

- Faculté des sciences économiques
- [www.unine.ch/seco](http://www.unine.ch/seco)

### Strategic Management (5EN2038)

Filières concernées	Nombre d'heures	Validation	Crédits ECTS
<b>Master in General Management</b>	<b>Cours: 4 ph</b>	Voir ci-dessous	6
<b>Master of Arts en innovation, orientation Innovation et société</b>	<b>Cours: 4 ph</b>	Voir ci-dessous	6
<b>Master of Law en innovation</b>	<b>Cours: 4 ph</b>	Voir ci-dessous	6

ph=période hebdomadaire, pg=période globale, j=jour, dj=demi-jour, h=heure, min=minute

#### Période d'enseignement:

- Semestre Automne

#### Equipe enseignante

Professor Claudia Jonczyk Sédès and Mr. Oussama Darouichi

Teaching Assistant: Anaxamène Dimitriades

Institute of Management  
Université de Neuchâtel  
A.-L. Breguet 2  
CH-2000 Neuchâtel  
[claudia.jonczyk@unine.ch](mailto:claudia.jonczyk@unine.ch)  
Phone: +41 32 718 1470

[oussama.darouichi@unine.ch](mailto:oussama.darouichi@unine.ch)  
Phone: +41 32 718 1953

[anaxamene.dimitriades@unine.ch](mailto:anaxamene.dimitriades@unine.ch)  
Phone: +41 32 718 1976

#### Contenu

The course is built around four themes:

1. Introduction to strategic management
2. Strategic analysis: Competitive analysis, resources and competences
3. Strategic choices: Competitive strategies, corporate strategy, strategic options (alliances, mergers and acquisitions, diversification, internationalisation)
4. Strategy implementation: Strategy and organization, managing change, the link between strategy, structure and culture

#### Forme de l'évaluation

Class participation: 20%  
Group project - Strategic assessment of a company: 50%  
Strategy implementation simulation and lessons learned: 10%  
Article/case presentation: 20%

In case of a failure/insufficient grade average students have to take a two hour written re-sit exam at the end of the class accounting for 100% of the final grade. Neither documents nor connected devices are permitted during the exams. In case of violation of these rules, the students are in a situation of fraud and the unauthorized will be removed. The exam would be deemed as failed.

#### Documentation

The main textbook used for this class is:  
Johnson, Whittington, Scholes, Angwin, Regnier, Exploring Strategy, Pearson, 11th edition, 2017.

Students may also find recommendations for session specific articles on Moodle.

Additional bibliography:

- Faculté des sciences économiques
- [www.unine.ch/seco](http://www.unine.ch/seco)

### **Strategic Management (5EN2038)**

Kim W.C., Mauborgne R., Blue Ocean Strategy, Harvard Business School Press, 2005.  
Porter M., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, 1985.

#### **Pré-requis**

There are no prerequisites for this class.

#### **Forme de l'enseignement**

This class consists of a mixture of lectures, case discussions, exercises, presentations and a change simulation. Students are expected to come to class having read the cases and are expected to participate.

#### **Objectifs d'apprentissage**

Au terme de la formation l'étudiant-e doit être capable de :

- Explore different strategic options and their consequences
- Evaluate and recommend options for strategic decisions companies face
- Describe how the social, political, economic and competitive environment impact firms' development, performance and survival
- Demonstrate a working knowledge of strategy concepts and strategic analysis
- Present and defend the strategic analysis of a selected company
- Synthesise and evaluate the key findings of an article on aspects of strategic management
- Apply analytical frameworks to analyze the strategic challenges and choices of a selected company
- Identify and extract information from publicly available sources

#### **Compétences transférables**

- Manage a project
- Decision making
- Discuss complex issues and interactions
- Carry out critical and evidence-based analyses
- Manage a project
- Develop hands-on, pro forma modelling skills using Excel
- Apply knowledge to new situations
- Communicate results orally
- Communicate results in writing