

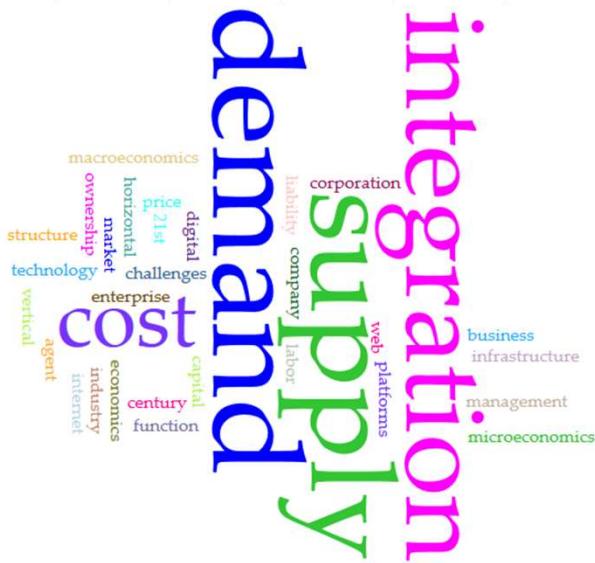
Enterprise Essentials

Class # 6: Managing a business organization – Strategy & Decision Making

EPITA | Fall 2025

Valeriu Petruelian

Enterprise Essentials Class 6



- Admin
- Thoughts for the day
- Final presentations & grades – Q&A

Course Breakdown

EPITA | Fall 2025

Class	Date & Time Topics
Class 1	Setting the scene: The economy and the firm as an economic agent
Class 2	The Business Environment: Industries and Markets
Class 3	Business Dynamics
Class 4	Enterprise & Business Models
Class 5	Managing a business organization 1 – Innovation and Change
Class 6	Managing a business organization 2 – Strategy and Decision Making
Class 7	Final Presentations

Today's reference:

Jonathan Gosling and Henry Mintzberg. *The Five Minds of a Manager*. Harvard Business Review, November 2003 issue

Enterprise Essentials

Final Grade

Final Composition	Grade	Class attendance and participation throughout course	Course quiz (MCQ)	Final presentation (group or individual)
Weight		30%	20%	50%
		<p>Presence Questions asked, "hands raised" Participation to class assignments and group discussions</p>	<p>A project (essay), in the form of a question to which students will answer through a carefully drafted presentation (.ppt presentation)</p>	

Course QUIZ (MCQ)

- **Friday November 14th, from 13:00 pm until 13:30 pm.** All groups will be present at the same time, in the same room.
- The quiz is composed of 20 MCQ questions, on topics related to the course's contents. 1 point per correct answer. The contents of the quiz shall be published via Teams on **November 14th, at 13:00 pm**. You will have 30 minutes to complete it (it normally takes 15' to 20' to answer all 20 questions).
- The quiz is a **close-book exam**. No supporting material is allowed (printed or digital), usage of internet, of any other computer applications, and of generative AI tools is strictly forbidden. Only 1 device is allowed on your tables: computer or smartphone, not both. The device you use to connect to Teams (either computer or smartphone) should only have one application running, i.e. the window of the quiz via Teams. The supervisor may, at all times, verify compliance by toggling between your computer/smartphone windows.
- Access to the course's Teams group has been discontinued today. Students who are not members of the Teams group will not be allowed to take the quiz

Enterprise Essentials

Final presentations – Q&A

Class 6 (today) : Smaller groups for final sessions shall be formed today

Time allocated per student for the final presentation: **approximately 8 minutes**

Attention! Reminder:

- Plagiarism | **FORBIDDEN!**
- Usage of ChatGPT and other generative AI tools | **EXPLICITLY, HONESTLY AND TRANSPARENTLY!**

Please make sure you deliver your message effectively within the allocated time (rehearse before)

Please test, before the final sessions, the connectivity of your computer with the TV screens in EPITA classrooms

Final presentation sessions

Fall 2025

	DSA – 42 students	SE – 35 students	CS – 20 students
Session 1	DSA1 Monday 17/11 13:00 – 17:00 (4 h)	SE1 Monday 17/11 09:00 – 12:00 (3 h)	CS1 Wednesday 19/11 09:00 – 12:00 (3 h)
Session 2	DSA2 Friday 21/11 09:00 – 12:00 (3 h)	SE2 Wednesday 19/11 13:00 – 16:00 (3 h)	

DSA (42 students) = 24 + 18 | SE (35 students) = 18 + 17 | CS (20 students) = 20

Managing a business organization Part II

Strategy

Decision Making





The parable of the two watchmakers

Discussion

There were once two fine watchmakers, producing watches and clocks of about 1000 parts, each...

TEMPUS

- He assembled his clocks and watches in one piece at a time. If he had one partly assembled and had to put it down - to answer the phone say - it immediately fell to pieces and had to be reassembled from the elements. The better the customers liked his watches, the more they phoned him, the more difficult it became for him to find enough uninterrupted time to finish a watch.
- He eventually went bankrupt

HORA

- He had designed his clocks so that he could put together subassemblies of about ten elements each. Ten of these subassemblies, again, could be put together into a larger subassembly; and a system of ten of the latter subassemblies constituted the whole watch. Hence, when Hora had to put down a partly assembled watch in order to answer the phone, he lost only a small part of his work, and he assembled his watches in only a fraction of the man-hours it took Tempus.
- He prospered and became rich and famous

Source: Herbert A. Simon. *The architecture of complexity*. 1962



The 1986 « Challenger » Space Shuttle Tragedy Discussion

WHAT HAS HAPPENED?

“The **Space Shuttle Challenger** disaster was a fatal accident in the United States space program that occurred on January 28, 1986, when the Space Shuttle *Challenger* (OV-099) broke apart 73 seconds into its flight, killing all seven crew members aboard; it was the first fatal accident involving an American spacecraft in flight.

