Module description

Field of study HES-SO *Business, Management and Services*
Degree course *Master of Science in Business Administration*

1 Title of module — Strategy — 2025-2026

Code
E.MScBA.390.TC - 1.4.E.25

Type of course *
☐ Bachelor's ☑ Master's ☐ MAS ☐ EMBA ☐ DAS ☐ CAS ☐ other

Level
☐ Basic module
☑ Further studies module
☐ Advanced module
☐ Specialised module

Description
☑ In the case of definitive failure in a module defined as compulsory for successfully completing the course profile in question, the student shall be excluded from the degree programme, or from the faculty, if this is provided by the course regulations in accordance with Article 32 of the Regulations relating to first-cycle and second-cycle degrees (Bachelor's and Master's) at the HES-SO

Type of module
☑ Main module
☐ Module linked to main module
☐ Optional or subsidiary module

Time schedule
☐ Module over 1 semester
☐ Module over 2 semesters
☐ Spring semester
☑ Autumn semester
☐ Autres

2 Organisation

ECTS Value
5

Language
☑ English
☐ English - Russian
☐ French - English
☐ French - German - English
☐ German - English
☐ English - Chinese
☐ French
☐ French - German
☐ German

3 Prerequisites

☐ The following module(s) must have been validated
☐ The following module(s) must have been attended
☑ none
☐ other

Other prerequisites

4 Skills to be gained / general learning objectives

• Identify and describe the strategy of an organization
• Understand how strategy is crafted within organizations
• Formulate and implement strategies considering the company's internal strengths and weaknesses as well as external opportunities and threats
• Appreciate how a firm’s values, principles, and pursuit of corporate social responsibility can help define its strategy and support its creation of value.
• Appreciate that the firm’s industry forms the core of its external environment and understand that its characteristics and dynamics are essential components of the strategy analysis.
• Identify how a firm can create competitive advantage—including the roles that anticipation, agility, business model innovation, and blue ocean strategies can play.
• Develop strategies that (a) position the firm most favourably in relation to competition and (b) influence industry structure to enhance industry attractiveness.
• Understand how corporate managers /leaders stimulate and guide strategic change.
• Recognize the governance issues that impact organizations

5 Teaching and content

Session 1. Strategic vision and fundamentals of strategy
Session 2. Strategy purpose and value, corporate governance, current trends and global strategic challenges + 1 case study
Session 3. Environment analysis (PESTEL) and prospective + 1 case study
Session 4. Industry analysis + 1 case study on oil olive industry
Session 5. Sources and dimensions of competitive advantage + 1 case study on oil olive industry
Session 6. Industry evolution and Business strategy: innovation & entrepreneurship
Session 7. Strategic change and strategy execution

6 Assessment and validation methods

In-group case studies 50%
Reflective analysis of the module, based on a few questions (in-person) 50%

7 Reassessment requirements *

☐ reassessment possible
☑ no reassessment
☐ other (please specify below)

7a Reassessment requirements (if module is repeated) *

☐ reassessment possible
☑ no reassessment
☐ other (please specify below)

other reassessment modalities

8 Remarks

9 *Bibliography*

Indicative readings:

A few classics in Strategy

• KIM, W. Chan and MAUBORGNE, Renée. Blue ocean strategy: how to create uncontested market space and make the competition irrelevant. Expanded ed. Boston: Harvard Business Review Press, 2015. ISBN 9781625274496.
• PORTER, Michael E. Competitive advantage. New York: Free Press, p.13 & 87, 1985. ISBN 9780029250907.
• RUMELT, Richard P. Good strategy, bad strategy: the difference and why it matters. New York: Crown Business, 2011. ISBN 9780307886231.
• WHITTINGTON, Richard, REGNÉR, Patrick, ANGWIN, Duncan, JOHNSON, Gerry and SCHOLES, Kevan. Exploring strategy: text and cases. 13th ed. Harlow: Pearson Education, 2023. ISBN 9781292720401.

Academic and Managerial Articles

• ADNER, Ron. Match your innovation strategy to your innovation ecosystem. Harvard Business Review. April 2006, pp. 17–37.
• AVERSA, Paolo, HAEFLIGER, Stefan and REZA, Dan G. Building a winning business model portfolio. MIT Sloan Management Review. Summer 2017, vol. 58, pp. 49–54.
• KAPLAN, Robert S. and ANDERSON, Steven R. Time-driven activity-based costing. Harvard Business Review. November 2004, pp. 131–138.
• TEECE, David J., PISANO, Gary and SHUEN, Amy. Dynamic capabilities and strategic management. Strategic Management Journal. 1997, vol. 18, no. 7, pp. 509–533. ISSN 0143-2095.

Detailed readings will be assigned or suggested throughout the semester

10 *Teaching staff*

Name of head of module *
Stéphanie Anker-Bonnet, Chargée de cours HES
Dr. Gaelle Cotterlaz-Rannard, Professeure assistante HES

Description validated on *
05.09.2025

Description validated by *
Camille Magron