



APPLIES TO ACADEMIC YEAR 2014/2015

GRA 8205 Global Strategies in Maritime and Offshore industries (2014/2015)

Programme

Executive MBA 2014/2015 - Maritime Offshore track

Responsible for the course

Torger Reve

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

4

Language of instruction

English

Introduction

Learning outcome

At the end of this course, candidates are expected to achieve the following:

1. An understanding of industrial competitiveness and the major drivers in industrial development.
2. An understanding of industrial clusters and global knowledge hubs with particular application to the maritime and offshore oil and gas sectors.
3. An ability to perform strategic analyses of nations, regions and industries as basis for investment or location decisions.

Prerequisites

Granted admission to the EMBA programme.

Compulsory reading

Books:

Porter, Michael. 2008. On Competition. Harvard Business Review Books. Required readings; Ch 6-8 (Recommended readings, Ch 1-5)

Articles:

Reve, Torger. January 2011. "From industrial clusters to global knowledge hubs". Journal of Competitiveness, Vol. 1. 63-76

Other:

Atle Blomgren & Amir Sasson. 2011. Knowledge based Oil and Gas Industry.. Research rapport. BI rapport - No 3,

Recommended reading

Books:

Reve, Torger & Amir Sasson. 2012. Et kunnskapsbasert Norge. Oslo: Universitetsforlaget.

Course outline

The students will be introduced to the theory of industrial clusters and global knowledge hubs, and empirical examples will be given from the maritime and offshore industries. The learning approach taken is to analyze Harvard Business School cases from microeconomics of competitiveness, supplemented by empirical studies of industrial clusters in nations such as Norway and Singapore, as well as guest lecturers from central actors in the maritime and offshore industries. The students are expected to understand the complex interaction of economic and political variables that determine industrial competitiveness, both as seen from an industrial and government policy point of view, and as seen from a corporate point of view.

Day 1

The role of clusters:

Video lecture: Professor Michael Porter

"From industrial clusters to global knowledge hubs":

Lecture: Professor Torger Reve

Sunnmore Maritime Cluster:
Per Erik Dalen, CEO, NCE- Maritime

HBS Case 9-711-507: The Dutch Flower Cluster:
Case discussion

Day 2

A complete maritime cluster: Field trip to Ulsteinvik and Fosnavåg

Specialized ship yards:
Ulstein Group/Kleven Group/ VARD Group

The role of ship design:
Ship design company

Advanced ship equipment:
Rolls-Royce Marine

Global ship owners:
Olympic Ship/Havila/Farstad

Day 3

The cluster enhancers

Maritime technology:
NTNU/AMOS and Marintek

Maritime training
Rolls-Royce Training Centre

Maritime education:
Aalesund University College

Professor Hans Petter Hildre

BI Case: Developing NODE (Offshore Drilling Technology):
Case discussion

Guest lecture:
Kjell O. Johannessen, Cluster Management, Former CEO of NCE-NODE

Day 4

Global reconfiguration of value chains

How global companies integrate into global clusters

Guest lecture:
NOV or Schlumberger or Teekay

Computer-based tools

It's Learning

Learning process and workload

1 ECTS credit corresponds to a workload of 26-30 hours.

Attendance to all sessions in the course is compulsory. If you have to miss part(s) of the course you must ask in advance for leave of absence. More than 20% absence in a course will require retaking the entire course. It's the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ It's learning or other course materials

This course uses a combination of lectures, guest lectures and discussion of cases, and the students are expected to draw extensively on their own industrial experience. Two approaches to case analysis and case presentations are used: 1. The Harvard approach where there is an extensive open discussion where all students participate. The students have to be very well prepared in advance to get full value of the HBS approach. 2. The Kellogg approach where students work in pre assigned groups to prepare a case analysis in a consulting report format, using Power Point or other presentation techniques.

Examination

EMBA candidates in the course will be assessed as follows:

Class Participation	20%
Group case analysis	20%
Individual assignment	60%

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam

element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation

Examination code(s)

GRA 82051- Continuous assessment; counts for 100 % to pass the program GRA 8205, 4 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 continuous assessment, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information**CASES**

1. "Indonesia: Attracting Foreign Investment", HBS Case 9-708-420, 2008 (by Michael E. Porter, Christian Ketels)
2. "Vietnam: Sustaining the growth of an Asian tiger" HBS Case, Special MOC draft version, 2012 (by Michael E. Porter, Christian Ketels)
3. "Developing NODE", BI Case, Draft version, 2012 (by Amir Sasson)