



APPLIES TO ACADEMIC YEAR 2011/2012

## STR 3600 Strategy

### Programme

Associate Degree Program in Business Administration (ARF), Bachelor in Arts and Management (3. year), Bachelor in Auditing (3. year), Bachelor in Business Administration (3. year), Bachelor in Business Law (3. year), Bachelor in Entrepreneurship (3. year), Bachelor in Finance (3. year), Bachelor in IT-management (3. year), Bachelor in Market Communication (3. year), Bachelor in Marketing (3. year), Bachelor in Public Relations (3. year), Bachelor in Real Estate (3. year), Bachelor in Retail Management (3. year), Bachelor in Tourism Management (3. year)

### Responsible for the course

Fred Wenstøp

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

The course focuses on strategic choice on the top level of the organization, where the students are supposed to formulate a decision problem and carry out a strategic analysis. The work requires a broad understanding of management and economics and will contribute to a natural finishing element of a bachelor program.

### Learning outcome

#### Acquired knowledge

The course will provide the students with a good understanding of strategic leadership, including management and development of the resources of the organization. They will learn about problems and methods connected with development in different kinds of organizations, small as well as large ones, and in different industries. They will get an understanding of how strategy integrates different knowledge areas, such as business economics, logistics, organization theory and marketing. The course focus on decision making and the use of practical tools in situations with conflicting objectives.

#### Acquired skills

The students will be able to structure the values of an organization, and develop vision and mission statements. They can structure a strategic decision problem by formulating objectives and decision alternatives, and perform a strategic analysis to provide a basis for choice.

#### Holdningsmål

The students will develop an awareness of the importance of corporate responsibility and how ethics, stakeholder values and value creation connect.

### Prerequisites

None

### Compulsory reading

#### Books:

Løwendahl, B. R. og F. E. Wenstøp. 2010. Grunnbok i strategi. 3. utg. Cappelen Akademisk forlag. 350/12

### Recommended reading

#### Books:

Hammond, John S., Ralph L. Keeney, Howard Raiffa. 1999. Smart choices : a practical guide to making better decisions. Harvard Business School Press  
Johnson, Gerry, Kevan Scholes, Richard Whittington. 2009. Fundamentals of strategy. FT Prentice Hall

Løwendahl, B.R. og F. Wenstøp. 2008. Skriv gode oppgaver! : praktisk innføring i bruk av informasjon, effektiv skriving og samarbeid med bedrifter og andre organisasjoner. Cappelen Akademisk forl  
Wenstøp, F og K.L. Seip. 2009. Verdier og valg : verdibasert beslutningsanalyse i praksis. Universitetsforlaget

### Course outline

- The concept of strategy
- Vision and mission
- Value structuring and goal formulation
- Strategic choice
- Value creation, value chains, value shops, value network
- Internal analysis, industrial analysis, Porter's five forces, value configuration, PESTEL
- Evaluation of alternatives
- Implementation of strategy

### Computer-based tools

The use of Excel is recommended, a special file will be provided

### Learning process and workload

The learning process involves plenary lectures, discussions, group presentation of a self selected strategic decision problem and the writing of a term paper.

Recommended workload in hours

| Activity                             | Hours      |
|--------------------------------------|------------|
| Attending lectures                   | 33         |
| Group presentation                   | 4          |
| Multiple choice exam                 | 2          |
| Information retrieval                | 30         |
| Reading literature                   | 27         |
| Group work                           | 40         |
| Analysis of decision problem         | 4          |
| Writing the term paper               | 60         |
| <b>Total recommended use of time</b> | <b>200</b> |

### Use of hours

#### Coursework requirements

- 1) The student (in groups of max three) must present their self selected strategic decision problem and get approval of their planned solution process.
- 2) They must also pass an individual multiple choice test.

#### Examination

A Project paper concludes the course.

The project is handed out when semester starts and can be solved individually or in groups of up to three students. Hand in at the end of semester.

#### Examination code(s)

STR 36001- Project paper. Counts 100% to obtain final grade in STR 3600 Strategy, 7,5 credits.

#### Examination support materials

All

#### Re-sit examination

Resit each semester.

Students who are not passing the coursework requirements are not qualified for the examination.

The entire course must therefore be retaken at next scheduled course.

#### Additional information

