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# INTERNATIONAL SUMMER SCHOOL 2022

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## SYLLABUS

Academic year 2021/2022



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## Academic and language requirements

Courses are open to Undergraduate and Graduate students providing that applicants have the **pre-requisites** specified in the course's syllabus.

Courses are taught and assessed in English. For non-native speakers of English, B2 (CEFR) or equivalent (TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.

## Additional information

For details about study programmes offered by EM Normandie please contact:

Adam AHARRAM, International Project Manager

[short-term@em-normandie.fr](mailto:short-term@em-normandie.fr)

Laurence BOITEUX, Deputy Director of International Affairs

[incoming@em-normandie.fr](mailto:incoming@em-normandie.fr)



# Summer School 2022

## Le Havre, from 4 to 13 July

COURSE TITLE	STRATEGIC MANAGEMENT	
Session and Campus	Le Havre - from 4 to 13 July 2022	
Teaching delivery	On campus, attendance mandatory	
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits 6
Professors	<b>Marco Opazo Basáez</b> , PhD in Management Sciences, Assistant Professor at Deusto Business School (DBS) <a href="mailto:marco.opazo@deusto.es">marco.opazo@deusto.es</a>	
Pre-requisite(s) for attending the course	No pre-requisite(s) are required. Basic knowledge on firms and management.	
Learning goal(s)	<ul style="list-style-type: none"> <li>▪ To be entrepreneurially minded</li> <li>▪ To be a project manager with a strategic overview</li> <li>▪ To be equipped with efficient business skills</li> </ul>	
Learning objective(s)	By the end of this course, participants will be able to: <ul style="list-style-type: none"> <li>▪ To demonstrate the ability to collaborate effectively</li> <li>▪ To do a global analysis of the firm and its environment</li> <li>▪ To apply knowledge in order to meet the expectations of the professional world</li> </ul>	
Learning outcome(s)	By the end of this course, participants are able to: <ul style="list-style-type: none"> <li>▪ To complete projects within reasonable timeframes</li> <li>▪ To analyze one's company's positioning within its environment</li> <li>▪ To solve in a team an advanced professional issue</li> </ul>	
Course description	<p><b>Content:</b> The course will enable participants to understand fundamentals of strategic management, including strategic analysis, strategic formulation, and strategic implementation. To this aim, modern strategic approaches adopted by firms will be analyzed and discussed in class. Participants will get theoretical knowledge on strategic management and apply this knowledge through a practical approach in group projects work throughout the course.</p> <p><b>Session 1: General introduction and course overview</b></p> <ul style="list-style-type: none"> <li>• Course presentation</li> <li>• Course assessment and workload</li> <li>• Description of course contents</li> <li>• Introduction to the concept of Strategic Management</li> </ul> <p><b>Session 2: Strategic analysis; Company direction and values</b></p> <ul style="list-style-type: none"> <li>• Introduction to the firm's future direction</li> <li>• Firm performance: Value creation</li> <li>• Corporate stakeholder and governance</li> <li>• Corporate values</li> </ul> <p><b>Session 3: Strategic analysis; Environmental analysis</b></p> <ul style="list-style-type: none"> <li>• The Business environment</li> <li>• General environment analysis</li> <li>• Competitive environment analysis</li> </ul>	

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	<p><b>Session 4: Strategic analysis; Internal analysis</b></p> <ul style="list-style-type: none"> <li>• Firm internal diagnosis</li> <li>• The Value Chain</li> <li>• Analysis of resources and capabilities</li> <li>• SWOT analysis</li> </ul> <p><b>Session 5: Strategic formulation; Competitive strategies</b></p> <ul style="list-style-type: none"> <li>• Competitive advantage and strategy</li> <li>• Cost leadership advantage</li> <li>• Differentiation advantage</li> </ul> <p><b>Session 6: Strategic formulation; Directions for strategic development</b></p> <ul style="list-style-type: none"> <li>• The scope of the firm and its strategic development</li> <li>• Expansion strategies</li> <li>• Firm diversification</li> <li>• Vertical integration</li> <li>• Restructuring the business portfolio</li> </ul> <p><b>Session 7: Strategic formulation; Methods of development and internationalization</b></p> <ul style="list-style-type: none"> <li>• Internal versus external development</li> <li>• Mergers and Acquisitions</li> <li>• Strategic alliances</li> <li>• The multinational firm</li> <li>• Global competition</li> <li>• Entry strategies for international markets</li> </ul> <p><b>Session 8: Strategic implementation; Evaluation and implementation</b></p> <ul style="list-style-type: none"> <li>• Evaluating and selecting strategies</li> <li>• Strategy implementation</li> <li>• Organizational and administrative support</li> <li>• MCQ test</li> </ul> <p><b>Session 9: Group project presentations</b></p> <ul style="list-style-type: none"> <li>• Group presentations and in-class debate on proposed group solutions</li> </ul> <p><b>Session 10: Final course session</b></p> <ul style="list-style-type: none"> <li>• Feedback on group projects and project grades</li> <li>• Overall course results and individual feedback</li> </ul> <p><b>Pedagogical approach:</b> Classes will consist of lectures given by the instructor, business examples and cases &amp; follow-up discussions, as well as in-class student group presentations/debates.</p>	
<b>Teaching Material</b>	Students will be provided with a comprehensive in-class material (course slides, structured material for final group projects, additional references and links for real case business examples) via course Moodle page.	
<b>Evaluation criteria</b>	<p><b>Continuous assessment: 40%</b></p> <ul style="list-style-type: none"> <li>- Class participation (20%)</li> <li>- Multiple-Choice Question (MCQ) test (20%)</li> </ul>	<p><b>Final assessment: 60%</b></p> <ul style="list-style-type: none"> <li>- Final group project consisting of a written report (30%) and a final presentation (30%)</li> </ul>



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### Recommended readings

#### Books:

- José Emilio Navas López & Luis Ángel Guerras Martín. (2018). Fundamentals of Strategic Management. 2nd edition. Thomson-Reuters Civitas. ISBN: 978-84-9197-751-3. [www.guerrasynavas.com](http://www.guerrasynavas.com).
- Amason, A. C., & Ward, A. (2020). Strategic management: From theory to practice. Routledge.
- David, F., & David, F. R. (2016). Strategic management: A competitive advantage approach, concepts and cases. Florence: Pearson-Prentice Hall.