The disaster was caused by the failure of the two redundant O-ring seals in a joint in the Space Shuttle's right solid rocket booster (SRB). The record-low temperatures of the launch reduced the elasticity of the rubber O-rings, reducing their ability to seal the joints.” - Wikipedia

WHAT WERE THE CONSEQUENCES?

“The disaster resulted in a 32-month hiatus in the Space Shuttle program. President Ronald Reagan created the Rogers Commission to investigate the accident. **The commission criticized NASA's organizational culture and decision-making processes that had contributed to the accident.** Test data from as early as 1977 had revealed a potentially catastrophic flaw in the SRBs' O-rings. Neither NASA, nor the SRB manufacturer, addressed or corrected the issue. **NASA managers also disregarded warnings from engineers about the dangers of launching in cold temperatures and did not report these technical concerns to their superiors.**” - Wikipedia



Class Discussion

Based on the previous examples, please discuss:

- What do the 2 situations have in common? Are there any similarities or differences between them?
- How do you interpret the moral of the 2 stories?
 - What do you think about the two watchmakers' approach to business?
 - How do you interpret the 1986 decision-making process at NASA ?
- Could such situations happen in business organizations ?

If you were a manager, how would you define “thinking strategically” and “making decisions”?

What lessons can one learn?

The parable of the 2 watchmakers

- Complex systems are hierarchical structures composed of sub-systems linked through « loose » ties
- Thinking in terms of sub-systems and hierarchies is the fundamental approach to design, operate, and stabilize complex systems of any kind

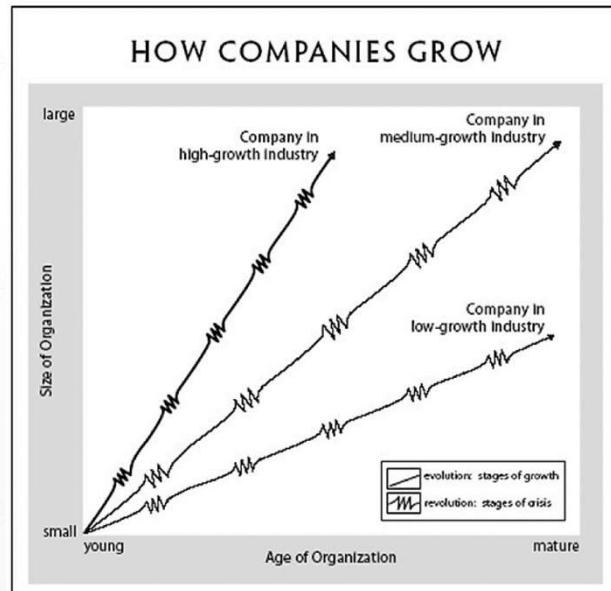
The 1986 « Challenger » Tragedy

- Complex endeavours require thorough planning, coordination, and execution
- Decision making in such situations is a collaborative, bottom-up, process; not an arbitrary top-down expression of discretionary power

**Both situations describe outcomes attained because of different worldviews
(aka mental models).**

Market size and company growth

MARKET SIZE AND COMPANY GROWTH



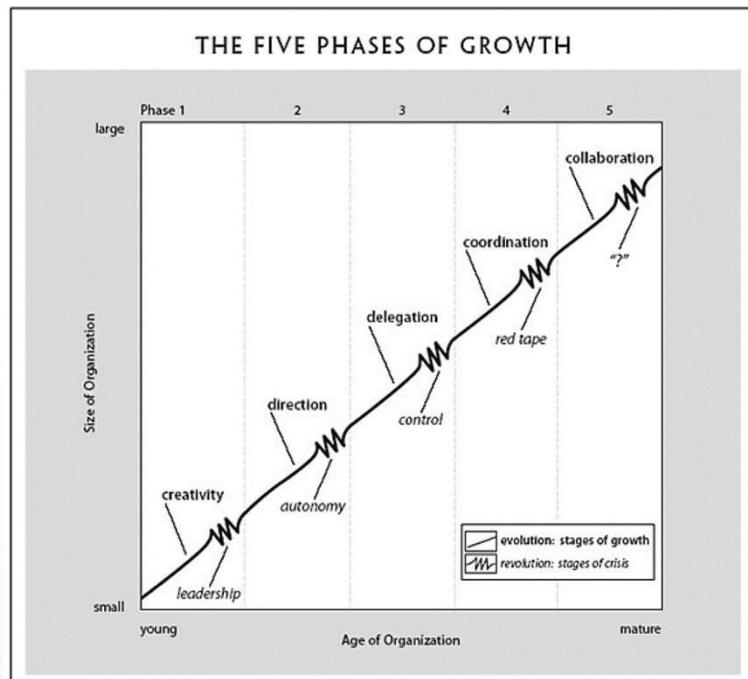
Source: Larry E. Greiner. *Evolution and Revolution as Organizations Grow*. Harvard Business Review, May-June 1998

GROWTH AND CRISES

- According to Larry E. Greiner, each stage of growth (which he calls « evolution ») may create situations leading to the firm facing a crisis (phenomenon which he calls « revolution »)
- Crises are dependent on 1) the stage of growth and 2) specific factors
- Greiner emphasizes the role of management in the emergence of such crises (from Class # 3)

Growth and the company journey

The role of Management



Source: **Larry E. Greiner.** *Evolution and Revolution as Organizations Grow.* Harvard Business Review, May-June 1998

- Several disconnections may occur between stages of growth and management styles (Larry E. Greiner):
 - Creative evolution leads to leadership crisis
 - Strong leadership will become a burden leading to autonomy crisis
 - Delegation will lead to the emergence of « baronies »
 - Taking back control will increase bureaucracy and complicate management processes
 - Easing internal control procedures and encouraging increased collaboration leads to...

Why do managers exist?

