



SELF PROGRAM 2025/2026

STRATEGIC MANAGEMENT

Frederic BURDY

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Course information

Number of credits: 6 credits

Contact hours: 30 hours

Hours taught per week: 5 hours x 6 weeks

Teaching period: spring semester 2026

Course description:

The goal of this course is to work on a pretty complex transversal international case (based on reality) in order to prepare the student for real life and to be able to sum up a bunch of transversal concepts. The case in question will allow the student to acquire practical level assessment, make evaluations, appreciate multicultural aspects, deal with data monitoring and make decisions and adaptations according to the countries studies. We work down from top-end marketing to sales organization in the field.

Prerequisites:

Open minded, and able to analyse and restructure the concepts encountered.
Ability to distinguish the practical from the theoretical.
Capacity to work in groups, and open to multiculturalism

Course objectives:

This seminar aims at introducing the most important concepts of strategic management. Students will be familiarized with key concepts and tools and trained to use them in order to better understand organizations' strategic choices. More precisely, students will be trained to identify organizations' strategic positions as well as understand and assess their choices.

The course will make a substantial review in relevant areas pertaining to: the theoretical conception of significant terms (e.g., vision and strategic planning); the need for monitoring, analyzing, and negotiating with relevant forces in the micro- (e.g., competitors; customers), and macroenvironment (e.g., economic; social); the relevant strategic marketing processes followed by the firm (e.g., targeting) with reference to the global consumer; the global strategies applied per company position etc ...

Targeted knowledge

Be able to develop, implement, assess and revise the strategy of a company or a department of a company by using technical and analytical knowledge and capacities at the corporate, business unit and operational levels.

Be able to roll-out the strategy of a company or a department of a company/organization by integrating different aspects (marketing, finance, logistics, HR...)

Understand the dynamics of the environment in which firms operate

Targeted skills

Make strategic diagnoses:

Identify a firm's strategic capabilities

Use analytical tools to assess firms' strategic choices at the business unit and corporate levels

Develop the competencies required to design and implement strategies

Assessment:

40% team presentation of a case study and/or group assignment

20% active participation and attendance

40% final written exam

Attendance:

In order to participate, students must be present. Nevertheless, a maximum of 2 (two) unexcused absences will be allowed; otherwise no mark will be given. An unexcused absence at a test

(final test or continuous assessment) means no credits for the course.

Bibliography:

Books used as reference:

- Cavusgil, S.T.; Knight, G. & Riesenberger, J. (2016), International Business: the new realities, 4th ed., Prentice Hall.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2013), Exploring Strategy : Text & Case, Pearson Education, 10th ed., Harlow.
- Lynch, R.L. (2015), Strategic Management, Pearson education, 7th edition, Harlow.
- Kotabe, M., & Helsen, K. (2009). The Sage handbook of international marketing. London, UK: Sage.
- Employees First, Customers Second: Turning Conventional Management Upside Down de Vineet Nayar

ADDITIONAL READINGS:

- Kim, W.C. & Mauborgne, R. (2015), Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, Harvard Business Review Press, New York.
- Kotler P., & Armstrong G. (2013). Principles of marketing - global edition (16th Edition). Essex, UK: Pearson.
- Giraud, Laurent; Johnson, Kévin J.; Autissier, David. Les 100 schémas du management:. Eyrolles.