SYLLABUS

ST410E_0108_26

Strategic Formulation and Simulation

ACADEMIC AREA :	**MANAGEMENT AND STRATEGY**
PROGRAMME :	**PGE**
PERIOD :	**FALL**
COORDINATOR :	**Mr. Mehdi FARAJALLAH**
INSTRUCTOR(S) :	**Dr. Hamid MAZLOOMI-KHAMSEH** **Mr. Gerald-Reparate RETALI**
CONTACT HOURS :	**Mr. Mehdi FARAJALLAH**
STUDY TIME :	**30.0 hours**
CREDITS :	**null hours (Class preparation, homework and assessments)**
	4.0 ECTS
AOL :	**YES**

PRE-REQUISITE MODULES :

•"MK310E -Applied Responsible Marketing Strategy"
•"MK311E- Consumer Experience in the Digital Age"
•"ST310E-Strategic Thinking in a Complex World"

MODULE DESCRIPTION :

This advanced graduate-level module is designed to develop students' ability to formulate and evaluate competitive strategies in complex international business environments. Through the mobilization of strategic management frameworks, competitive analysis tools, and simulation-based decision-making, students learn to diagnose sources of competitive advantage, assess strategic positioning, and make integrated business decisions under conditions of uncertainty and competition.
The module explores how firms build and sustain competitive advantage through internal capabilities, strategic positioning, and business-level strategy. Using a business strategy simulation, students apply strategic concepts in a dynamic competitive environment, strengthening their ability to connect functional business decisions with long-term organizational performance and strategic outcomes.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

- Connect (eco) Systems to develop a sustainable strategic vision to navigate complex transformations #ConnectSystems

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1) Analyze how internal resources, capabilities, and firm-specific differences contribute to the creation and sustainability of competitive advantage.
2)Evaluate business-level strategic options and determine an appropriate strategic position in relation to market conditions and competitive dynamics.
3) Apply strategic decision-making skills in a dynamic business simulation by evaluating alternatives, balancing risks and opportunities, and adapting decisions to changing competitive conditions.
4) Analyze internal and external business environments, including market trends, competitor behavior, and resource allocation, to assess organizational performance and strategic outcomes.

TOPICS COVERED :

1) Internal Resources, Capabilities, and Competitive Advantage
2) Sustaining Competitive Advantage and Strategic Performance
3) Business-Level Strategy and Strategic Positioning
4) Strategic Decision-Making through Business Simulation

RESEARCH-LED TEACHING :

Current academic research and professional examples related to peer-to-peer platforms will be integrated throughout the module to illustrate strategic management concepts and decision-making processes. This research-led approach enables students to connect theoretical frameworks with contemporary business challenges and apply strategic analysis to real-world competitive environments.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

In terms of supporting the 17 sustainable development goals (SDGs) established by the United Nations, this course can contribute to several of them.
For instance, it aligns with SDG 9: Industry, Innovation, and Infrastructure by exploring how businesses can innovate and develop sustainable strategies that minimize environmental impact while fostering economic growth.
SDG 12: Responsible Consumption and Production by emphasizing the importance of sustainable business practices, waste reduction, and resource efficiency.

CSR NB HOURS :

3

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 08 - Decent work and economic growth
- 09 - Industry, innovation and infrastructure
- 12 - Responsible consumption and production

TEACHING METHODS :

To support the development of strategic analysis and decision-making competencies, the module combines interactive theoretical input with continuous experiential learning through a Business Strategy Game simulation. The simulation begins in the first session and runs throughout the module, enabling students to progressively apply strategic management concepts in a dynamic and competitive environment.
Students work in teams managing an athletic footwear company competing in a global market across multiple geographic regions. Through iterative decision-making cycles, students evaluate strategic options, allocate resources, respond to competitors' actions, and assess organizational performance under conditions of uncertainty.
Each simulation phase is accompanied by coaching and debriefing sessions designed to connect strategic outcomes and managerial decisions to the theoretical frameworks covered in class. This parallel integration of theory and simulation strengthens students' ability to translate strategic concepts into actionable business decisions and develop critical reflection on strategic performance.
Students are expected to prepare assigned materials before class and actively participate in discussions, simulation activities, strategic reviews, and feedback sessions throughout the module.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Company evaluation	35%		2,3,4
Final	Individual	Final written exam	65%	2 Heures	1,2,3,4

Assessment 1 details:

Group performance in the Business Strategy Game will be evaluated through both the strategic results achieved during the simulation and a final group presentation reflecting on the company's strategic decisions, performance outcomes, and competitive positioning. During the presentation, each group will be expected to justify its strategic choices, analyze business performance, evaluate key successes and challenges encountered throughout the simulation, and critically reflect on decision-making processes in a dynamic competitive environment. Detailed grading criteria and performance expectations

Assessment 2 details:

The final written examination will assess students' ability to apply strategic management concepts and analytical frameworks to a range of business situations. The exam will consist of several mini-cases requiring students to analyze strategic issues, evaluate competitive positions, interpret business performance indicators, and justify strategic recommendations using concepts covered throughout the module.

