

Due to the COVID-19 crisis, the information below is subject to change, in particular that concerning the teaching mode (presential, distance or in a comodal or hybrid format).

5 credits	30.0 h	Q2
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Teacher(s)	Bascle Guilhem ;
Language :	English
Place of the course	Louvain-la-Neuve
Aims	<p><b>Having regard to the LO of the programme, this activity contributes to the development and acquisition of the following LO:</b></p> <p><b>At the end of this course, the student will be able to:</b></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> Due to the COVID-19 crisis, the information in this section is particularly likely to change.</p> <p><b>If the course exam can be organized on site, at the university, grades will be computed as follows:</b></p> <p><b>Continuous evaluation (60%)</b></p> <ul style="list-style-type: none"> <li>• Date: <i>Every week</i></li> <li>• Type of evaluation: <i>Case study (document to be delivered)</i></li> <li>• Comments: <i>Marks carried over into September</i></li> </ul> <p><b>Examination session (40%)</b></p> <ul style="list-style-type: none"> <li>• First session:             <ul style="list-style-type: none"> <li>• Oral: No</li> <li>• Written: 3 hours</li> <li>• Type: MCQ</li> <li>• In session</li> </ul> </li> <li>• Second session (if necessary):             <ul style="list-style-type: none"> <li>• Oral: Yes (5-15mn per student)</li> <li>• Written: No</li> <li>• Type: Questions posed to the student in spoken form</li> <li>• In session</li> </ul> </li> </ul> <p><b>If the course exam cannot be organized on site, at the university, grades will be computed as follows:</b></p> <p><b>Continuous evaluation (100%)</b></p> <ul style="list-style-type: none"> <li>• Date: <i>Every week</i></li> <li>• Type of evaluation: <i>Case study (document to be delivered)</i></li> <li>• Comments: <i>Marks carried over into September</i></li> </ul> <p><b>Absorbing failure:</b> The "absorbing failure" system is applied in the course. Thus, if a student has a grade of 8/20 or below for any of the following, this grade will be retained as the final grade for the course: i) group work (continuous evaluation) and/or ii) exam grade. If both grades for these two items are below 8/20, the lowest grade among these two grades will be retained as the final grade.</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>• Mandatory readings</li> <li>• Class lectures related to mandatory readings</li> <li>• Case study</li> <li>• Group project</li> </ul> <p>Presence is mandatory and a condition for success</p>
Content	Students will learn the set of strategic decisions that foster value creation or destruction through the coordination and configuration of a firm's presence in two or more businesses within Europe, and the modes of developments a firm has at its disposal to grow outside its national market, within Europe or globally.




<p>Inline resources</p>	<p><a href="https://moodleucl.uclouvain.be/course/view.php?id=10405">https://moodleucl.uclouvain.be/course/view.php?id=10405</a></p>
<p>Bibliography</p>	<p><b>Lecture slides:</b> Computer-projected overhead lecture slides will be posted on Moodle before the class.</p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Barney, J. B., &amp; Hesterly, W. S. 2018. <i>Strategic management and competitive advantage</i> (6 ed.). Upper Saddle River, N.J.: Pearson.</li> <li>• FitzRoy, P., Hulbert, J., &amp; Ghobadian, A. 2016. <i>Strategic management: The challenge of creating value</i> (3 ed.). New York, N.Y.: Routledge.</li> <li>• Grant, R. M. 2019. <i>Contemporary strategy analysis</i> (10 ed.). West Sussex: John Wiley &amp; Sons.</li> <li>• Hill, C. W. L., Jones, G. R., &amp; Schilling, M. A. 2016. <i>Strategic management theory: An integrated approach</i> (12 ed.). Mason, O.H.: South-Western College.</li> <li>• Hoskisson, R. E., &amp; Hitt, M. A. 1994. <i>Downscoping: How to tame the diversified firm</i>. New York, N.Y.: Oxford University Press.</li> <li>• Johnson, G., Whittington, R., Scholes, K., Angwin, D., &amp; Regnér, P. 2020. <i>Exploring strategy</i> (12 ed.). Essex: Prentice Hall.</li> <li>• Thompson, A. A., Peteraf, M. A., Gamble, J. E., &amp; Strickland, A. J. 2016. <i>Crafting &amp; executing strategy: The quest for competitive advantage</i> (20 ed.). New York, N.Y.: McGraw-Hill.</li> </ul>
<p>Other infos</p>	<p><b>OTHER ISSUES OF CONCERN:</b></p> <p><b>Exchange students:</b> Exchange students need to take the exam (and potential resit) at LSM, on the day and time of the exam, like the other students.</p> <p><b>Prerequisite:</b> One course in strategy/strategic management. Because this is an advanced course in strategic management that includes assignments and materials directly related to the foundations of strategic management, this course is pitched at a level that assumes some familiarity with the basics of strategic management. Students who register to this course certify that they have the prerequisite knowledge that is requested to be able to follow this course; the instructor will not teach these prerequisite items. Students who do not possess these foundations can nonetheless enroll in this course, provided that they read in advance in traditional strategy textbooks and scientific articles (important references will be provided) the topics to be covered in each session; this will be expected (to be familiar with the basics of strategic management) and important (for your success in this course).</p> <p><b>Preparation for class:</b> Students are expected to articulate an in-depth understanding of the course material, and to prepare for class individually and with other course participants as the amount of work to be conducted is significant, with a tangible time pressure.</p> <p><b>Attendance:</b> Attendance is required; the real value from this course takes place in the classroom and each class including a workgroup session.</p> <p><b>Limited access to the course:</b> the number of Incoming students is limited to 25</p> <p><b>Teaching Assistant:</b> Marco Daprà</p>
<p>Faculty or entity in charge</p>	<p>CLSM</p>

### Force majeure

<p>Evaluation methods</p>	<p><b>If health circumstances permit it, the exam will be held on site, at the university, and grades will be calculated as follows:</b></p> <p><b>Continuous evaluation (60%)</b></p> <ul style="list-style-type: none"> <li>• Date: <i>Every week</i></li> <li>• Type of evaluation: <i>Case study (document to be delivered)</i></li> <li>• Comments: <i>Marks carried over into September</i></li> </ul> <p><b>Examination session (40%)</b></p> <ul style="list-style-type: none"> <li>• First session:             <ul style="list-style-type: none"> <li>• Oral: No</li> <li>• Written: 3 hours</li> <li>• Type: MCQ</li> <li>• In session</li> </ul> </li> <li>• Second session (if necessary):             <ul style="list-style-type: none"> <li>• Oral: Yes (5-15mn per student)</li> <li>• Written: No</li> <li>• Type: Questions posed to the student in spoken form</li> <li>• In session</li> </ul> </li> </ul> <p><b>If health circumstances make it difficult, worrisome or impossible to organize an on-site examination, at the university, grades will be calculated as follows:</b></p>
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**First session: Continuous evaluation (100%) (see above)**

**Second session (if necessary): Continuous evaluation (60%) (see above) and Examination session via Teams (40%) (oral exam; see above)**

<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Aims
Master [120] in Management	<a href="#">GESM2M</a>	5		
Master [120] in Management	<a href="#">GEST2M</a>	5		
Master [120] in Multilingual Communication	<a href="#">MULT2M</a>	5		
Advanced Master in European Business and Economic Policy	<a href="#">EBEP2MC</a>	5		