

Strategic Management

Title	Strategic Management
Semester	F2023
Master programme in	Virksomhedsstudier / Virksomhedsledelse / Business Administration and Leadership / Virksomhedsledelse
Type of activity	Course
Teaching language	English
Study regulation	

REGISTRATION AND STUDY ADMINISTRATIVE

Registration	
Number of participants	
ECTS	5
Responsible for the activity	Kristian J. Sund (sund@ruc.dk)
Head of study	Margit Neisig (neisig@ruc.dk)
Teachers	
Study administration	ISE Registration & Exams (ise-exams@ruc.dk)
Exam code(s)	U60025GB

ACADEMIC CONTENT

Overall objective	Via the course, students gain a critical insight into and understanding of strategic management, and how companies interact with their environment, through planning and organizing strategic processes. The course provides students with an insight into perspectives on strategic management as well as analytical tools, in order to analyse companies and challenges, and prepare strategy proposals.
Detailed description of content	With this course, students acquire a critical insight into the practice of strategic management, including how firms plan and organise strategic processes, and act as a result of changes the external environment and business context. Students are introduced to relevant strategy tools, and literature in the area. The course therefore aims to both give students an overview of perspectives on strategic management, and give them the

	<p>tools to analyse concrete cases and problems, and develop strategic responses. Key themes include:</p> <p>Strategic purpose</p> <p>Strategy as a process</p> <p>The firm's relationship to the environment</p> <p>Competitive strategy</p> <p>Strategy and cognition</p> <p>The resource-based and dynamic capability views of the firm</p> <p>Corporate strategy</p> <p>Growth strategy and mergers and acquisitions</p> <p>International strategy</p>
Course material and Reading list	<p>The core textbook for the course is Grant, R. M. (2021). Contemporary strategy analysis. John Wiley & Sons.</p> <p>A number of additional readings will be posted on Moodle.</p> <p>Cases will be regularly selected and may change from semester to semester.</p>
Overall plan and expected work effort	<p>Study intensity</p> <p>In class teaching (lectures): 20 hours</p> <p>Case work: 40 hours</p> <p>Individual study: 60 hours</p> <p>Exam (including preparation): 15 hours</p> <p>Total study intensity: 135 hours</p> <p>Teaching and learning activities</p> <p>The course is delivered as a series of in-class lectures during which key theories, frameworks, and models are explained. The lectures are interactive and real-world cases are used to illustrate and discuss theory. Students are expected outside of class to work in small groups to solve a number of business cases and hand these in to receive formative feedback. This prepares students for the exam.</p>
Format	
Evaluation and feedback	<p>The activity are evaluated regularly regarding the study board evaluation procedure. The activity responsible will be orientated about a potential evaluation of the activity at semesterstart. Se link to the study board evaluation praxis here https://intra.ruc.dk/nc/for-ansatte/organisering/raad-naevn-og-udvalg/oversigt-over-studienaevn/studienaevn-for-erhvervsoekonomi-og-virksomhedsstudier/arbejdet-med-kvalitet-i-uddannelserne/</p>

Programme	<p>Lecture 1: What is strategic management?</p> <p>Lecture 2: Strategic purpose and culture</p> <p>Lecture 3: Environmental change</p> <p>Lecture 4: The nature of competition and industry analysis</p> <p>Lecture 5: Competitive strategy</p> <p>Lecture 6: The resource based view and dynamic capabilities</p> <p>Lecture 7: Corporate strategy: scope and transaction cost theory</p> <p>Lecture 8: Growth strategy</p> <p>Lecture 9: International strategy</p> <p>Lecture 10: Strategy cognition</p>
ASSESSMENT	
Overall learning outcomes	<ul style="list-style-type: none"> Students acquire knowledge of the theory and practice of corporate strategic management, as well as the management's role in strategic planning and strategic development. Students gain an understanding of companies' strategic competences, processes and organisation in relation to changes in their external environment. Through business cases and contexts, students learn to develop, assess and evaluate relevant strategies. Finally, students acquire skills to observe the consequences of new knowledge and to reflect on the usefulness of theories and tools in various contexts.
Form of examination	<p>Individual written invigilated exam</p> <p>The duration of the exam is 3 hours.</p> <p>Permitted support and preparation materials for the exam: All.</p> <p>Assessment: 7-point grading scale.</p>
Form of Re-examination	Samme som ordinær eksamen / same form as ordinary exam
Type of examination in special cases	
Examination and assessment criteria	<p>Demonstrate knowledge regarding the basic theories and models of strategic management; ~ Analyze a firm's strategy and/or a strategic problem;</p> <p>Develop and evaluate a strategy based on theory;</p> <p>Reflect critically on the limits of different theories; and whether the exam fulfills all formal requirements.</p>
Exam code(s)	Exam code(s) : U60025GB

Course days:

Hold: 1

Strategic Management (BAL, VL)

time 08-02-2023 14:15 til
08-02-2023 16:00

location 06.1-032 - teorirum (65)

Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 15-02-2023 14:15 til
15-02-2023 16:00

location 06.1-032 - teorirum (65)

Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 01-03-2023 14:15 til
01-03-2023 16:00

location 05.1-032 - teorirum 05.1 (65)

Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 08-03-2023 14:15 til
08-03-2023 16:00

location 25.2-005 - teorirum 25.2 (80)

Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 15-03-2023 14:15 til
15-03-2023 16:00

location 05.1-032 - teorirum 05.1 (65)
Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 22-03-2023 14:15 til
22-03-2023 16:00
location 05.1-032 - teorirum 05.1 (65)
Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 29-03-2023 14:15 til
29-03-2023 16:00
location 05.1-032 - teorirum 05.1 (65)
Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 12-04-2023 14:15 til
12-04-2023 16:00
location 05.1-032 - teorirum 05.1 (65)
Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 19-04-2023 14:15 til
19-04-2023 16:00
location 25.2-005 - teorirum 25.2 (80)
Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management (BAL, VL)

time 26-04-2023 14:15 til
26-04-2023 16:00
location 05.1-032 - teorirum 05.1 (65)
Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management - exam (BAL, VL)

time 15-06-2023 09:00 til
15-06-2023 12:00

location 07.2-008 - undervisningslokale (120)

Teacher Kristian J. Sund (sund@ruc.dk)

Strategic Management - reexam (BAL, VL)

time 03-08-2023 09:00 til
03-08-2023 12:00

forberedelsesnorm ikke valgt

forberedelsesnorm D-VIP ikke valgt

location 03.1-s03 - auditorie a (120)

Teacher Kristian J. Sund (sund@ruc.dk)