



APPLIES TO ACADEMIC YEAR 2013/2014

GRA 8101 Strategy - RE-SIT EXAMINATION

Programme

Executive MBA with concentration in Logistics

Responsible for the course

Lars Huemer

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Why are some firms more successful than others? This is the central question in strategy. In order to address this question, we need to understand both the firm and its environment. An in-depth understanding of how resources and activities explain the competitiveness of firms is the aim of internal strategy analysis. The purpose of external analysis is to analyze how external factors influence the strategies of firms.

However, in contrast to the traditional focus on individual firms, recent research also point out that supply chains are emerging as fundamental strategic entities. There is an increasing belief that the nature of competition has shifted towards 'supply chain vs. supply chain' struggles instead of 'firm against firm' competition, and correspondingly that supply chains are beginning to displace firms as the logic of competition in the global marketplace. The notion of strategic supply chain management explicitly elevates supply chain management from having a support role to become fundamental to strategic management itself.

The module therefore addresses interorganizational strategies in supply chain and supply networks. From a business model approach, supply chains consist of multiple business logics where the performance of the individual firm is dependent on the strength and weaknesses of its partners in the supply system. Other themes are therefore the consideration of strategic challenges concerning supply chain positioning and the role of different supply chain participants, supply chain integration, and supply network configuration and organization.

Learning outcome

Acquired knowledge:

By the end of this module the students should be able to:

Perform both internal and external strategy analyses and utilize the data in making strategic decisions

Acquired skills:

Understand the strategies used by both shippers and logistics service providers in supply networks

Reflection:

Understand why/when certain firms in supply networks favor interfirm cooperation over independent competitive moves

Prerequisites

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language.

Compulsory reading

Articles:

Barney J. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1) 99-120

Huemer, L.

. 2006. Supply management: value creation, coordination and positioning in supply relationships. *Long Range Planning*. 39 (2). s. 133-153

Porter M. 1996. What is strategy?. *Harvard business review*. 74(6). p. 61-78

Porter M. 2008. The five competitive forces that shape strategy. *Harvard business review*. 86 (1). p. 78-93

Stabell, C.B. and Ø.D. Fjeldstad. 1998. Configuring value for competitive advantage : on chains, shops and networks.. *Strategic Management Journal*. 19(5). p. 413-437

Other:

3-5 cases will be used in addition. To be specified

Recommended reading**Course outline**

The module builds on the following themes:

- Introduction to strategic management
- External strategy analysis
- Internal strategy analysis
- Strategic supply chain management

Computer-based tools

None

Learning process and workload**Examination**

The students are evaluated through an individual Case analysis. The deadline for delivery is three weeks after the end of the module.

Examination code(s)

GRA 81011 - Course paper; accounts for 100 % to pass the program GRA 8101, 6 ECTS credits

The course is a part of a full Executive MBA 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