

Course form to fill in (STP 2026)

Course title:

Competitive Strategy & Governance

Staff responsible for the course:

Jean-Baptiste LION PINSON

Lecturers:

First Name + Name
Olivier Bouclier

1) COURSE PRESENTATION

Aims:

Draw up a list of competencies and/or skills that the student should have acquired or improved at the end of the course.

You must fill in the field under the format "the student should be able to..." using action verbs such as define, realise, control... (*This description should not take more than ten lines*)

At the end of the course, the student should be able to:

- Understand the main concepts that drive strategy and governance.
- Apply strategic management frameworks to real organizations.
- Analyze real organizations strategies and their impact on performance.
- Evaluate critically the key strategic choices of real organizations.

Prerequisites:

You must not write courses' codes or names, but identify the preliminary skills as the knowledge or the know-how needed to efficiently follow this course.

Write it out in terms of knowledge and methodologies required to follow this course (this would help students from direct entry to position themselves). (*This description should not take more than five lines*)

Basics of Business Strategy

Course contents:

Here, an abstract of the course can be given or the different chapters of the course can be simply written down.

(*The description should not take more than ten lines*)

In today's increasingly brittle, anxious, non-linear and incomprehensible (BANI) marketplace, making better strategic decisions is crucial. This course addresses the fundamentals of strategy, the role of AI and governance through class discussions, current case studies, short lectures, and participant presentations and debates. Firms such as Open AI, Nvidia, Tesla, Boeing, Hermes, Zara and many more will be discussed to illustrate theoretical frameworks.

Strategy - A Review

- Competitive Advantage, Firm Performance and the role of AI
- Bowman's Strategy Clock
- Blue Ocean - ERRC Canvas - Sweet Spot

Corporate Strategy

- Core Competence-Market Matrix
- Boeing Case

International Strategy

- CAGE Framework
- Integration-Responsiveness Framework

Strategy Execution

- Corporate Governance
 - Stakeholder Theory
 - Agency Theory
 - Stewardship Theory
- Organizational Culture

2) WORKING LOAD

Here, you should allocate the effective working load of the course, including an estimation of the personal work required from the student.

TABLE 1

Course's types	Number of hours	Notes
<u>Effective presence</u>		
- <i>Magistral Course</i>		
- <i>Interactive Course</i>	16	
- <i>Tutorials</i>		
- <i>Coaching</i>		
<u>Training from a distance</u>		
- <i>Video-conferences</i>		
- <i>Webinars</i>		
<u>Self-learning</u>		
- <i>Books 'readings</i>		
- <i>E-learning</i>		
- <i>Research</i>		
<u>Outdoors-training</u>		
- <i>In firms</i>		
- <i>Internship</i>		
<u>Personal work</u>		
- <i>Group Projects</i>	20	
- <i>Individual Projects</i>		
- <i>Personal work</i>	14	
Total working time for the student	50	

3) EDUCATIONAL METHODS

Tick here the different educational methods used:

- Coaching
- Case Study
- E-Learning and/or Self-learning
- Interactive courses
- Presentations
- Projects
- Research
- Seminars
- Tutorials
- Visits

4) ASSESSMENT

Sum up briefly the course assessment's mechanism (two or three lines) in order to introduce the assessment's table that you have to complete below (table n°2).

You must also define clearly how feedback will be given to students (in accordance with the feedback policy).

Each team will share their draft of their project before the final presentation in order to receive feedback from the instructor. In addition, each individual will receive direct feedback from the instructor after their final presentation.

List the assessment for each modality.

TABLE 2

Modality	Type of control	Length (h)	Number	Weighting (%)
<u>Continuous assessment</u>	Continuous assessment (CONT)			
	Mid-term exam (MIDT)			
	Participation/CONT			20
	MCQ			
<u>Final exam</u>	Oral final exam/Presentation (ORAL)			50
	Written final exam (ENDT)			
<u>Others</u>	Case study (CASE)			
	Group Project (GPROJ)			30%
	Individual Project (IPROJ)			
	Written assignment (WRITTEN)			
	Exercises (EXERC)			
Total				100%

5) RECOMMENDED READING

Name of books (indicate only three or four must-read references) / Name of reviews:

Class books (to be supplied by the professor):
All details on MyCourses and the Syllabus

Case Study: Boeing 2025: Ready for Take-off?

Recent NYT Articles

Reviews :

Internet Resources:

Please indicate here if you use the school intranet site to put on-line documents and/or if you advise the visit of web sites to students.

Name of the Website	URL
MyCourses	