



APPLIES TO ACADEMIC YEAR 2014/2015

## BIK 2999 Strategywork in Co-operative Corporations

### Programme

Single courses

### Responsible for the course

Per Ingvar Olsen

### Department

Department of Innovation and Economic Organisation

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

Market challenges and how to handle the competition – A course for board members in agricultural co-operatives.

### Learning outcome

Learning objectives: This course will prepare the participants in terms of knowledge, capabilities and attitudes for an active role in key strategy development work on the corporations' long-term development, as they acquire:

Knowledge objectives:

- Acquire specific knowledge on the co-operatives' key challenges and strategies for handling these
- Acquire concepts, theoretical models and tools that provide a deeper understanding of business-critical challenges in co-operatives

Capabilities objectives:

- Understand and apply theories and models to practical cases relevant to strategic challenges in agricultural cooperatives
- Ability to apply scientific concepts, theories and models in practice related analysis and discussions about strategic challenges in the food sector

Attitude objectives:

- Represent high standards in relation to scholarly and ethical behavior when approached to demanding strategic, market and organizational challenges

### Prerequisites

No particular knowledge is required to attend this course, but the participants should have a basic insight into organisation and management. The course is intended for owner representatives at the corporate/intermediate level in the agricultural co-operatives.

Course participants are identified in cooperation with NLS centrally.

### Compulsory reading

#### Books:

Gadde, Lars-Erik, Håkan Håkansson, Göran Persson. 2010. Supply network strategies. 2nd ed. Wiley. 3-52, 227-243

Hansmann, Henry. 1996. The ownership of enterprise. Belknap Press of Harvard University Press. Kapitel 1-4 og 7 sidene 1-65, s. 120-145

Løwendahl, Bente R. og Fred E. Wenstøp. 2010. Grunnbok i strategi. 3. utg. Cappelen akademisk. Kap 2, 3, 6, 7, 8, 9, 11

#### Articles:

Altenborg, Ellen. 1998. Styring av interne forretningsenheter : evnen til å utnytte synergier i konsern. Magma. nr 5  
Freeman, John and Jerome S. Engel. 2007. Models of innovation : startups and mature corporations. California Management Review. 50(1)

Hoholm, Thomas. 2007. Innovasjon som samspill mellom marked, teknologi og organisering. I: Tor Hernes og Anne Loiuise Koefoed, red: Innovasjonsprosesser : om innovasjoners odysseé. Fagbokforlaget. 109-124

#### Other:

Olsen, Per Ingvar og Lervik, Jon Erland. 2006. Eierstyring, innovasjon og internasjonalisering i integrerte samvirkekonsern. BI Forskningsrapport. Nr 1. Kap. 1-3, s. 1-48

## **Recommended reading**

### **Books:**

Lie, Amund og Frode Veggeland. 2010. Globalisering og matpolitikk : flernivåstyring - WTO, EU og Norge. Universitetsforlaget  
Olsen, Per Ingvær. 2010. Norsk mat etter supermarkedsrevolusjonen. Unipub. 190

### **Articles:**

Hambrick, Donald and Albert A. Cannella jr.. 1989. Strategy implementation as substance and selling. Academy of Management Executive. 3 (4). p. 278-285  
Hambrick, Donald and Albert A. Cannella jr.. 1989. Strategy implementation as substance and selling. Academy of Management Executive. 3 (4). s. 278-285  
Prahalad, C.K. og Gary Hamel. 1998. Bedriftens kjernekompetanse. Magma. nr 1. s. 103-119

## **Course outline**

### **First course module**

#### **Sub-goals for the course module**

After the first course module, participants should have learnt about the marketing and political context which the co-operatives operate in. Participants should also have been provided with basic models and methods for working with strategic issues in co-operatives.

#### **Key topics for the course module:**

- The competitive situation
- Strategy work, strategic analysis and implementation
- Innovation and entrepreneurship in co-operative corporations

#### **How to prepare**

- Participants must have read through the literature they were sent and familiarised themselves with the programme structure.
- Participants must have identified one or several development areas in their own organisation (where they hold an office). This will form the basis for their project paper.

### **Second course module**

#### **Sub-goals for the course module**

After the second course module, the students should have learnt the principles of how to organise integrated co-operative businesses and have an understanding of considerations and dilemmas in the choice of organisation model. They should also have acquired an understanding of new perspectives and new knowledge about supplier networks and strategies related to purchasing and supplier network development

#### **Key topics for the course module:**

- A co-operative as an organisational structure
- Interaction between the market and politics
- Owner organisation, industrial organisation and market organisation
- Strategies for supplier networks

#### **How to prepare**

- The students must have read through the literature they were sent and familiarised themselves with the programme structure.
- The students have continued their work on the project paper after the first course module

## **Computer-based tools**

## **Learning process and workload**

This course is conducted in two modules, each consisting of three days with a total of 40 hours. Doing each course module over three days allows two evenings for socialising and discussion of the project paper. It does not make the course fee any higher, but will entail higher accommodation and meals expenses.

This course combines lectures, group discussions and analyses of Norwegian and international business cases from the agricultural food industry.

The students are expected and encouraged to share their own experiences as employee representatives in strategic decisions, relating such experiences to the theory as well as to other examples given during the course.

The students are expected to read the literature prior to the course modules.

## **Examination**

The course concludes with the handing in of the project paper, which counts for 60 per cent of the overall grade, and the individual essay, which counts for 40 per cent.

The project paper is written in groups of up to three students. As part of their preparations for the first course module, the students must identify challenges and/or development projects in their own organisation that are critical and of key importance to the whole co-operative corporation. During the first course module, the topic and the goals of each group's project paper will be formulated on the basis of the identified development projects. Time will be allocated for group work during the evenings of the course module. With guidance from our faculty

the groups will also work on their papers between the course modules.  
The project paper will be handed in about one month after the final course module.  
Around two months after the final course module, the students will also hand in an individual essay (about five pages) which counts for 40 per cent of the overall grade.

**Examination code(s)**

BIK 29991 - individual essay that counts for 40 per of the grade in BIK 2999, 7,5 credits.

BIK 29992 – project paper that counts for 60 per cent of the grade in BIK 2999, 7,5 credits.

Both exams must have been completed with a pass grade for the course to be accredited to the student.

**Examination support materials**

**Re-sit examination**

To be agreed individually.

**Additional information**