TO MAKE DECISIONS

- « A choice that you make about something after thinking about several possibilities” – Cambridge Dictionary
- « A choice or judgement that you make after thinking and talking about what is the best thing to do” – Oxford Learners Dictionary
- « A conclusion or resolution reached after consideration” – Oxford Languages

... TO ACHIEVE GOALS

- “ A goal is the object of a person's ambition or effort; an aim or desired result” (Oxford Dictionary)
- =
- “**Strategic thinking** is a mental or thinking process applied by an individual in the context of achieving a goal or set of goals. As a cognitive activity, it produces thought.” (Wikipedia)

Management

Two possible dimensions

Strategic Management

- Long term
- Sustainability
- Durable competitive advantage
- Deals with the environment, first

Operational Management

- Short term
- Optimization of resources
- Short term objectives (management under constraint)
- Deals with internal resources, first

ARE THEY CONSISTENT? ARE THEY DYCHOTOMIC?

IS MID-TERM PLANNING THE ANSWER?

Management Other dimensions

Activity	Manager	Leader
Plan of action	Plan and budget	Set direction
Human relations	Organize and recruit	Cooperate and ally
Execution	Control and solve problems	Motivate and inspire
Results	Produce expected outcomes	Produce change

Source: John Kotter. *A Force for Change. How Leadership Differs from Management*, Free Press, 1990, p. 20.

Does it mean
a **manager** and a **leader**
are **2 different** people?

Goals (objectives), Decisions, Strategic thinking

INGREDIENTS:

- Goals, objectives, desired outcomes
- Starting point (present-day conditions)
- Choices, options
- Uncertainty (very often),
- Our own attitudes towards the future (or the past), for example
- Deliberation, consideration, evaluation of options
- Some form of optimality (i.e. reaching the most desirable or satisfactory result), or, at least, the notion that the “decision” should be satisfying one or several criteria

Choices, Options, Opportunities

Mental Models 1

- Ultimately, it is up to ourselves (one selves) to choose
 - Between the various ways we envision reality (lenses)
 - Between the number and variety of conceptual boxes (criteria) we decide to place perceived « evidence » in
 - Which such box we'll select to base our next action/decision onto

View (Perception)	Logical (Allocative) View	Critical (Discovery) View	Creative View
What is an opportunity?	Possibility of putting resources to good use to achieve given ends	Possibility of correcting errors in the system and creating new ways to achieving given ends	Possibility of creating new means as well as new ends

Adapted from Saras D. Sarasvathy, Nicholas Dew, S. Ramakrishna Velamuri, and Sankaran Venkataraman. *Three Views of Entrepreneurial Opportunity*. In Z.J. Acs and D.B. Audretsch (eds.), *Handbook of Entrepreneurship Research*, 141–160 © 2003 Kluwer Law International

WATCH VIDEO: <https://www.youtube.com/watch?v=LJS7lgvk6ZM>

Deliberation, Consideration, Evaluation Mental Models 2

SYSTEM 1

- “Intuitive thinking
- Impressions, associations, feelings, intentions, and preparations for action flow effortlessly.
- System One produces a constant – and contextual - representation of the world around us”

SYSTEM 2

- “Reflective thinking
- Thinking is slow, effortful, and deliberate.
- It’s mobilized when the stakes are high, when we detect an obvious error, or when rule-based reasoning is required.”

Source: D. Kahneman, D. Lovallo, O. Sibony. *Before You Make That Big Decision....* Harvard Business Review, June 2011

Exercising a managerial duty may require changing (juggling with) mental models



* Jonathan Gosling, Henry Mintzberg. *The Five Minds of a Manager*. Harvard Business Review (November 2003)



Overcoming crises, from punch cards to AI Discussion - IBM



- 1924 - changes name to « International Business Machines » under the spur of Thomas J. Watson
- 1945 – first research lab
- 1948 – IBM SSEC – first electronic computer
- 1964 – IBM System/360 – first family of architected business computing systems
- 1981 – IBM PC
- 1990's – client-server architecture
- 1997 – Deep Blue
- 2005 – PC division sold to Lenovo
- 2011 – Watson wins at Jeopardy!

