



APPLIES TO ACADEMIC YEAR 2012/2013

## MAN 2965/2966/2967/2968 Strategic Management

### Programme

Final Master of Management Program, Master of Management Program

### Responsible for the course

Sverre Tomassen, Ragnhild Kvålshaugen

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

30

### Language of instruction

Norwegian and english

### Introduction

This program will give the participants knowledge within the different aspects of strategic management to give the opportunity to contribute in the major strategic processes.

### Learning outcome

Most business leaders now acknowledge the escalating competition and the needs for continuous change. To succeed the quality of the strategic decisions and the accomplishment of these decisions is of major importance.

Strategic management is not a set of precisely defined techniques that can be learned to create a good strategist. On the contrary: It is a profound understanding of the external and internal forces that affect the competitive position, development of strategic alternatives and finally the successful implementation of the chosen strategy. The latter often entails changes in the organizations and modes of operation.

This program is developed to give the participants, who have varied theoretical backgrounds and work experience, a lasting competence within the various aspects of strategic management.

Theoretical knowledge without practical anchoring results in low impact on the participants' organizations. The pedagogic approach is thus based on a thorough introduction to modern theories in the various topics that are addressed. Thereafter, the material is addressed in group discussions. Finally, the certain aspects are discussed in class to clarify important points.

Upon completion of the program, the participants are expected to contribute substantially to a creative and practical strategy process in their firms. This requires, however, engagement and effort from the participants both before and during class sessions

### Goals:

**Knowledge** - after finishing the program, the students should know what strategy is, the content of the strategy process, strategic choices, and strategy implementation. In addition, they should have deep knowledge about different theoretical perspectives within the strategy field, and about strategic issues like mergers & acquisitions, strategic alliances, international strategies, etc.

**Skills** - after finishing the program, the students should be able to accomplish a strategic analysis for a business unit. They should know what strategy models and tools that fit a specific company and problem. They should be able to give advises based on documented knowledge and also train and develop skills that help them to see the organization in a holistic and strategic view .

**Attitudes** - The students should understand that strategic choices very often is about balancing different stakeholder's interests. The students should also be reflective and critical to the focus and content of the program

### Prerequisites

Bachelor degree or equivalent and 4 years work experience. Please confirm our Student regulations.

### Compulsory reading

#### Books:

Grant, Robert M. 2010. Contemporary strategy analysis. 7th ed. Wiley

Wit, Bob de and Ron Meyer. 2010. Strategy : process, content, context : an international perspective. 4th ed. South-Western Cengage Learning

**Articles:**

Artikkelsamling

**Recommended reading**

**Course outline**

1. course setting - What is strategy? The foundation of strategy. Strategy analysis
2. course setting - Strategy analysis -external/internal, value creation, resources and competitiveness. Strategic choice
3. course setting - Strategic choice, stakeholders, ethical considerations, competitive strategies, corporate strategies. Acquisitions. Implementing strategies
4. course setting - Implementing and control of strategies. Strategic leadership.
5. course setting - Different strategic topics: Trust. Strategic alliances. International strategies. Value networks.

**Computer-based tools**

None

**Learning process and workload**

The programme is conducted through five course modules, a total of approx. 150 lecturing hours.

Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

**Coursework requirements**

3 mandatory written assignments in groups of 2-3 persons within the study year (Autumn 2010 - Spring 2011). The coursework requirements must be approved in order to take the written exam.

**Examination**

Coursework requirements

The coursework requirements must be approved in order to take the written exam.

The students are evaluated through a term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:

The students are evaluated through a term paper, counting for 24 credit hours and an individual written exam, counting for 6 credit hours. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

**Examination code(s)**

MAN 29651 - term paper; 18 credits; counts for 100 % to pass the program MAN 2965.  
MAN 29661 - written exam; 12 credits; counts for 100 % to pass the program MAN 2966.  
Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 29671 - Term paper; 24 credits; counts for 100 % to pass the program MAN 2967.  
MAN 29681 - written exam; 6 credits; counts for 100 % to pass the program MAN 2968.  
Both evaluations must be passed to obtain a certificate for the program.

**Examination support materials**

None support materials allowed at written exam

**Re-sit examination**

At the next ordinary examination.

**Additional information**