



STUDY PROGRAMME

EEIB

ACADEMIC YEAR

2020 - 2021

SEMESTER

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COURSE TITLE

EUROPEAN BUSINESS AND CORPORATE STRATEGY

COURSE PROFESSOR

JEROME COUTURIER

COURSE ASSISTANT

SISI ZHANG

NATURE OF COURSE (COMPULSORY, OPTIONAL)

COMPULSORY

LANGUAGE OF INSTRUCTION

ENGLISH

ECTS CREDITS

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1. COURSE OBJECTIVE

This course helps students to understand the nature of strategy making processes and to apply fundamental theories and frameworks for devising business and corporate strategies in a European context. In addition, students will gain a profound insight into the rationale for the diversification, internationalization and Europeanization of firms. A focus will be put on the challenges of mergers and acquisitions in a European context and on the opportunities created by the European economic integration.

2. LEARNING OUTCOMES

On completion of this course, students should:

- Be able to make connections between theory and practice through real life cases, e.g. understand the impact of corporate social responsibility on strategic management.
- Have developed his/her capabilities to design strategic choices for the corporation and understand how to develop a competitive advantage. In particular, he/she will enhance his/her critical thinking and decision making for strategic management, at both individual and collective levels.

The learning outcomes for this course tie in with the following learning outcomes for the European Economic Studies programme:



- Describe, explain and illustrate the normative assumptions, implications and limitations of business theory.
- Use their knowledge of business theory to define corporate strategy and assess corporate structures.
- Think innovatively and provide constructive analytical commentary as well as potential recommendations on the evolution of the EU and its possible future development.
- Describe, explain and illustrate the usefulness and limitations of economic theory applied to economic conditions and problems in Europe.
- Recognise, analyse, explain and critique economic developments and economic policies in Europe.
- Acquire a strong knowledge of broader social and political conditions and developments in Europe.
- Recognise, analyse, explain and critique the impact of EU policies on corporate strategy.

3. COURSE CONTENTS

- Strategy, Strategic Thinking and Business Strategy.
- Analysing the firm's environment: competitive pressures and competitive advantage.
- Managing the “invisible hand”.
- Diversification and the search for synergy.
- Internationalization, Europeanization, and globalization.
- Growth of organizations. Vertical and horizontal integration.
- Corporate social responsibility and growth strategies.
- Manage execution, the transformation process of a company.

4. TEACHING METHOD(S)

Lectures: the course content will be introduced in class lectures. Students are expected to participate actively in class, express their views and discuss controversial issues. Prior reading of the material is absolutely essential.

Student presentations: students will have to prepare a presentation, working together in small groups. The presentation will be given in class for the benefit of the rest of the students who will be expected to actively participate and pose questions. The topics of the assignment will be distributed during the course.

5. COURSE MATERIAL

Indicative reading list:

- BAGHAI M., COLEY S., WHITE D. (2000), *The Alchemy of Growth*, Perseus Publishing.
- BEER M., NOHRIA N. (2000), *Cracking the Code of Change*, in *Harvard Business Review*, June.
- BOSSIDY L., CHARAN R. (2002), *Execution – The Discipline of Getting Things Done*, Random House.
- CHAN KIM, W. MAUBORGNE, R. (2003), *Tipped for the top: Tipping Point Leadership*, *Harvard Business Review*, April.



- COLLINS J. (2001), *Good to Great: Why Some Companies Make the Leap... and Others Don't*, New York Harper-Business.
- FOSTER R., KAPLAN S. (2001), *Creative Destruction: Why Companies That Are Built to Last Underperform the Market - and How to Successfully Transform Them*, Currency.
- FRIED J., HEINEMEIER HANSSON D. (2010), *Rework*, Crown Business.
- GARDNER H. (2004), *Changing Minds: the Art and Science of Changing Our Own and Other People's Minds*, Harvard Business School Press.
- GRANT R. (2010), *Contemporary Strategy Analysis*, Blackwell Business, 7th Edition.
- HAMEL G., PRAHALAD C.K. (1994), *Competing for the Future*, Harvard Business School Press.
- HAMEL G. (2002), *Leading the Revolution*, Harvard Business School Press.
- JOHNSON G., SCHOLLES K., WHITTINGTON R. (2008), *Exploring Corporate Strategy*, Pearson Education, 8th Edition.
- KATZENBACH J.R. (2000), *Peak Performance: Aligning the Hearts and Minds of Your Enterprise*, Harvard Business School Press.
- KIM W.C., MAUBORGNE R. (2005), *Blue Ocean*, Harvard Business School Press.
- KOTTER J.P., COHEN D.S. (2002), *The Heart of Change: Real Life Stories of how People Change Their Organizations*, Harvard Business School Press.
- KOTTER J.P. (1995), *Leading Change: Why Transformation Efforts Fail*, Harvard Business Review, April.
- MINTZBERG H. (1978), *Patterns in strategy formation*, Management Science, May.
- MINTZBERG H., AHLSTRAND B., LAMPEL J. (1998), *Strategy safari: a guided tour through the wilds of strategic management*, The Free Press.
- OSTERWALDER A., PIGNEUR Y. (2010), *Business Model Generation*, Wiley.
- PORTER M. (1985), *Competitive Advantage*, The Free Press.
- RUMELT R.P. (2011), *Good strategy, bad strategy: the difference and why it matters*, Crown Business.
- SOLA D., COUTURIER J. (2013), *How to Think Strategically: Your Roadmap to Innovation and Results*, Pearson FT Publishing Financial Times.
- ZOOK C., ALLEN J. (2001), *Profit From the Core: Growth Strategy in an Era of Turbulence*, Harvard Business School Press.

6. EVALUATION

Written exam: accounts for 50% of students' final grade. The examination will be a mix of analytical, knowledge and essay-type questions, with (some) choice of questions.

In-class presentations: account for 20% of student's final grade.

In-class oral participation: account for 30% of student's final grade.

Second examination session: The resit exam is written and accounts for 100% of the mark.