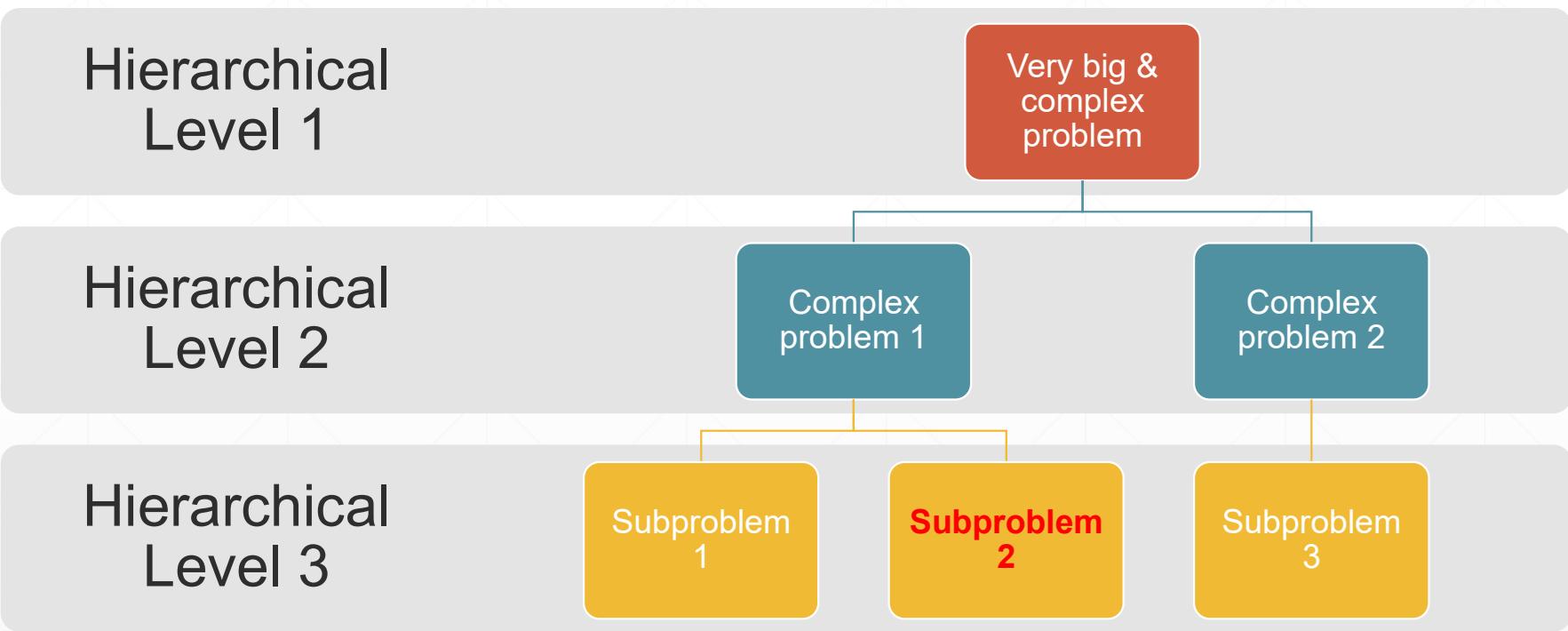
Analytical mindset

Analytical mindset is, among others, about:

- Understanding the enterprise's products, clients, and organization, in the most intimate and finest details
- Decomposing work, and putting it back again:
 - Top-down: division of work, work breakdown structure
 - Bottom-up: how organization delivers upon expected outcomes
- Constantly challenging assumptions that lead to hasty conclusions

In Short

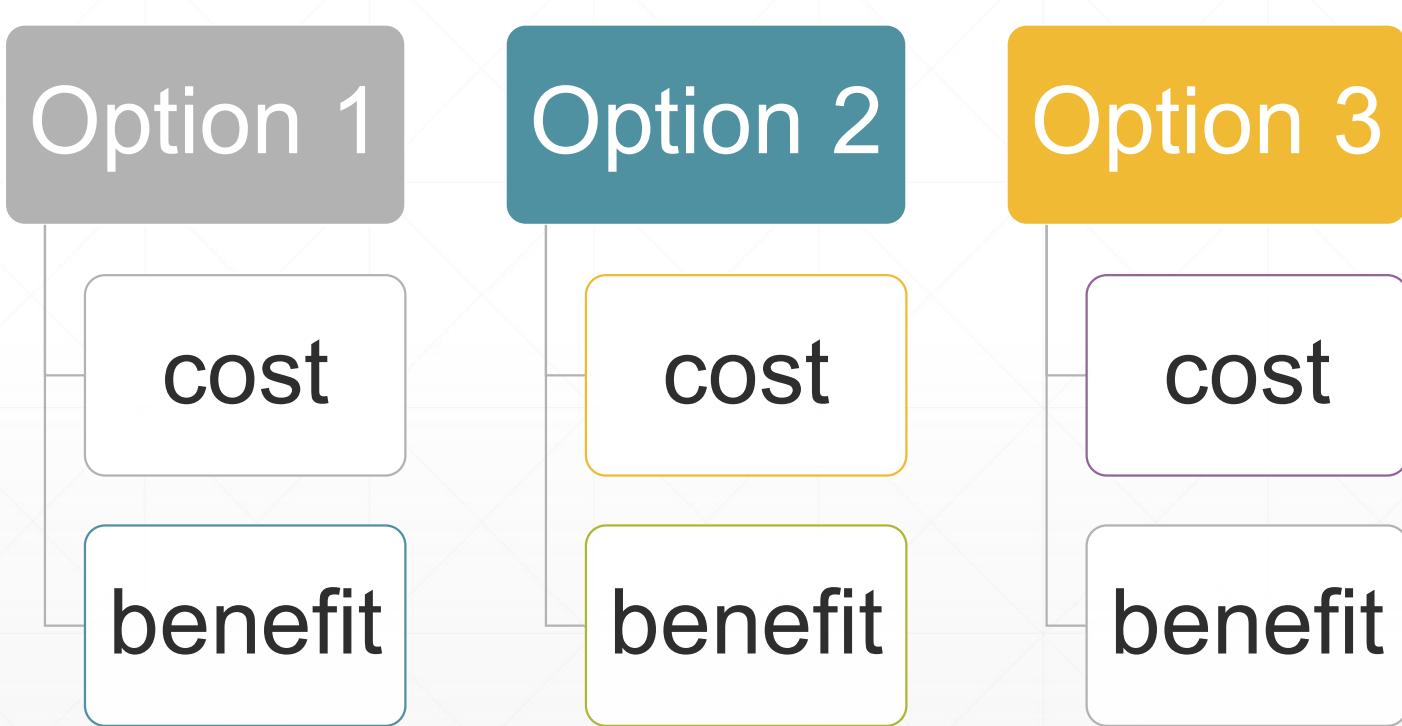
A decision is ... about complexity (systems, subsystems, hierarchy)



Not all situations call for solving several subproblems. In some instances, a single Level 3 subproblem may get amplified at upper levels to become very large and complex at the top.

In Short

A decision is ... about choice



Changing mental models

Decision-Making = Problem-Solving

DECISION-MAKING

- « In psychology, **decision-making** is regarded as the cognitive process resulting in the selection of a belief or a course of action among several possible alternative options. It could be either rational or irrational.” – Wikipedia

PROBLEM-SOLVING

- “**Problem-solving** consists of using generic or **ad hoc** methods in an orderly manner to find solutions to difficulties.”
- Decision-making can be regarded as a problem-solving activity yielding a solution deemed to be optimal, or at least satisfactory.” – Wikipedia

A successful come-back Discussion – Apple



- Established in 1976
- At the beginning, computers:
 - Apple II, Macintosh, Lisa...
- First CEO and co-founder leaves company in 1985
- Come-back in 1997
- Then:
 - iPod and iTunes => Music
 - iPhone => mobile communications
 - Ipad,
 - AppleTV => Entertainment, ...

