BI

MBA 2362 Strategic transformation of corporations

Programme
Master of Business Administration - China

Responsible for the course
Reiar Ness

Department
Department of Strategy and Logistics

Term
According to study plan

ECTS Credits
5

Language of instruction
English

Introduction
The objective of this course is to consider the integrated strategy development and strategy implementation process of corporations, with particular emphasis on corporate transformation. The course will build on key topics covered during some of the previous courses, in an integrated perspective on revitalizing or transforming companies.
When a strategic change is needed, it is rarely enough to only consider strategic analysis or for example finance or HRM, but the implications from all of these areas must be taken together and discussed coherently.
This module will challenge analytical and creative abilities as well as the capacity to integrate a range of different subjects. In addition we will focus strongly on making clear the implications of a strategic choice for all activities in the organization, and how these implications can be managed to make the strategic change happen.

Learning outcome
The main objective of this module is to provide an integrated view and closure to their MBA experience. The students have been through 14 independent courses, and in this course we want to show that when the firm makes major strategic changes, a range of issues must be managed in an integrated way, as the issues, implications and interrelationships span most parts of the organization and the linkages to the firm's outside world.

Prerequisites
Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

Compulsory reading
Books:
Thompson, Arthur A. ... [et al.]. 2012. Crafting and executing strategy : the quest for competitive advantage: concepts and cases. 18th ed. McGraw-Hill/Irwin. 449

Articles:
Furthermore a limited number of articles will be discussed, to illuminate special issues

Other:
There will also be assigned cases, to be prepared. All students have to prepare to discuss all cases. In addition, groups of students will be assigned to analyze and prepare a presentation of one case.

Recommended reading

Course outline
The course will consist of a mixture of lectures and case discussions. Live examples and case studies will be used as an important vehicle for demonstrating the application of theory and models. The following

topics are covered:
Day 1: Introduction to corporate transformation
Review of strategic management
Day 2: Review of organizational design
Corporate culture and leadership
Day 3: Review of business transformation and change management
Day 4: Corporate transformation cases – the rebirth of corporations

Computer-based tools
None

Learning process and workload
The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours.

Examination
Course evaluation will be based on three elements:
- Performance in class (25%)
- Preparation and delivery of case presentations (50%)
- A short written exam at the end of the course (25%)

Examination code(s)
MBA 2362 - Process evaluation; accounts for 100% to pass the program MBA 23621; 5 credits.
The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

Examination support materials
All aids permitted at written exam.

Re-sit examination
At the next ordinary exam.

Additional information
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 me re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.