

In view of the health context linked to the spread of the coronavirus, the methods of organisation and evaluation of the learning units could be adapted in different situations; these possible new methods have been - or will be - communicated by the teachers to the students.

5 credits	30.0 h	Q1
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Teacher(s)	Carlier d'Odeigne Gilles ;
Language :	English
Place of the course	Mons
Main themes	<p>Business Strategy</p> <ul style="list-style-type: none"> <li>- To understand the strategic approaches available in an international and complex context</li> <li>- To understand what drives a company, and its societal role</li> </ul> <p>International Context</p> <ul style="list-style-type: none"> <li>- To gain awareness about the global trends and context that impact international organizations</li> <li>- To identify how to prioritize new geographical markets and how to adapt to succeed</li> <li>- To identify the different ways to enter foreign markets, with a focus on JV and M&amp;A</li> <li>- To understand the dynamics of logistics and outsourcing</li> <li>- To understand how governments impact business</li> </ul> <p>Strategic Vitality</p> <ul style="list-style-type: none"> <li>- To understand the dynamics of adoption and agility</li> <li>- To understand the impact of digitalization and how digital leaders win</li> </ul> <p>To understand what is innovation and what required for an organization to innovate</p>
Aims	<ul style="list-style-type: none"> <li>• Gain awareness of the strategic issues faced by companies in an international context</li> <li>• Understand the impact of global market forces on companies</li> <li>• Improve your ability to make strategic choices</li> <li>• Apply key concepts of strategy and management</li> </ul> <p>1</p> <p>The contribution of this Teaching Unit to the development and command of the skills and learning outcomes of the programme(s) can be accessed at the end of this sheet, in the section entitled <a href="#">'Programmes/courses offering this Teaching Unit'</a>.</p> <p>-----</p> <p><i>The contribution of this Teaching Unit to the development and command of the skills and learning outcomes of the programme(s) can be accessed at the end of this sheet, in the section entitled "Programmes/courses offering this Teaching Unit".</i></p>
Evaluation methods	<p><b>Due to the COVID-19 crisis, the information in this section is particularly likely to change.</b></p> <p>30% is based on individual participation during the course</p> <p>20% is based on the quality of the papers written on the cases provided</p> <p>50% is based on the quality of the group assignment</p>
Teaching methods	<p><b>Due to the COVID-19 crisis, the information in this section is particularly likely to change.</b></p> <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Case Studies</li> </ul>
Content	<p>PART II – BUSINESS STRATEGY</p> <p>1. Key concepts</p> <ul style="list-style-type: none"> <li>•Objective: Provide with a toolbox and a thinking approach</li> <li>•Theory: Key concepts on strategy + toolbox</li> <li>•Case Study: Ikea (no preparation required)</li> </ul> <p>2. Purpose of business</p> <ul style="list-style-type: none"> <li>•Objective: Understand what drives a company and its societal role</li> <li>•Theory: CSR approaches, bottom of the pyramid</li> <li>•Case Study: Danimal</li> </ul> <p>PART II – INTERNATIONAL CONTEXT</p> <p>3. Global context</p> <ul style="list-style-type: none"> <li>•Objective: Gain awareness about the global context</li> <li>•Theory: how to read trends and build scenarios</li> </ul>

	<ul style="list-style-type: none"> <li>•Case Study: Wine War (no preparation required)</li> <li>4. Growth and adaptation abroad             <ul style="list-style-type: none"> <li>•Objective: Understand how to prioritize new geographical markets and how to adapt to succeed</li> <li>•Theory: International expansion strategy, cultural differences, adaptation to local markets</li> <li>•Case Study: Illy</li> </ul> </li> <li>5. Modes of entry             <ul style="list-style-type: none"> <li>•Objective: Understand the different ways to enter foreign markets</li> <li>•Theory: Overview of different models, focus on JVs and M&amp;As</li> <li>•Case Study: Danone-Wahaha</li> </ul> </li> <li>6. Outsourcing &amp; Logistics             <ul style="list-style-type: none"> <li>•Objective: Understand the dynamics of logistics and outsourcing</li> <li>•Theory: Dynamics of outsourcing, strategic considerations for a logistic player</li> <li>•Case Study: Lego</li> </ul> </li> <li>7. Regulation of Business             <ul style="list-style-type: none"> <li>•Objective: Understand how governments impact business</li> <li>•Theory: Relationship between governments and businesses, regulation of new technologies and oligopolies</li> <li>•Case Study: Uber</li> </ul> </li> <li>PART III – STRATEGIC VITALITY (AGILITY, RENEWAL &amp; INNOVATION)</li> <li>8. Strategic Vitality             <ul style="list-style-type: none"> <li>•Objective: Understand the dynamics of adoption and agility</li> <li>•Theory: Change, adaptation, agility</li> <li>•Case study: Kauflauf</li> </ul> </li> <li>9. Digital Leaders             <ul style="list-style-type: none"> <li>•Objective: Understand the impact of digitalization and how digital leaders win</li> <li>•Theory: Build-up of customer-centric products &amp; services</li> <li>•Case Study: Fiat Mio</li> </ul> </li> <li>10. Innovation             <ul style="list-style-type: none"> <li>•Objective: understand what is innovation and what is required for an organization to innovate</li> <li>•Theory: What is innovation, Innovation strategy, Innovation's enablers and processes</li> <li>•Case Study: Mars</li> </ul> </li> </ul>
Bibliography	<ul style="list-style-type: none"> <li>• VERBEKE A. (2009), International Business Strategy: Rethinking the Foundations of Global Corporate Success, Cambridge University Press.</li> <li>• Your Strategy needs a Strategy ' Reeves, Haanaes, Sinha, HBR Press.</li> <li>• The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business by Rita Gunther McGrath, HBR Press.</li> <li>• Competing for the Future ' Gary Hamel &amp; C.K. Prahalad, HBR Press.</li> </ul>
Faculty or entity in charge	CLSM

<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Aims
Master [120] in Management	<a href="#">GESM2M</a>	5		