



APPLIES TO ACADEMIC YEAR 2012/2013

## GRA 8168 Strategy Analysis

### Programme

Executive Master of Business Administration (EMBA) Program

### Responsible for the course

Lars Huemer

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

3

### Language of instruction

English

### Introduction

The subject of strategy is evolving rapidly, due to globalization and increasingly rapid changes in the environment in virtually all industries. This course is designed to address strategy analysis and its role in dealing with such changes.

### Learning outcome

#### Acquired knowledge:

The intent of the Strategy Analysis module is to give students an understanding of how to conduct both external and internal strategy analyses.

To understand the construction of external and internal tools/frameworks

To understand the links between these tools and their role in the overall strategy process.

#### Acquired skills:

To be able to use insights from strategy analysis (e.g. through the SWOT framework) in generating, evaluating and choosing strategic alternatives.

To understand the different challenges and modes of value creation characterizing manufacturing firms and different kinds of service firms.

#### Reflection:

The role of strategy for firm performance

Approaches to Capability Development

To understand the dynamic and recursive nature of strategy analysis and process.

### Prerequisites

Granted admission to the EMBA programme.

### Compulsory reading

#### Books:

Grant, R.M. & Jordan, J. 2012. Foundations of Strategy. Chichester: Wiley

### Recommended reading

#### Course outline

The history of strategic management

External analysis

Internal analysis

Combining external and internal analysis

SWOT and the strategy process

### Computer-based tools

It's Learning

### Learning process and workload

1 ECTS credit corresponds to a workload of 26-30 hours.

Attendance to all sessions in the course is compulsory. If you have to miss part(s) of the course you must ask in advance for leave of absence. More than 20% absence in a course will require retaking the entire course. It's the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ It's learning or other course materials

### **Coursework requirements**

The course will be organised around selected topics per the course outline and use in-depth discussion of business cases and the professional experience of participants 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 strategy theory and practice.

### **Examination**

The course evaluation will be based on:

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

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation

### **Examination code(s)**

GRA 81681 - Continuous assessment; accounts for xxx % to pass the course GRA 8168, 3 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 continuous assessment, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

### **Additional information**