



APPLIES TO ACADEMIC YEAR 2005/2006

EXC 2500 Strategy II - Applied Strategy

Program

Bachelor of Science in Business (3. year)

Responsible for the course

Fred Wenstøp and Bente Løwendahl

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Objective

This course is an applied course and builds on Strategy I – Strategy Analysis. Students are required to be familiar with all the basic tools of strategic analysis.

Prerequisites

Strategy 1.

Compulsory literature

Books:

Grant, Robert M.. 2005. Contemporary strategy analysis. 5th ed.. Blackwell Publ.

Other:

Handouts

Recommended literature

Books:

Goodwin, P. and G. Wright. 2004. Decision analysis for management judgement. 3rd ed.. Chichester: John Wiley

Hammond, J.S., R.L. Keeney og H. Raiffa. 1999. Smart choices : a practical guide to making better decisions. Boston: Harvard Business School Press

Course outline

This course is centered on the strategy project, in which students are required to carry out a strategy analysis for a real company. Students are encouraged to find firms interested in such an analysis of an actual, relevant, present strategic decision problem. Students who are unable to find a real firm may choose to do the analysis for a firm based on secondary data, e.g. from the business press and/or the internet. The project should be written up in a report, covering at the minimum the following themes:

1. Vision and mission. Why does the firm exist, what are its main goals, who is it designed to serve?
2. What are the strategic goals? Which generic strategy have they chosen. Which scenario(s) do they foresee as likely future outcomes?
3. Value creation – What is the role of the firm in the Value System? How does it add value to its customers? Is it a Value chain, Value Network, or Value Shop?
4. Internal analysis. Firm resources, core competence, sources of competitive advantage. Analysis of cost - and value drivers, given the appropriate model chosen in part 3.
5. External analysis. Stakeholder analysis, Porter's 5-force model.
6. Strategic alternatives. Evaluation and choice. Recommendations.
7. Expected challenges in implementation, the role of Leadership and Organization. Recommendations.
8. Evaluating outcomes.

Computer-based tools

Computer-based tools are recommended but not required.

Course structure

The course starts with an introduction to strategy projects, the "consulting" role, how to manage

the relationship with the firm's representatives, setting appropriate expectations, milestones, etc. The students are then required to present (orally) and hand in their strategy analysis of a case firm (take-home exam) – a trial case to prepare them for the strategy project. Following this, the students are required to present milestones in their strategy projects, and to participate in feedback discussions with the other student teams. A large part of the course is taught in small group tutorials designed to support the students in their progress with their strategy projects. The course duration is 36 hours.

Evaluation

The final grade is based on the oral presentation and a project report. Both oral and project report can be solved in groups of maximum three students.

Evaluation code(s)

EXC 25001 - Process evaluation, counts 100% of the final grade in EXC 2500 Strategy II - Applied Strategy, 6 credits.

Aids at the examination

All aids are allowed.

Makeup exam

A re-sit is held at the next scheduled exam in the course. Students who are taking new exam must take the course all over, including all parts of evaluation.