INTRODUCTION

In today’s world, managers are expected to understand the trends shaping the business environment and the strategies they have to adopt in order to deal with the challenges within an increasingly competitive and dynamic market. In such an environment, organizations need to constantly renew themselves. Managers need to become change agents contributing with their experience and competencies to make decisions about the future strategies of their organizations while taking the responsibility for their implementation.

AIMS

By the end of the course, the participants will be able to:
- Have a global view of organizations and a sound understanding of the processes of management and the changing external and internal context.
- Assess the resources and competences required by, and organization to, develop and implement a future strategy.
- Identify the main external forces shaping the competitive environment - industry dynamics and environmental threats and opportunities - and critically evaluate the approach to environmental analysis.
- Understand the relationship between the different functional areas and how they are affected and affect the development of a business or corporate strategy.
- Devise and evaluate critically possible strategies for an organization.

METHODOLOGY

The course relies on your active participation using the case method as well as strategy creation in teams. The case method allows us to learn theory in tools in the context of real-world business. Participants must therefore thoroughly study reading materials and cases before attending each class session and be ready to share and support their opinions and proposals.

In addition to the case method, teams will choose a real company in which to apply the concepts of the course. At the beginning of each session, each team will present during five minutes the key learning points of the previous session as applied to the chosen company.

Theoretical explanations are kept to a minimum but participants will work within teams in order to build up a theoretical framework using “Foundations of Strategy” (Robert M. Grant and Judith Jordan, 2012).

Participants will verify their understanding of the course concepts through a final case presentation and a written exam.

EVALUATION

Each participant will be evaluated based on his/her knowledge of the specific subject as well as on the quality and consistency of his/her participation.

30% of the final grade will be based on the quality and regularity of his/her participation.

30% will be based on group presentations during the course as well as the final presentation.

40% will be related to the final exam.

No matter how high the evaluation in other evaluation elements, in order to pass the subject each participant needs to pass the written exam.
BIBLIOGRAPHY