

NIVEAU « LICENCE »

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# PORTAIL ÉCONOMIE GESTION

THE FIRM AND ITS ENVIRONMENT

UE 11, semestre 2

## ENSEIGNANT :

Nom : Lorenz  
Prénom : Edward  
Mail : [edward.lorenz@gredeg.cnrs.fr](mailto:edward.lorenz@gredeg.cnrs.fr)

## OBJECTIFS DE L'ENSEIGNEMENT :

The course is designed to provide the students with an introduction to the field of strategic management. It covers the factors internal and external to the firm that shape its strategic vision and objectives as well as the process of formulating and implementing strategies. The objective is to provide the student with an understand of the factors that determine competitive advantage ad success including the role of technology and innovation management, product differentiation and a diversification and corporate mergers and acquisitions. The course makes use of case study material to illustrate the basic concepts.

The course is taught entirely in English and the student is expected to have a good level in English, both in terms of comprehension and writing.

## PLAN / SOMMAIRE :

### **1. Introduction: The Concept of Strategy**

Recommended Reading: Michael Porter's Five Competitive Forces

### **2. Industry Competitive Analysis**

Case Studies: 1) The Coca Wars  
2 ) Mobile handsets

### **3. Organizational Resources and Capabilities**

Case Study: NEC and GTE (up-date on Prahalad and Hamel's 1990 article)

### **4. Competitive Dynamics and Sustaining Competitive Advantage**

Case Study: IBM

### **5. Technology and Innovation Management**

Case Study: Apple

### **6. The Scope of the Firm: Supplier Relations and Vertical Integration**

Case Study: Zara (Inditex)

### **7. The Scope of the Firm: Differentiation and Diversification**

Case Study: Starbuck

### **8. The Scope of the Firm: Mergers and Acquisitions**

Case Study: Volvo/Geely

### **9. Organizational Structure and Strategy**

Recommended Reading: Mintzberg's Five Organizational Structures

### **10. Review session**

## MODALITÉS D'ÉVALUATION :

Ce cours de 20 heures donne lieu en fin de semestre à un examen terminal d'une durée d'une heure et demie

## ÉLÉMENTS BIBLIOGRAPHIQUES :

- Dean, T. J., Brown, R. L., & Bamford, C. E. (1998). Differences in large and small firm responses to environmental context: Strategic implications from a comparative analysis of business formations. *Strategic management journal*, 19(8), 709-728.
- Grant, Robert M. Contemporary Strategy Analysis, Seventh Edition (Wiley).
- Hill, C. W., Jones, G. R., & Schilling, M. A. (2014). *Strategic management: theory: an integrated approach*. Cengage Learning.
- Mintzberg, H. (1980). Structure in 5's: A Synthesis of the Research on Organization Design. *Management science*, 26(3), 322-341.
- Mintzberg, H. (1987). The strategy concept I: Five Ps for strategy. *California management review*, 30(1), 11-24.
- Monks, R. A., & Minow, N. (1996). *Watching the watchers: Corporate governance for the 21st century*. Blackwell.
- Porter, M. E. (1996). What is strategy. *Harvard Business Review*, 1996
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard business review*, 86(1), 78-93
- Prahalad, C. K., & Hamel, G. (2006). The core competence of the corporation. In *Strategische unternehmensplanung—strategische unternehmensführung* (pp. 275-292). Springer, Berlin, Heidelberg.
- Stabell, C. B., & Fjeldstad, Ø. D. (1998). Configuring value for competitive advantage: on chains, shops, and networks. *Strategic management journal*, 19(5), 413-437.