Reflective mindset

Reflective mindset is, among others, about:

- Learning from the past (from successes as well as from mistakes)
- Knowing oneself
- Understanding biases (especially one owns biases)
 - A manager's most common biases:
 - Overconfidence
 - “Shadow of the past” bias – difficulty in questioning past decisions
- The result: a manager should “know him/her self” so that he/she can effectively and realistically rely on others

Decisions are also influenced by... ... our attitudes towards some of their constituents



Presented with XMind

« I'm pretty sure none of this would have happened if I was not fired from Apple. It was an awful-tasting medicine, but I guess the patient needed it. » Steve Jobs, Commencement address, Stanford University 2005

The « Decision » Few practical aspects

HEURISTICS

- « Involving or serving as an aid to learning, discovery, or problem-solving by experimental and especially trial-and-error methods. » - Merriam Webster Dictionary
- **Heuristics** (from Ancient Greek εὑρίσκω, *heuriskô*, « I find ») is « the art to invent, to make discoveries » by solving problems starting from incomplete knowledge. This type of analysis allows to find acceptable solutions in a limited time – Wikipedia
- **Examples:** Firemen, chess-players, doctors and nurses in ICU and surgery rooms, all of us in most real life situations

BIAS

- “The action of supporting or opposing a particular person or thing in an unfair way, because of allowing personal opinions to influence your judgment.” – Cambridge Online Dictionary
- “A **cognitive bias** is a systematic pattern of deviation from norm or rationality in judgment. Individuals create their own “subjective reality” from their perception of the input. An individual's construction of reality, not the objective input, may dictate their behavior in the world. Thus, cognitive biases may sometimes lead to perceptual distortion, inaccurate judgment, illogical interpretation, or what is broadly called irrationality.” - Wikipedia



Company-wide shared values Discussion - Bose Corporation

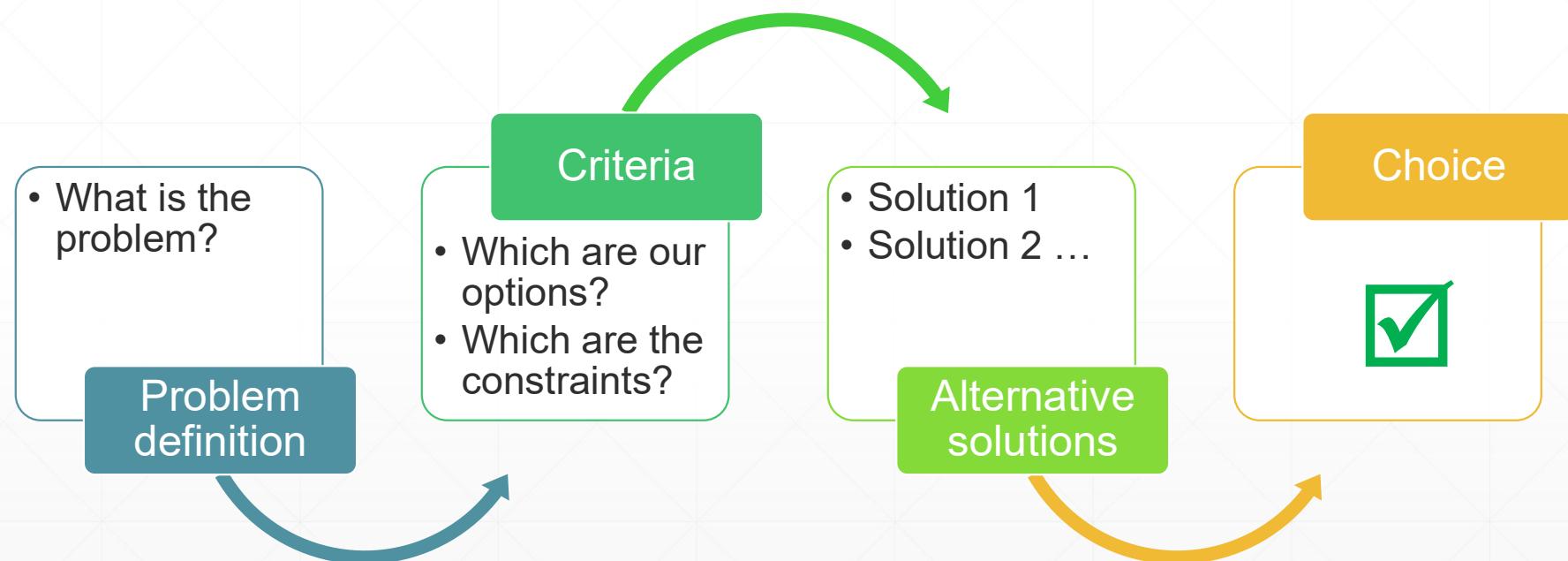


- Established 1964 by Dr. Amar Bose
- Beyond electrical engineering, acoustics, and electronics:
 - Psychoacoustics, psychophysics
 - 1968 – First Bose speaker system: the « 901 Direct/Reflecting ».
 - 1972 – professional sound engineers
 - 1979 – car audio systems
 - 1989 – headsets, ...
- **Obsessed, since day 1, with sound quality**

Collaborative Mindset

- Collaborative mindset is, among other things, about:
 - Managing relationships, not people
 - Network-style interaction, rather than hierarchical-style
 - Managing not « from the top » but « from within »

In Short Decision-making is ... a collaborative process



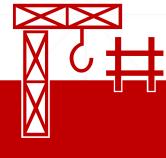
In Short A decision is...



A choice that **one** should make **today**...

... and that may impact him/her and, possibly, **other people**, too, **in the future**





Class Assignment

Based on today's discussion in class, please choose a company or a business leader (examples may come from any type of industry, region, or country) known for making, at any point in its existence, a decision that has ultimately proven to be a source of either complete success or total failure. Please elaborate on the following:

1. What was the decision about? How was it “made”?
2. Why was it a total success, or a total failure?
3. How would you describe and qualify the “thinking” that has led to such a decision?
4. Based on your example, how would you define what strategic thinking is, or is not?



