

COURSE: The strategic management of big data results

INSTRUCTOR : PROF. VITTORIO DE PEDYS

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COURSE DESCRIPTION

This course in management practice explores what managers have to do in order to increase the likelihood of the firm's success. Today's strategies are influenced by many factors such as resources available, the external environment, competitive conditions in the industry, the firm's internal structure, changes happening in the marketplace. As a result developing the firm's strategic choices involves dealing with complexity and technical issues, as decisions are interrelated and impact across different functions (production, marketing, finance, human resources, etc). The course examines how organizations achieve , sustain and renew competitive advantages.

LEARNING OUTCOMES

The course objectives are to supply key concepts , models and basic analytical tools able to define the strategic choices of an organization. At the end of the course, students should be able to:

- think in a strategic way about the different choices the business environment confronts organizations with;
- ask the right questions about the future of a business;
- apply the technical tools and the conceptual frameworks learned to real business situations;
- analyse and make relevant choices in business situation of highly uncertain outcome.

METHODOLOGY

The methodology used is Participant-centered Learning, which entails active class discussion of the topic of the day. Relevant contribution is

expected by the students to these discussions. The course is taught in sessions of 2 hours each. Instructor will lead particularly interactive lessons: you are invited and **required** to actively participate to fruitful class discussions. At group level, live exercise and business cases will be debriefed in plenary form.

ASSESSMENT

Written :exam can be in the form of an essay, a case to be solved or a questionnaire.

OUTLINE

Topics covered will be:

- strategic management in a complex world
- competitive advantage
- mission, vision, values of an organization; leadership skills needed;
- the strategic posture; the strategic process; objective setting;
- the external environment in which the organization operates: Porter forces, Pestel analysis, Swot analysis, scenarios;
- the internal environment: value chain , resources and capabilities;
- the product focus: marketing to a shifting demand;
- vertical and horizontal integration: different forms;
- international management;
- innovation and blue ocean thinking

TEXTBOOKS

- R. M. Grant “Contemporary Strategy Analysis” – 8th Edition , Blackwell Publishing, 2011

TEACHING MATERIAL

- Slides prepared by the instructor
- Exercises prepared by the instructor
- Cases:

1. Eastman Kodak Company: funtime film , Harvard Business School case no. 9-594-111, 8 may 1995
2. Ikea invades America, Harvard Business School case no. 9-504-094, 14 sept 2004
3. Arborne Express, Harvard Business School case no. 9-798-070, 23 may 2007
4. Assignment questions

SUGGESTED READING

- C.K. Prahalad, G. Hamel “The core competences of the corporation “, in Harvard Business Review, May-June 1990
- M. Johnson, C. Christensen, H. Kagermann “Reinventing your business model” in Harvard Business Review, December 2008
- J. Magretta “Understanding Michael Porter: the essential guide to competition and strategy” , 2012, Amazon , Barnes and Noble, NY. Chapter 2 : “The five forces competing for profits” , Harvard Business Review press, 2012
- S. Wunker “ Get the job done” in Strategy and Innovation, Harvard Business School Publishing, july-August 2005
- W.C. Kim , R. Mauborgne “Blue ocean strategy” in Harvard Business Review , october 2004