ACADEMIC INTEGRITY :

Academic integrity at Rennes SB is about sharing a set of values and practices promoting intellectual honesty, trust, fairness, respect and responsibility in all aspects of learning, studying and researching. Upholding academic integrity is key to maintaining the reputation of the student and the ultimate value of Rennes SB Degrees. Students are expected to demonstrate these values when submitting assessed work.

Academic misconduct is defined as gaining or attempting to gain an unfair academic advantage for yourself or for others during formal assessments. The following are examples of academic misconduct:

· Cheating
· Plagiarism
· Falsification
· Gaining an unfair advantage
· Assisting others in committing academic misconduct, such as by using generative AI
· Falsification of records or official documents
· Unauthorised access to restricted information or data
· Unauthorised or unethical use of generative AI

Academic misconduct is a serious offense and can result in consequences such as module failure, research project failure, or even exclusion from Rennes SB. To prevent unintentional academic misconduct, it is essential to read and comply with the Rennes SB Academic Integrity Policy for Assessments (available on RISE). Regarding use of AI in learning and assessment please consult your professor for specific instructions pertaining to this module.

BIBLIOGRAPHY :

Rothaermel, F. (2023). Strategic Management. (6th edn). Mcgraw Hill Higher Education.
Grant, R. M. (2022). Contemporary Strategy Analysis (11th ed.). Wiley.
Barney, J. B., & Hesterly, W. S. (2021). Strategic Management and Competitive Advantage: Concepts and Cases (7th ed.). Pearson.
Johnson, G., Scholes, K., Whittington, R., Angwin, D., & Regnér, P. (2023). Exploring Strategy (13th ed.). Pearson. Ebook available.
Porter, M. E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. Free Press. [ebook available]. 2004, available.
Rumelt, R. (2011). Good Strategy Bad Strategy: The Difference and Why It Matters. Crown Business.

Additional Reading

MODULE PLAN SESSIONS :

Plan Session 01 :

Introduction to Strategic Management and Simulation Launch
Introduction to the module, strategic management fundamentals, competitive advantage, and overview of the Business Strategy Game. Formation of teams, discovery of the simulation environment, and first practice round decisions.

Plan Session 02 :

Internal Analysis and Core Competencies
Resource-Based View, core competencies, internal capabilities, and sources of competitive advantage. Second practice round with coaching and debriefing linking strategic outcomes to theoretical concepts

Plan Session 03 :

Profitability Analysis and Strategic Performance
Firm profitability analysis, accounting indicators, value creation, and strategic performance evaluation. Beginning of official simulation rounds and analysis of first competitive results.

Plan Session 04 :

Business-Level Strategy and Strategic Positioning
Cost leadership, differentiation, focus strategies, and strategic positioning. Strategic adjustment of company decisions within the simulation environment.

Plan Session 05 :

Competitive Dynamics and Strategic Adaptation
Competitive rivalry, market dynamics, competitor analysis, and strategic reactions under uncertainty. Simulation round followed by collective strategic debriefing

Plan Session 06 :

Integrated Strategic Decision-Making
Alignment between strategy, marketing, operations, finance, and resource allocation. Simulation decisions emphasizing cross-functional strategic coherence.

Plan Session 07 :

International Competition and Global Strategy
Global market competition, regional strategic adaptation, and international business dynamics. Simulation coaching focused on strategic expansion and global positioning.

Plan Session 08 :

Strategic Control and Performance Evaluation
Strategic performance assessment, benchmarking, corrective actions, and sustainability of competitive advantage. Simulation analysis and strategic reorientation.

Plan Session 09 :

Advanced Strategic Formulation and Competitive Execution
Long-term strategic thinking, strategic trade-offs, and execution under pressure. Final competitive simulation rounds and advanced coaching sessions.

Plan Session 10 :

Final Simulation Debrief and Strategic Reflection
Final evaluation of company performance, strategic lessons learned, and managerial reflection on decision-making processes, strategic effectiveness, and competitive outcomes.