



APPLIES TO ACADEMIC YEAR 2004/2005

EXC 2408 Strategy I - Strategy Analysis

Program

Responsible for the course

Bente Løwendahl

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Objective

This course is an introductory course, and provides the students with the basic tools of strategic analysis. This course provides the theoretical foundation for the applied strategy course (Strategy II) where these themes are repeated in a "live case" analysis of a real firm.

Prerequisites

None, but previous coursework in other subjects is highly relevant (in particular microeconomics).

Compulsory literature

Grant, Robert M. 2002. *Contemporary strategy analysis*. 4th ed. Oxford: Blackwel.

Recommended literature

None

Course outline

Themes covered include:

1. Introduction to strategy. What is strategy?
2. Vision and mission. Why does the firm exist, what are its main goals, who is it designed to serve?
3. Introduction to strategic decisionmaking. Strategic goals. Generic strategies. Scenario analysis.
4. Value creation – Value Systems, Value chains, Value Networks, Value Shops.
5. Internal analysis. Firm resources, core competence, sources of competitive advantage.
6. External analysis. Stakeholder analysis, Porter's 5-force model, Porter's diamond model (cluster analysis).
7. Strategic alternatives. Evaluation and choice.
8. Implementing strategy. Strategic processes. The role of Leadership and Organization.
9. Evaluating outcomes. Balanced scorecard assessment.

Computer-based tools

Computer-based tools are not used in this course.

Course structure

The course is based on 36 teaching hours.

Evaluation

A five hour individual written exam concludes the course.

Evaluation code(s)

EXC 24081 Written exam accounts for 100% of the final grade in the course EXC 2408 Strategy I - Strategy Analysis, 6 credits.

Aids at the examination

No aids are permitted at the examination.

Makeup exam

A re-sit is held in connection with the next scheduled exam in the course.