

5.00 credits

30.0 h

Q1

Teacher(s)	Sinigaglia Nadia ;
Language :	French
Place of the course	Mons
Learning outcomes	
Evaluation methods	<p>Student evaluation will be determined by:</p> <ul style="list-style-type: none"> <li>• <b>A written exam organized during the mid-term week (40% of the final grade):</b> students will have to answer questions on the content of the course, including (1) scientific and managerial articles discussed in class, and (2) case studies and exercises. The open questions can relate both to specific points of the course content and to more general aspects of the covered topics requiring a step back from the concepts taught.</li> <li>• <b>The report linked to the group project (45% of the final grade):</b> students will be required to carry out a teamwork allowing them to understand the complete strategic approach underlying the strategic management of a company, ranging from the definition of the strategy to its implementation management by means of a balanced scorecard (comprising at least 2 axes and all the links between the various indicators proposed). The guidelines for this group work will be given during the first session of the course.</li> <li>• <b>The completion of the case studies during the course, as well as the discussion of the suggested readings (15% of the final grade)</b></li> </ul> <p>In case of registration to the second exam session, only the “written exam” part can be improved (The grades linked to the group project report as well as to the active participation during the case studies and the readings discussion remain unchanged for all exam sessions of the current academic year).</p>
Teaching methods	The course is organized in two- to three-hour sessions, alternating between the presentation of theoretical concepts, case studies, teamwork, readings of scientific as well as managerial articles. Students are expected to read these articles in depth, in preparation for class sessions, so that they can discuss the content informally during class.
Content	<p>This course is made up of two parts. The first part aims at presenting the principles of strategy, from the strategic analysis - external and internal - to the definition and implementation of the chosen strategy. The second part deals with the strategy implementation management using balanced scorecards.</p> <p>Part I : Principles of Strategy</p> <ol style="list-style-type: none"> <li>1. Introduction to key concepts of strategy</li> <li>2. Strategic analysis: a comprehensive framework</li> <li>3. From corporate strategy to innovation strategy: definition and implementation</li> </ol> <p>Part II : Strategy implementation and management</p> <ol style="list-style-type: none"> <li>1. The Balanced Scorecard: a strategy implementation management tool</li> <li>2. The 4 perspectives of the balanced scorecard</li> <li>3. The Key Performance Indicators</li> <li>4. Determination and role of benchmarks (efficiency frontiers methods)</li> <li>5. The strategy map: causal relationships between strategic goals/indicators of the 4 perspectives of the BSC</li> </ol>
Inline resources	Student corner

<p>Bibliography</p>	<p>Le matériel pédagogique utilisé est composé de :</p> <ul style="list-style-type: none"> <li>- Slides (écrans Power Point)</li> <li>- Articles scientifiques ou managériaux proposés en lecture</li> <li>- Etudes de cas : énoncés et matériel en support.</li> </ul> <p>Le matériel pédagogique est mis à disposition des étudiants sur le Student Corner. Les étudiants sont invités à consulter régulièrement ce site.</p> <p><b>Références bibliographiques:</b></p> <p>[1] R. DEMEESTERE, P. LORINO, N. MOTTIS (2017), Pilotage de l'entreprise et contrôle de gestion, 6ème édition, Dunod.</p> <p>[2] A. FERNANDEZ (2018), L'essentiel du tableau de bord : Méthode complète et mise en pratique avec Microsoft Excel, 5ème édition, Eyrolles.</p> <p>[3] M. GOODMAN and S.M. DINGLI (2017), Creativity and Strategic Innovation Management, Second Edition, Routledge, London and New York.</p> <p>[4] F. GUERRA (2007), Pilotage stratégique de l'entreprise : le rôle du tableau de bord prospectif, Editions De Boeck Université.</p> <p>[5] R.S. KAPLAN, D.P. NORTON (2003), Le tableau de bord prospectif : pilotage stratégique, les 4 axes du succès, Editions d'Organisation.</p> <p>[6] M.-H. MILLIE-TIMBAL (2020), Construire des tableaux de bord vraiment utiles : Bien choisir ses indicateurs pour une gestion efficace de son activité, 5ème édition, Gereso Edition.</p> <p>[7] M.A. SCHILLING (2019), Strategic Management of Technological Innovation, Sixth Edition, McGraw-Hill International Edition.</p> <p>[8] C. SELMER (2015), Concevoir le tableau de bord : Méthodologie, outils et modèles visuels, 4ème édition, Dunod.</p> <p>[9] J. TIDD and J. BESSANT (2014), Strategic Innovation Management, John Wiley &amp; Sons Ltd.</p> <p>[10] G. JOHNSON, R. WHITTINGTON, K. SHOLES , D. ANGIN, P. REGNIER &amp; F. FRÉRY (2020), Stratégique, 12ème édition, Pearson Education France.</p>
<p>Faculty or entity in charge</p>	<p>CLSM</p>

<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] : Business Engineering	INGM2M	5		