



APPLIES TO ACADEMIC YEAR 2016/2017

GRA 8168 Strategy Analysis (2016/2017)

Programme

Executive MBA 2016/2017 - Core courses

Responsible for the course

Lars Huemer

Department

Department of Strategy

Term

According to study plan

ECTS Credits

3

Language of instruction

English

Introduction

The subject of strategy is evolving rapidly, due to globalization and increasingly rapid changes in the environment in virtually all industries. This course is designed to address strategy analysis and its role in dealing with such changes.

Learning outcome

Acquired knowledge:

The intent of the Strategy Analysis module is to give students an understanding of how to conduct both external and internal strategy analyses.

To understand the construction of external and internal tools/frameworks

To understand the links between these tools and their role in the overall strategy process.

Acquired skills:

To be able to use insights from strategy analysis (e.g. through the SWOT framework) in generating, evaluating and choosing strategic alternatives.

To understand the different challenges and modes of value creation characterizing manufacturing firms and different kinds of service firms.

Reflection:

The role of strategy for firm performance

Approaches to Capability Development

To understand the dynamic and recursive nature of strategy analysis and process.

Prerequisites

Granted admission to the EMBA programme.

Compulsory reading

Books:

Grant, R.M. & Jordan, J. 2012. Foundations of Strategy. Chichester: Wiley

Recommended reading

Course outline

The history of strategic management

External analysis

Internal analysis

Combining external and internal analysis

SWOT and the strategy process

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

Coursework requirements

Examination

The course evaluation will be based on:

1. One complex case analysis to be written individually (to be handed in after the module), 45%
2. One complex case analysis to be presented in groups (during the module), 30%
3. Individual oral class contribution, 25%

Examination code(s)

GRA 81681 - Continuous assessment; accounts for 100% to pass the course GRA 8168, 3 ECTS credits

The course is a part of a full Executive Master of Business Administration Program 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