



School of Economics and Management

## BUSN11, Strategic Management, 7.5 credits

*Strategic Management, 7,5 högskolepoäng*  
Second Cycle / Avancerad nivå

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### Details of approval

The syllabus was approved by The Board of the Department of Business Administration on 2011-05-20 to be valid from 2011-05-20, autumn semester 2011.

### General Information

*Language of instruction:* English

*Main field of studies*

Business Administration

*Depth of study relative to the degree requirements*

A1N, Second cycle, has only first-cycle course/s as entry requirements

### Learning outcomes

A passing grade on the course will be awarded to students who:

#### Knowledge and understanding

Have demonstrated thorough knowledge of the consequences for corporate management of new theories within the strategy domain regarding:

- Strategic decision making in knowledge and technology intensive industries.
- Implications of the digital economy on strategy, organisational structure and networking.
- New business models in digital and knowledge based industries.
- The situation when companies in mature industries confront rapid changes and globalisation.
- The role for entrepreneurs in developing strategies challenging market threats.

### Skills and abilities

- Have demonstrated ability to use theories, models and concepts to analyse complex practical issues and suggest appropriate suggestions or solutions.
- Have demonstrated ability to integrate different models and concepts in a coherent analysis of a strategic situation.
- Can present their analysis and conclusions, and the theoretical foundation for their argument clearly and unambiguously to a top management team.

### Judgement and approach

- Have demonstrated ability to integrate theories learned within the course in coherent problem solving or analysis and from that drawn adequate conclusions.
- Have shown ability to competently and convincingly develop recommendations to strategic action in a complex situation.

## **Course content**

The main objective of the course is to help the students achieve knowledge about the strategic conditions for corporations and other types of organizational interplay, with their environment. Training of the participants' abilities in applying that type of knowledge is practical decision making is also an important objective of the course.

The course is introduced with an overview of the different schools of strategic management. Starting with the classical business policy theory, followed by the "industrial organization economics" and ending with the so called "resourced based view" on resources and competences as the key basis for competitiveness. From that the course discusses how changes in the marketplace like deregulation, globalisation, the development of new trade blocks, technological development, the environmental issues, the intellectual capital in organizations, out-sourcing and other issues poses new challenges to the strategic managers of today. To highlight the differences in demands on the leadership in different kinds of organisations strategic leadership in big corporations as well as in small new ventures and in public organisation with quite different types of objectives are discussed.

## **Course design**

Lectures are the basic element of the course, with lots of discussions and two specific group assignments. Examination is based on the two group assignments and an individual test I the end of the course. Participants who follow the lectures regularly get a special bonus.

## **Assessment**

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

### *Grading scale*

At the School of Economics and Management grades are awarded in accordance with a criterion-based grading scale A-U (A-F). Students have to receive a grade of E or higher in order to pass a course.

Grade, characteristic	Points/percentage of total score, criteria
A-Excellent	100-85, A distinguished result that is excellent with regard to the following aspects –theoretical depth, practical relevance, analytical ability and independent thought.
B-Very good	84-75, A very good result with regard to the above mentioned aspects.
C-Good	74-65, The result is of a good standard with regard to the above mentioned aspects and lives up to expectations.
D-Satisfactory	64-55, The result is of a satisfactory standard with regard to the above mentioned aspects and lives up to expectations.
E-Sufficient	54-50, The result satisfies the minimum requirements with regard to the above mentioned aspects, but not more.
U/F-Fail	49-0, The result does not meet the minimum requirements with regard to the above mentioned aspects.

*Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.*

## **Entry requirements**

Successful completion of 1-60 UCP or ECTS-cr in Business Administration, and FEK582 Bachelor Thesis/ FEKK01 Degree Project Undergraduate Level, or the equivalent, and studies in 61-90 UCP or ECTS-cr in Business Administration.

Specific admission requirements:

FEK521 Strategy and Management Control Systems, or FEKA21 Strategy and Management Control Systems or equivalent is recommended.

## **Further information**

The course BUSN11 Strategic Management cannot be combined with the courses BUSM37, FEKM11 or FEK523 Strategic Management in a degree.

## Subcourses in BUSN11, Strategic Management

Applies from H11

- 1101 Assignment 1, 1,5 hp  
Grading scale: Fail, Pass
- 1102 Assignment 2, 1,5 hp  
Grading scale: Fail, Pass
- 1103 Attendance, 0,7 hp  
Grading scale: Fail, Pass
- 1104 Exam, 3,8 hp  
Grading scale: Fail, Pass