



APPLIES TO ACADEMIC YEAR 2012/2013

GRA 8142 Strategy

Programme

Executive Master of Business Administration (EMBA) Program

Responsible for the course

Mark Kriger

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

The subject of strategy is evolving rapidly, due to globalization and increasingly rapid changes in the competitive environment in virtually all industries.

Learning outcome

The intent of Strategy module is to give students an understanding of both how to formulate a strategy and how to implement it over time.

Acquired knowledge:

- To understand the role of the strategic leader and the top management team in setting and implementing the strategic process.
- To understand the links between strategy formulation and implementation and the leadership, culture, organization design, competitive dynamics and larger political, social, economic, technological, environmental and legal environments of the firm.

Acquired skills:

- To be able to formulate and conduct a strategy analysis for a firm
- To be able to create a complex strategic action plan with detailed steps and timing for the implementation of a strategy.
- To understand the trade-offs between the differing strategy models, theories and frameworks and when to use them.

Reflection:

- To apply the contingency approach to strategic leadership, formation and change
- To apply economic, psychological, and social psychological models, theories and perspectives to the implementation of strategy processes
- To understand the dynamic and recursive nature of strategy.
- To understand the role of time and timing in strategy.

Prerequisites

Bachelor degree or equivalent, and at least 4 years of work experience, managerial experience and good to excellent written and oral knowledge of the English language. All deliverables will be in English.

Compulsory reading

Books:

de Wit and Meyer. 2010. . Strategy - process, content, context - an international perspective. 4th ed. Thomson. Selected chapters

Articles:

Assorted relevant journal articles and practitioner publications

Recommended reading

Books:

Johnson, Scholes and Whittington. 2009. Fundamentals of Strategy. Pearson Education Limited.. Selected Chapters

Course outline

Industry Dynamics, Strategic Thinking and Organizational Effectiveness

- The Dynamic Tensions and Complexities involved in Strategy Process
- Strategic Change
- Strategy Transformation and Renewal
- Exploration-Exploitation Trade-offs
- Strategy in Businesses with Alternative Logics' and in International Contexts
- Strategies and Strategic Leadership in Hyper-Turbulent Environments

Computer-based tools

None

Learning process and workload

The course will be organised around selected topics per the course outline and use in-depth discussion of business cases and participant professional experience to ground relevant theories and frameworks which must be explicitly used in the write-ups. The workload will involve intensive group and individual work that is aimed at integrating theory and practice.

Examination

The course evaluation will be based on:

1. One complex case analysis to be written and presented in triads 1/3
2. One complex case analysis report to be written and presented in pairs 1/3
3. Individual oral class contribution 1/3

Examination code(s)

GRA 81421 - Process evaluation; accounts for 100 % to pass the program GRA 8142, 5 ECTS credits

The course is a part of a full Executive Master of Business Administration Program and all evaluations must be passed to obtain a certificate for the degree.

Examination support materials**Re-sit examination**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

Additional information