

# Strategic Management

Title	Strategic Management
Semester	E2022
Master programme in	Virksomhedsstudier / Virksomhedsledelse / Business Administration and Leadership / Virksomhedsledelse
Type of activity	Course
Teaching language	English
Study regulation	

## REGISTRATION AND STUDY ADMINISTRATIVE

Registration	<p>Sign up for study activities at <a href="#">STADS Online Student Service</a> within the announced registration period, as you can see on the <a href="#">Study administration homepage</a>. When signing up for study activities, please be aware of potential conflicts between study activities or exam dates.</p> <p>The planning of activities at Roskilde University is based on the recommended study programs which do not overlap. However, if you choose optional courses and/or study plans that goes beyond the recommended study programs, an overlap of lectures or exam dates may occur depending on which courses you choose.</p>
Number of participants	
ECTS	5
Responsible for the activity	Kristian J. Sund ( <a href="mailto:sund@ruc.dk">sund@ruc.dk</a> )
Head of study	Margit Neisig ( <a href="mailto:neisig@ruc.dk">neisig@ruc.dk</a> )
Teachers	
Study administration	ISE Studyadministration ( <a href="mailto:ise-studyadministration@ruc.dk">ise-studyadministration@ruc.dk</a> )
Exam code(s)	U60025GB

## ACADEMIC CONTENT

Overall objective	<p>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.</p>
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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 tools to analyse concrete cases and problems, and develop strategic responses. Key themes include:

Strategic purpose

Strategy as a process

The firm's relationship to the environment

Competitive strategy

Strategy and cognition

The resource-based and dynamic capability views of the firm

Corporate strategy

Growth strategy and mergers and acquisitions

International strategy

Course material and Reading list

The core textbook for the course is Grant, R. M. (2021). Contemporary strategy analysis. John Wiley & Sons.

A number of additional readings will be posted on Moodle.

Cases will be regularly selected and may change from semester to semester.

Overall plan and expected work effort

Study intensity

In class teaching (lectures): 20 hours

Case work: 40 hours

Individual study: 60 hours

Exam (including preparation): 15 hours

Total study intensity: 135 hours

Teaching and learning activities

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.

Format

Campus

Evaluation and feedback

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/>

#### Programme

Lecture 1: What is strategic management?

Lecture 2: Strategic purpose and culture

Lecture 3: Environmental change

Lecture 4: The nature of competition and industry analysis

Lecture 5: Competitive strategy

Lecture 6: The resource based view and dynamic capabilities

Lecture 7: Corporate strategy: scope and transaction cost theory

Lecture 8: Growth strategy

Lecture 9: International strategy

Lecture 10: Strategy cognition

#### ASSESSMENT

##### Overall learning outcomes

- 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

Individual written invigilated exam

The duration of the exam is 3 hours.

Permitted support and preparation materials for the exam: All.

Assessment: 7-point grading scale.

##### Form of Re-examination

Samme som ordinær eksamen / same form as ordinary exam

##### Type of examination in special cases

##### Examination and assessment criteria

Knowledge regarding the basic theories and models of strategic management;

The ability to analyze a firm's strategy and/or a strategic problem;  
The ability to develop and evaluate a strategy based on theory;  
The ability to reflect critically on the limits of different theories;  
and whether the exam fulfills all formal requirements.

Exam code(s) Exam code(s) : U60025GB

Course days:

Hold: 1

## Strategic Management (BAL, VL)

time	14-09-2022 14:15 til 14-09-2022 16:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-035 - auditorie 25 (145)
Teacher	Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time	21-09-2022 14:15 til 21-09-2022 16:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	07.2-008 - undervisningslokale (120)
Teacher	Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time	28-09-2022 14:15 til 28-09-2022 16:00
forberedelsesnorm	ikke valgt

forberedelsesnorm D-VIP ikke valgt  
location 07.2-008 - undervisningslokale (120)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 05-10-2022 14:15 til  
05-10-2022 16:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 12-10-2022 14:15 til  
12-10-2022 16:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 26-10-2022 14:15 til  
26-10-2022 16:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 02-11-2022 14:15 til  
02-11-2022 16:00  
forberedelsesnorm ikke valgt

forberedelsesnorm D-VIP ikke valgt  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 09-11-2022 14:15 til  
09-11-2022 16:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 16-11-2022 14:15 til  
16-11-2022 16:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management (BAL, VL)

time 16-11-2022 16:15 til  
16-11-2022 18:00  
location 04.1-06.1-014 - teorirum 04/06 (130)  
Teacher Kristian J. Sund ( sund@ruc.dk )

## Strategic Management - Exam (BAL, VL)

time 02-12-2022 09:00 til  
02-12-2022 12:00  
forberedelsesnorm ikke valgt  
forberedelsesnorm D-VIP ikke valgt

location 25.2-005 - teorirum 25.2 (80) / 25.3-005 - teorirum 25.3 (80) / 25.1-035  
- teorirum 25.1 (98)

## Strategic Management - Reexam (BAL, VL)

time 15-02-2023 09:00 til  
15-02-2023 12:00

location 04.1-06.1-014 - teorirum 04/06 (130)