From a crazy idea to a global initiative for change

Discussion – Solar Impulse



Image Source: <https://solarimpulse.com/foundation>

- Established 2003 by Bertrand Piccard and André Borschberg
- **Challenge:** fly around the world in a solar energy powered plane, with no automatic pilot
- Despite reluctance in the aeronautical industry, world tour was completed successfully in July 2016
- Launch of the World Alliance for Clean Technologies Networks in 2016
- **Objective:** identify 1000 solutions to receive the UN ‘Efficient Solutions Label’

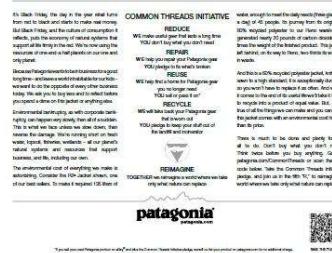
Action mindset

- Action mindset is both about entrepreneurship and change, it encompasses:
 - The vision, purposefulness and energy to set-up the business organization
 - The drive to take it to its first successes
 - The wisdom to understand outside changes
 - The courage to instill internal change, in continuity, until the original idea is fully implemented, or successfully embraced



Thinking beyond and seeing through Discussion - Patagonia

DON'T BUY
THIS JACKET



- Created by Yves Chouinard in 1972
- Eco-responsible, outdoor equipment
- Focused on the protection of the environment from its inception
- 2011 – « Don't buy this jacket campaign »
- September 2022 – The founder donates the company to an environmentally friendly trust which will reinject annually the profits into actions in support of the environment

Source: <https://eu.patagonia.com/fr/fr/stories/dont-buy-this-jacket-black-friday-and-the-new-york-times/story-18615.html>

The worldly mindset

WHAT IT MEANS

The Global View

What matters is generalizations about markets, values, and management practices.

Local consequences are of less importance than overall economic performance. Global companies are not really responsible for local consequences.

The Worldly View

What matters is attention paid to particular responses to specific conditions.

Local consequences are a key indicator of performance, which has to add social as well as economic value. Companies are responsible for the local consequences of their actions.

WHY IS IT IMPORTANT

- Because our today's world is complex and interdependent
- Because our today's 21st century complex world requires « worldly » solutions
- “Does the Flap of a Butterfly's Wings in Brazil Set off a Tornado in Texas?”
(Edward Lorenz)

Source: Jonathan Gosling, Henry Mintzberg. *The Five Minds of a Manager*. Harvard Business Review (November 2003)

Worldly Mindset

The Cultural Dimension (Geert Hofstede's Model)

Culture has a central role in all management practices. Management is rooted in local culture

- One of the first and comprehensive cross-cultural models was established by **Geert Hofstede**. It is known as the « *Cultural Dimensions Theory* »
- Hofstede's model comprised initially 4 dimensions:
 - **Power Distance** – attitude towards authority
 - **Individualism vs Collectivism** – integration of individuals in social groups
 - **Uncertainty Avoidance** – attitude towards the unknown
 - **Masculinity vs Femininity** – comparison of preferences towards social achievement and material rewards versus modesty, cooperation and quality of life
- Two additional dimensions were added later:
 - **Long term vs short term orientation** – comparison of attitudes towards the past (traditions) versus the future
 - **Indulgence vs. restraint** – degree of freedom of social norms towards the fulfilment of human desires



Management - Strategy & Decision Making

Wrap-Up Discussion

WHY IS IT IMPORTANT? FOR ENTERPRISES

- Because...
 - Doing business in the 21st century is getting complex...
 - We are living turbulent and incertain times...
 - “We cannot solve our problems with the same thinking we used when we created them” (Albert Einstein)

WHY IS IT IMPORTANT? FOR INDIVIDUALS

- Because...
 - « Reflection is that space suspended between reality and explanation, where the mind makes the connections” (Mintzberg, Gosling)
 - Understand the essentials of enterprise management is increasingly becoming a valuable skill

Management Principles Leadership & Management

According to **Peter Drucker**, there are **three** tasks which management has to perform :

1. Achieve the specific purpose and mission of the institution
 - In the business enterprise, this means satisfying the needs of its customers
2. Making work productive and the worker achieving
 - Management should promote individual achievement
3. Managing social impacts and social responsibilities
 - The enterprise is an integral part of the society it serves

MANAGER = LEADER

Management Principles

The Time Dimension

- Management, in its most essential definition, should be concerned simultaneously with both:
 - short-run
 - and long-run
- Firstly, because the time span for a business decision to prove right (fruitful) is lengthening
- Secondly, because management has to leave both in the present and in the future
- ... as it must keep the enterprise performing in the present and it has to make the enterprise capable of growth, performance, and change in the future

(Peter Drucker. *Management: Tasks, Responsibilities and Practices*)

Management Principles Strategy & Structure

- Only a clear definition of the mission and purpose of the business makes possible clear and realistic business objectives
- It is the foundation for priorities, plans, and work assignments
- It is the starting point for the design of managerial jobs, and, above all, for the design of managerial structures

STRUCTURE FOLLOWS STRATEGY

- Strategy determines what the key activities are in a given business. Strategy requires knowing « what our business is and what it should be »

(Peter Drucker. *Management: Tasks, Responsibilities and Practices*)

Management Principles

Administration and Entrepreneurship

- Administration
 - The first administrative job of a manager is to **optimize** the yield from the resources in place (facilities, equipment, invested capital, people employed).
 - The second administrative job of a manager is to bring the business all the time a little closer to the full realization of its potential
- Entrepreneurship
 - Entrepreneurship is about making the business of tomorrow. Inherent to it is **innovation**.

