



APPLIES TO ACADEMIC YEAR 2012/2013

## STR 2200 Strategy - RE-SIT EXAMINATION

### Programme

Re-sit examination

### Responsible for the course

Sverre Tomassen, Debbie Harrison

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

12

### Language of instruction

Norwegian

### Introduction

This course is lectured over two semesters and is consisting following two parts:

STR 2201 Strategic Analysis - autumn

STR 2202 Strategic Management - spring

### Objective

STR 2201 Strategic Analysis

The course aims to give the students an understanding of strategy at the corporate and business unit level. Strategic analysis and decision making will be emphasized. Likewise, models and procedures for strategic analysis will be presented.

STR 2202 Strategic Management

This is a course in strategic development processes. The complexity of organizations means that strategy development and implementation is as important as strategic decision making. This course uses leadership, organization, and internal and external change processes as important components of the strategy process.

### Prerequisites

First and second year of the "siviløkonom studie" or equivalent.

### Compulsory reading

#### Books:

Johnson, Gerry, Kevan Scholes and Richard Whittington. 2008. Exploring corporate strategy : text and cases. 8th ed. Harlow : FT Prentice Hall. (Kap. 1-10 for STR 2201 Grunnkurs i strategisk analyse)(Kap. 1-2 og 11-15 for STR 2202 Grunnkurs i strategisk ledelse)

#### Collection of articles:

Artikkelsamling for STR 2201 Grunnkurs i strategisk analyse (trykket).

For STR 2202 vil det bli brukt følgende 12 artikler som er tilgjengelig gjennom bibliotekets databaser:

Goleman, D. (2000), Leadership that gets results, Harvard Business Review, March-April, 78-90.

Boal, K. B. and Hooijberg, R. (2000), Strategic Leadership: Moving On, Leadership Quarterly, Vol. 11, 4, 515-549.

Grant, R. (2003), Strategic Planning in a Turbulent Environment, Strategic Management Journal, Vol. 24, 491-517.

Hodgkinson, G. et al (2006), The Role of Strategy Workshops in Strategy Development Processes..., Long Range Planning, Vol. 39, 5, 479-496.

Boulding, W. and Christen, M. (2001), First mover disadvantage, Harvard Business Review, Vol. 79, 9, 20-21

Kim, C. and Mauborgne, R. (2000), Knowing a winning business idea when you see one, Harvard Business Review, Vol. 78, 5, 129-138

Collingwood, H. (2001), The earnings game, Harvard Business Review, Vol. 79, 6, 65-72.

Holmen, E. and Pedersen, A-C. (2003), Strategizing through analysing and influencing the network horizon, *Industrial Marketing Management*, Vol. 32, 409-418.  
Jemison, D.B. and S.B. Sitkin (1986). Acquisitions: the process can be a problem. *Harvard Business Review* Vol. 64, 2, 107-110.  
Finkelstein, S. (1986). The Acquisition Integration Process. *Academy of Management Proceedings*, 12-16.  
Schweiger, D.M., E.N. Csiszar and N.K.Napier (1993). Implementing International Mergers and Acquisitions. *Human Resource Planning* Vol. 16, 1, 53-70  
Løwendahl B, Revang Ø, Fosstenløykken S. (2001) Knowledge and value creation in professional service firms: A framework for analysis. *Human Relations* 54 (7): 911-931

### **Recommended reading**

#### **Books:**

Barney, Jay B. 2007. *Gaining and sustaining competitive advantage*. 3rd ed. Upper Saddle River, N.J.: Pearson Prentice Hall  
Porter, Michael E. 1998. *Competitive strategy: techniques for analyzing industries and competitors*. New York: Free Press

#### **Course outline**

STR 2201 Strategic Analysis

- What is strategy?
- External analysis
- Internal analysis
- Strategic choice
- Corporate strategy
- Competitive strategies

STR 2202 Strategic Management

- What is a strategy process?
- Strategy and organization
- Strategic leadership
- Dynamic strategies

#### **Computer-based tools**

#### **Course structure**

The course is based on 36 hours of lectures in autumn and spring term.

#### **Examination**

The total grade in the course STR 2200 Strategy is based on following activities and weighting.

Part 1 - Three hour individual written exam after autumn term. Counts for 50% of final grade.

Part 2 - Three hour individual written exam after spring term. Counts for 50% of final grade.

Both parts must be passed with the grade E or better to get the final grade.

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

STR 22008 - Written exam count for 50% of the total grade in STR 2200 Strategy, 12 credits.

STR 22009 - Written exam count for 50% of the total grade in STR 2200 Strategy, 12 credits.

#### **Examination support materials**

STR 22008 - No aids allowed.

STR 22009 - No aids allowed.

#### **Re-sit examination**

This course was taught for the last time in the academic year 2010/2011.

From autumn 2011 up to and including spring 2013 there will be offered re-sit exams in STR 22008 Written exam and STR 22009 written exam.

#### **Additional information**