



SYLLABUS

ST514E COMPETITIVE STRATEGY

ACADEMIC AREA	: STRATEGY-INNOVATION
PROGRAMMES	: PGE3 - Parcours en Alternance RPI - PGE3 - Parcours Audit-Expert-Comptable - PGE3 - Parcours en Alternance - Information Technology Business Management - PGE3 - Parcours Retail Business and Development - PGE3 Classique - Postgraduate Exchange Student
INSTRUCTORS	: Dr Marc Porter <marcporter@europeanmedialtd.com> <u>Module Coordinator</u> Adjunct-Faculty Member Dr Mehdi Farajallah <mehdi.farajallah@rennes-sb.com> Permanent Professor Office Number: Office N°168 Jacques Le Pennec <jacques.lepennec@linaia.com> Adjunct-Faculty Member
CONTACT HOURS	: 27 hours
STUDY TIME	: 120 hours (Class preparation, homework and assessment)
CREDITS	: 6 ECTS - M2

PRE-REQUISITE MODULES:

None.

MODULE DESCRIPTION:

The focus of this module is on Strategic Analysis on competitive and dynamic markets. This module deals mainly with two goals: (1) To increase the students' understanding of what managers must do to make a business sustainable and performant in the long term; and (2) to develop the student's ability to lead a Strategic Analysis of a firm on highly competitive and dynamic markets.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This module supports the PGE programme learning outcomes related to students being able to:

- To be a generalist in management sciences.
- To be intellectually agile and methodical in his/her activities.
- Develop a range of advanced analytical skills and knowledge of business so as to prepare for a career in international business and management at an executive level.

- Develop a capacity for applying these in a variety of contexts and situations, particularly of a multicultural and international nature.
- Develop analytical skills and a critical ability commensurate with a postgraduate level of study.
- Take account of the multidimensional nature of issues encountered in business.
- Equip students with the tools and concepts needed to adapt to a rapidly changing environment.

This module participates to train Global Responsible Pioneer (GRP) learners, and addresses more specifically on the Responsible and Pioneer dimensions: Responsible because it is focused on sustainable competitive advantage; Pioneer because creativity and innovation are at the heart of the patterns and concepts presented during this module.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

On completion of this course, students should be able to:

1. Conduct a strategic management diagnosis to identify a competitive advantage.
2. Formulate decisions and strategic choices.
3. Elaborate the process of implementing the strategic choices.

TOPICS COVERED:

- Competitive advantage.
- Market dynamics.
- Strategic management process: Diagnosis, Decision and Implementation.
- Goals: profitability, rents and sustainability.
- Performance assessment.

TEACHING METHODS:

Case Studies and illustrations are linked to companies. This year, we are going to work with Woodbrass: <https://www.woodbrass.com/en-gb/>

Learning by doing !

There is a strong link between theory and practice, so each day is divided in 3 parts:

- Concepts.
- Implementation and groups cases.
- Debriefing.

Crucial point: Team work is very important for that module.

A Moodle page is dedicated to this course.

METHODS OF ASSESSMENT:

- Continuous assessment: A report + A presentation.

- Final assessment: Individual Written Paper.

Bonus: There is a bonus in this course: the Google Digital Native Certification: <https://digitalgarage.withgoogle.com/>. You are not compelled to pass this certification, but if you pass successfully this certification, you get a bonus: 10% (Process explained in class).

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	Team Cases	Oral and Written	N.A.	40%	ILOS N°1-N°2-N°3
Continuous (Bonus)	Google Certification	Written	N.A.	10% (bonus)	ILOS N°2-N°3
Final	Individual Written Paper	Written	N.A.	60%	ILOS N°1-N°2-N°3
				Total 100%	

ACADEMIC INTEGRITY:

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagram) of books or articles, another student's work or text, diagram, data from the internet without proper referencing etc. Adding your name to group work in which you have not participated or letting a student who has not participated add his/her name to work is also considered as an offence and will lead to disciplinary action for all involved.

Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

Other forms of academic dishonesty are subject to disciplinary sanctions. Academic dishonesty, other than plagiarism may take any number of forms such as submission of the work more than once whether the earlier submission was at another institution, unless prior approval has been obtained, cheating on an examination, aiding another student's dishonesty, unauthorized or inappropriate use of computers, calculators and other forms of technology in course work, assignments or examinations.