(Peter Drucker. *Management: Tasks, Responsibilities and Practices*)

Management Principles Strategy, Purpose, and Profits

- According to Peter Drucker, profits are NOT the main purpose of a business
 - A business cannot, therefore, be explained in terms of profits
 - Profitability is not the purpose of but a limiting factor on business enterprise and business activity. The first test of any business is not the maximization of profit but the achievement of sufficient revenue to cover the risks of economic activity and thus to avoid loss
- The true purpose of any business is **to satisfy a need (or, serve a customer)**

Managing a Business Organization « Complexity » or “Complicatedness” ?

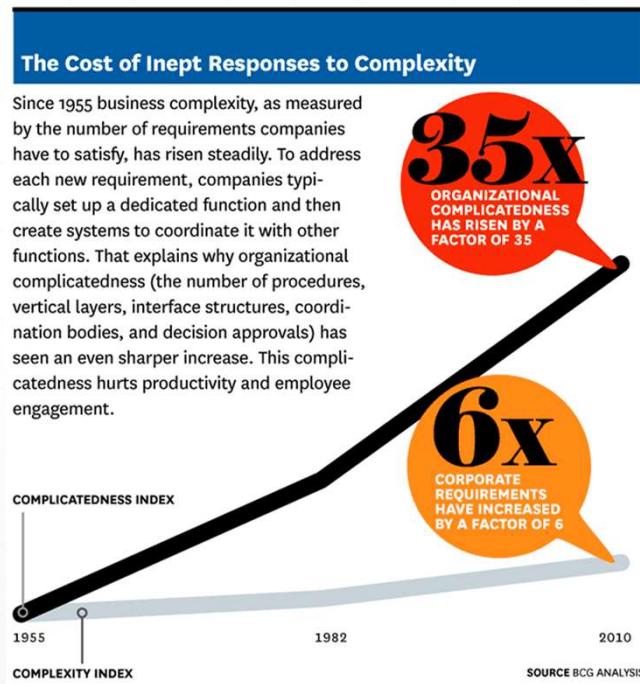
- **Complexity** : « characterizes the behaviour of a system or model whose components interact in multiple ways and follow local rules, leading to non-linearity, randomness, collective dynamics, hierarchy, and emergence.” (Wikipedia)
- **Complicatedness** : « The state or quality of being intricate and compounded ... ”
synonyms: **knottiness, tortuousness.** (Oxford online dictionary)

In business organizations, especially in large ones, management practices and processes may end up “piling-up” as new challenges call for specific measures which are implemented on top of existing ones, without necessarily discontinuing or modifying previous corporate “routines.” From this perspective:

- **Complexity** = number of requirements firms must satisfy
- **Complicatedness** = procedures, vertical layers, interfaces, coordination bodies, decision approvals (source: https://hbr.org/resources/images/article_assets/hbr/1109/R1109D_B_lg.gif)

Management Practices

Managing Complexity by removing Complicatedness



- According to a BCG study, the **complexity** of the modern corporate world has been multiplied over the last 25 years by a **factor of 6**
- Surprisingly enough, organizational **complicatedness** has risen by a **factor of 35**
- Further reading:
 - <https://hbr.org/2011/09/smart-rules-six-ways-to-get-people-to-solve-problems-without-you>

https://hbr.org/resources/images/article_assets/hbr/1109/R1109D_B_lg.gif

Management Practices

Heading towards simplicity [1/3] (according to BCG's Yves Morieux)

- BCG consultant **Yves Morieux** (with co-author **Peter Tollman**) have analyzed the organizational responses towards corporate complexity.
- They propose 6 rules for companies who wish to simplify their organizations all while answering to the increasing weight of rules and regulations on company's management structures
- Rules 1 & 2:
 1. Strive to understand what co-workers do
 2. Reinforce the people who are integrators
 - Explanation: instead of multiplying intermediate organizations, privilege and empower individuals to become coordinators

Management Practices

Heading towards simplicity [2/3] (according to BCG's Yves Morieux)

Rules 3 & 4:

3. Expand the amount of power available

- Explanation: increase responsibility levels, at the base of the hierarchy, in order to give people incentives to step-up and go beyond organizational silos

4. Increase the need for reciprocity

- Explanation: eliminate internal monopolies in order to spur the need for inter-department cooperation. This may be achieved by increasing the probability for reciprocal action

Management Practices

Heading towards simplicity [3/3] (according to BCG's Yves Morieux)

Rules 5 & 6:

5. Make employees feel the “shadow of the future”

- Explanation: long-term projects (above 1 year) have a tendency to de-responsibilize people. Future has to be brought closer

6. Sanction uncooperative behavior

- Explanation: appraise performance at an organizational level and place emphasis on inter-team cooperation

Further reading:

Six simple rules. Yves Morieux, Peter Tollman. The Boston Consulting Group. 2014

Enterprise Essentials

Putting it all together

- Today's businesses face specific 21st century challenges
- Creating, managing, and turning an existing or new business into a successful one, today, require several qualities:
 - Understand the company's environment (the economy, industries & markets, other players – consumers, firms, government)
 - Understand the company's mission and core competencies (business model)
 - Steer (manage) the company for today, tomorrow, and the day after tomorrow
 - Implement strategies that both are aligned to objectives and take into account the realities and specifics of the organization. Therefore, change should be integral part of any “good” strategy
 - Make decisions that are consistent with all of the above

