APPLIES TO ACADEMIC YEAR 2014/2015

MAN 2965/2966/2967/2968 Strategic Management

Programme
Final Master of Management Program, Master of Management Program

Responsible for the course
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Department
Department of Strategy and Logistics

Term
According to study plan

ECTS Credits
30

Language of instruction
Norwegian and english

Introduction
This program will give the participants knowledge within the different aspects of strategic management to give the opportunity to contribute in the major strategic processes.

Learning outcome
Most business leaders now acknowledge the escalating competition and the needs for continuous change. To succeed the quality of the strategic decisions and the accomplishment of these decisions is of major importance.

Strategic management is not a set of precisely defined techniques that can be learned to create a good strategist. On the contrary: It is a profound understanding of the external and internal forces that affect the competitive position, development of strategic alternatives and finally the successful implementation of the chosen strategy. The latter often entails changes in the organizations and modes of operation.

This program is developed to give the participants, who have varied theoretical backgrounds and work experience, a lasting competence within the various aspects of strategic management.

Theoretical knowledge without practical anchoring results in low impact on the participants' organizations. The pedagogic approach is thus based on a thorough introduction to modern theories in the various topics that are addressed. Thereafter, the material is addressed in group discussions. Finally, the certain aspects are discussed in class to clarify important points.

Upon completion of the program, the participants are expected to contribute substantially to a creative and practical strategy process in their firms. This requires, however, engagement and effort from the participants both before and during class sessions

Goals:

Knowledge - after finishing the program, the students should know what strategy is, the content of the strategy process, strategic choices, and strategy implementation. In addition, they should have deep knowledge about different theoretical perspectives within the strategy field, and about strategic issues like mergers & acquisitions, strategic alliances, international strategies, etc.

Skills - after finishing the program, the students should be able to accomplish a strategic analysis for a business unit. They should know what strategy models and tools that fit a specific company and problem. They should be able to give advises based on documented knowledge and also train and develop skills that help them to see the organization in a holistic and strategic view .

Attitudes - The students should understand that strategic choices very often is about balancing different stakeholder's interests. The students should also be reflective and critical to the focus and content of the program

Prerequisites
Bachelor degree or equivalent and 4 years work experience. 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. European ed. McGraw-Hill/Irwin. 629
Wit, Bob de, Ron Meyer. 2014. Strategy : process, content, context : an international perspective. 5th ed. South-Western Cengage Learning. 653

Collection of articles:
Artikkelsamling

Recommended reading

Course outline
1. course setting - What is strategy? The foundation of strategy. Strategy analysis
2. course setting - Strategy analysis -external/internal, value creation, resources and competitiveness. Strategic choice
3. course setting - Strategic choice, stakeholders, ethical considerations, differet competitive strategies (aquistions, alliances, internationalization, corporate strategies.
4. course setting - Implementing and controlling of strategies. Strategic leadership.
5. course setting - Different strategic topics: Integration of mergers and aquisitions, trust, knowledge management and innovation.

Computer-based tools
None

Learning process and workload
The programme is conducted through five course modules, a total of approx. 150 lecturing hours.

Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

Coursework requirements
3 mandatory written assignments in groups of 2-3 persons within the study year (Autumn 2010 - Spring 2011). The coursework requirements must be approved in order to take the written exam.

Examination
Coursework requirements
The coursework requirements must be approved in order to take the written exam.

The students are evaluated through a term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:
The students are evaluated through a term paper, counting for 24 credit hours and an individual written exam, counting for 6 credit hours. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

Examination code(s)
MAN 29651 - term paper; 18 credits; counts for 100 % to pass the program MAN 2965.
MAN 29661 - written exam; 12 credits; counts for 100 % to pass the program MAN 2966.
Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:
MAN 29671 - Term paper; 24 credits; counts for 100 % to pass the program MAN 2967.
MAN 29681 - written exam; 6 credits; counts for 100 % to pass the program MAN 2968.
Both evaluations must be passed to obtain a certificate for the program.

Examination support materials
None support materials allowed at written exam

Re-sit examination
At the next ordinary examination.

Additional information