively to questions; asking perceptive questions; presenting or supporting alternative, or unpopular, positions. Being wrong cannot decrease your grade, but will not increase it. Students who persistently attempt to dominate discussion, discourage or intimidate other participants, or otherwise diminish the value of the class, will be penalized.

## ASSESSMENT SYSTEM

- 40% - Final Exam
- 25% - Course Project
- 20% - Mid-Term

15% - Class Participation and Assignments

**% end-of-term-examination:** 40

**% of continuous assessment (assignments, laboratory, practicals...):** 60

#### BASIC BIBLIOGRAPHY

- Cases and Readings Distributed during the course, Available in Aula Global 2.
- David Besanko, David Dranove, Mark Shanley, Scott Schaefer Economics of Strategy, Wiley, 2010
- Frank-Rothaermel Strategic Management 4th Edition, McGraw-Hill Education, 2019
- Grant Robert Contemporary Strategy Analysis, Wiley, 2010

#### ADDITIONAL BIBLIOGRAPHY

- Grant, R Contemporary strategy analysis, Wiley.