Enterprise Essentials | Putting it all together

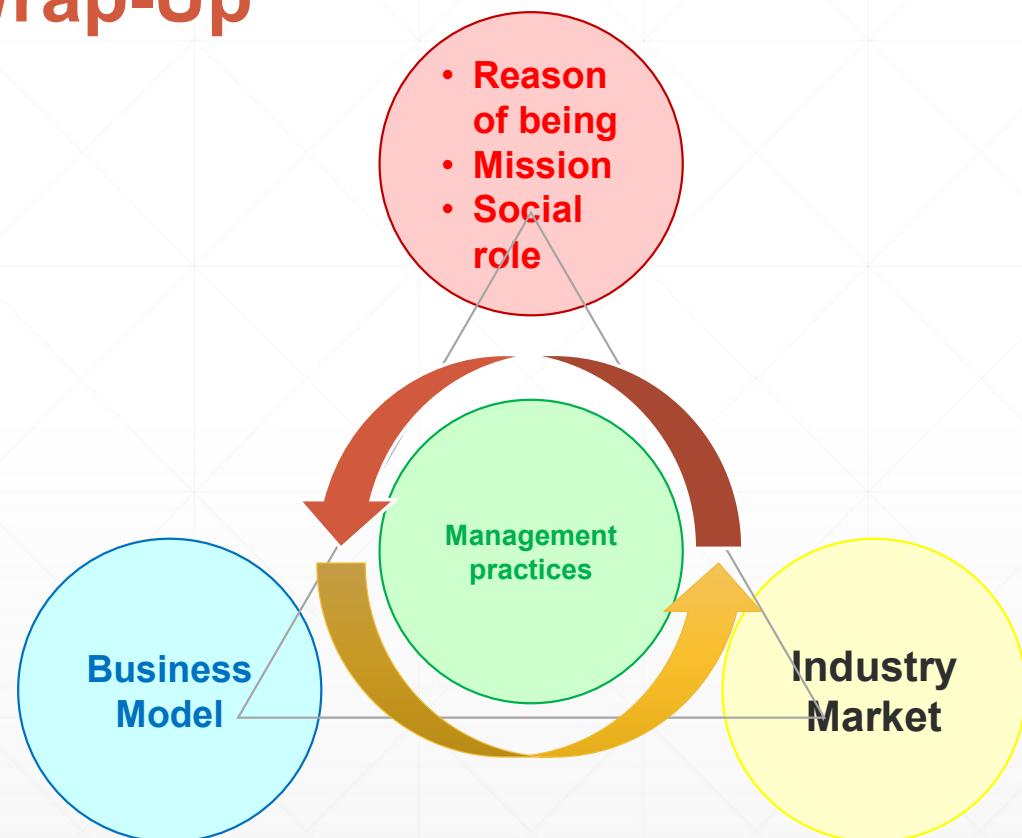
Analytical tool - SWOT Matrix

INTERNAL
(Classes 4, 5, 6)

EXTERNAL
(Classes 1, 2, 3)

Strengths	Opportunities
<ul style="list-style-type: none">- Internal strengths- Comparative advantage- What makes us good at what we do	<ul style="list-style-type: none">- External positive factors- What is out there for us- Chances to seize, openings- Things we should « go for »
Weaknesses	Threats
<ul style="list-style-type: none">- Internal areas of improvement- Things that we need to reinforce, develop, or acquire	<ul style="list-style-type: none">- External factors of caution- Things we need to pay special attention to- External risks and uncertainties

Enterprise Essentials Course Wrap-Up



Final Presentation

Subjects – Course concepts (1)

Subject 1	Course concepts to be mobilized
Elaborate on your own, present or future, entrepreneurial project: personal motivation, reason of being of business, structure (organization) of business, value proposition for your customers, ESG/CSR aspects (quantified); business model.	ESG/CSR Social role, mission, competencies Business Model Industry structure Management - Innovation & Change Management – Strategy & Decision making Disruption SWOT

Final Presentation Subjects – Course concepts (2)

Subject 2	Course concepts to be mobilized
In an economic setting of your choice, present and elaborate on the comparative advantages of a new entrant versus existing, established, businesses. Do existing businesses have any advantages on new entrants, in all of the PPP aspects?	PPP, CSR Business Model Business Dynamics – Growth, Outsourcing, Partnerships, etc Industry structure Management - Innovation & Change SWOT Innovation types

Final Presentation

Subjects – Course concepts (3)

Subject 3	Course concepts to be mobilized
Elaborate on at least 2 different business models that you see co-existing in an industry of your own choice. Discuss differences, impact on firm organization and performance, consequences at the level of the market and the industry, using accurate measures across all of the performance aspects.	Business Model Business Dynamics – Growth, Outsourcing, Partnerships, etc Industry structure Market Growth, Company Growth, Costs & Revenues (quantified) Management - Strategy & Decision Making

Final Presentation Subjects – Course concepts (4)

Subject 4	Course concepts to be mobilized
Explain, through an example of your own, the difference between internal (endogenous) and external (exogenous) growth, and the combination of these; underpin with calculations of your own.	Business Model Business Dynamics – Growth, Outsourcing, Partnerships, etc Industry structure Market Growth, Company Growth, Costs & Revenues (quantified) Innovation types

Final Presentation

Subjects – Course concepts (5)

Subject 5	Course concepts to be mobilized
Compare and contrast management styles and practices in a company or industry of your own choice. Discuss how the practices that you have analyzed have made a difference in terms of innovation, change, strategy and decision-making.	Business Model Business Dynamics – Growth, Outsourcing, Partnerships, etc Industry structure Management – Innovation & Change Management – Strategy & Decision Making

Final Presentation

Subjects – Course concepts (6)

Subject 6	Course concepts to be mobilized
Discuss an innovation of your choice in terms of: its origins, who has brought it to the market, its success/failure. Elaborate on the reasons why the chosen innovation has succeeded or failed and on your personal take on what should have been done differently (in the case of success: by the competitors, in the case of failure: by the promoter of the innovation).	Business Model Market Growth, Company Growth, Costs & Revenues Management – Innovation & Change Disruption Management – Strategy & Decision Making Industry Structure Innovation types

Final Presentation

Subjects – Course concepts (7)

Subject 7	Course concepts to be mobilized
Discuss a strategic decision made by a company or a business leader of your choice. Elaborate on context, decision-making process, implementation of decision and consequences, including measured impact on all of the 3 ESG dimensions.	PPP, ESG, CSR Business Model Industry Structure Market Growth, Company Growth, Costs & Revenues Management – Strategy & Decision Making SWOT

Thank You!

Valeriu Petruelian