BIBLIOGRAPHY:

■ Recommended Textbook:

- Porter, M.E. (2004). *Competitive strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.

■ Suggested articles:

Available through the Learning Center website: click on "Search – Journals (A-Z)"

- Porter, M.E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*. Vol 86, Issue 1, pp. 78-93.

- Porter, M.E. (1996). What is Strategy ? *Harvard Business Review*. Vol 74, Issue 6, pp. 61-78.

- Porter, M.E. (1991). Towards a Dynamic Theory of Strategy. *Strategic Management Journal*. Vol 12, pp. 95-117.
- Teece, D.J.; Pisano, G. and Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*. Vol 18, Issue 7, pp. 509-533.

■ **Additional Reading:**

■ **BOOKS:**

- Barney, J.B. (2013). *Gaining and Sustaining Competitive Advantage*. (4th edn). Boston: Pearson (eBook available).
- Hamel, G. and Heene, A. (1994). *Competence-based competition*. John Wiley & Sons.
- Penrose, E. and Pitelis, C. (2009). *The theory of the growth of the firm*. Oxford: Oxford University Press.
- Porter, M.E. (2004). *Competitive advantage: creating and sustaining superior performance*. New York: The Free Press.

❖ **ARTICLES:**

- Amit, R.; Schoemaker, P.J.H. (1993). Strategic Assets and Organizational Rent. *Strategic Management Journal*. Vol 14, Issue 1, pp. 33-46.
- Amit, R.; Zott, C. (2001). Value Creation in E-Business. *Strategic Management Journal*. Vol 22, Issue 6/7, pp. 493-520.
- Barney, J.B. (1986). Strategic Factor Markets : Expectations, Luck, and Business Strategy. *Management Science*. Vol 32, Issue 10, pp. 1231-1241.
- Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*. Vol 17, Issue 1, pp. 99-120.
- Conner, K.R. (1991). A Historical Comparison of Resource-Based Theory and Five Schools of Thought Within Industrial Organization Economics : Do We Have a New Theory of the Firm ?. *Journal of Management*. Vol 17, Issue 1. pp. 121-154.
- Dierickx, I.; Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*. Vol 35, Issue 2, pp. 1504-1511.
- Grant, R.M. (1996). Toward a Knowledge-Based Theory of the Firm. *Strategic Management Journal*. Vol 17, Issue 7, pp. 109-122.

- Mahoney, J.T. (2001). A resource-based theory of sustainable rents. *Journal of Management*. Vol 27, Issue 6, pp. 651-660.
- Peteraf, M.A. (1993). The Cornerstones of Competitive Advantage : A Resource-Based View. *Strategic Management Journal* . Vol 14, Issue 3, pp. 179-191.

MODULE PLAN SESSION

ST514E COMPETITIVE STRATEGY

A session-by-session breakdown

Please, go on the ST514E Moodle page for details!

SESSIONS		TOPICS	(ACTIVITIES, READING/ ASSIGNMENTS TO BE DONE BEFORE CLASS)
1 st Day	Morning	Introduction to the seminar What is Competitive Strategy? Why are some firms more successful than others? Final Team Case Introduction	See module's web site for papers list. Read and learn all the slides available on the Moodle page. Prepare the BM part.
	Afternoon	Woodbrass interview + Diagnosis and Business Model	
2 nd Day	3 rd Half Day (Morning)	Hyper competition and Market Dynamics Competitive Advantage Generating value and performance Market structure Analysis	Prepare Final Team Case. Read and learn all the slides available on the Moodle page. Prepare the Intention, Vision, and data collection parts.
	4 th Half Day (Afternoon)	Woodbrass debrief + Industry analysis	
3 rd Day	5 th Half Day (Morning)	Digital competitive Strategy	Prepare Final Team Case. Read and learn all the slides available on the Moodle page. Prepare the execution, documents and Gantt parts.
	6 th Half Day (Afternoon)	Decisions and Implementation Strategic Positioning and Strategies Generation	
4 th Day	7 th Half Day (Morning)	Digital Alternatives	Prepare Final Team Case.
	8 th Half Day (Afternoon)	Final Team Case	