



APPLIES TO ACADEMIC YEAR 2003/2004

STR 9634 Strategic Management

Program

N/A

Responsible for the course

Fred Wenstøp, Bente Løwendahl

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

9

Objective

The course aims to give the students an understanding of strategic management, including managing and developing the resources within the organization. The course emphasizes the problems and methods linked to the development of different kinds of companies, both small and large, within different sectors. The course, therefore, has an integrative function covering topics like financial management, logistics, organizational science and marketing. In particular, the course will focus on decisions and decision-making processes. The objective is to give the students basic insight into practical procedures in situations where conflicts between different goals exist.

Prerequisites

Basic knowledge in the area of business economics.

Compulsory literature

Løwendahl, Bente og Wenstøp, Fred, red. 2003. *Grunnbok i Strategi*. 2. utg. Oslo: A W Damm & Søn a.s.

Recommended literature

Stene, Morten. 1999. *Vitenskapelig forfatterskap*. Oslo: Kolle forlag.
Hand-outs

Course outline

- The concept of strategy
- Vision, mission and goal
- Goal formulation
- Strategic choice
- Value creation, value chains, value shops, value networks
- Intern analysis
- Extern analysis
- Evaluation of alternatives
- From decision to implementation
- The balanced scorecard

Computer-based tools

The use of computer-based tools is recommended.

Recommended Software

Excel, Pro&Con for Excel 5.0. The software will be made available for BIs students.

Course structure

The course is based on 54 hours including lectures, discussions, group work and student presentations.

Working in groups, the students are expected to design a strategic framework and carry out a

(computer-based) decision analysis for an organization of their choice. Guidelines and requirements for this project will be handed out at the beginning of the course. Each group will, early in the semester, present their project proposal to the class. The proposal will include a description of the organization, its vision, line of business, goal hierarchy and strategic alternatives. The object is to obtain constructive feedback from the other students and the lecturer.

Evaluation

The course is concluded by handing in the completed project paper. The students may work in groups of two or three students. The project is intended to give the students training in practical application of the theory.

Evaluation code(s)

STR 96341 Strategic Management - Project paper, the exam accounts for 100% of the final grade in the course STR 9634, 9 ECTS credits.

Aids at the examination

All aids are allowed at the exam.

Makeup exam

A re-sit is held at the end of the next course.