

# Syllabus

for course at first level

**Fundamentals of Strategic Management**  
**Strategisk ledning**

**7.5 Higher Education**  
**Credits**  
**7.5 ECTS credits**

<b>Course code:</b>	FE3235
<b>Valid from:</b>	Summer 2016
<b>Date of approval:</b>	2014-10-14
<b>Changed:</b>	2016-06-13
<b>Department</b>	Stockholm Business School
<b>Main field:</b>	Företagsekonomi
<b>Specialisation:</b>	G1F - First cycle, has less than 60 credits in first-cycle course/s as entry requirements

## Decision

This syllabus has been approved by the Board of Education of the Stockholm Business School, Stockholm University, Oct 14, 2014, last revised 2016-06-13.

## Prerequisites and special admittance requirements

45 HE credit points completed from Business Administration I and Business Administration II, or equivalent.

## Course structure

Examination code	Name	Higher Education Credits
3235	Fundamentals of Strategic Management	7.5

## Course content

In an expanding world where economic, political, social and technological environments becoming increasingly dynamic, the field of strategy has never had greater significance, nor has it been more multifaceted for organizations competing in the marketplace. Strategy is the process of defining objectives and moving towards the achievement of those objectives in a business, government, or not-for-profit context. Moreover, the context of local, national and international issues facing organizations is both diverse and challenging and the need for thinking, analysis, and decision-making are considered rudiments of strategic management. This course on 'Fundamentals of Strategic Management' introduces the concept of strategy and explores the basic tenets of strategic purpose, strategic analysis, business and corporate level strategies and the dynamic nature of strategy in organizations. This course also aims to provide students an understanding of contemporary perspective of strategic management.

## Learning outcomes

Intended Learning Outcomes

The overall aim of the course is to outline and critically discuss the role of strategy in today's environment. Upon completion of the course, students should be able to:

Knowledge and understanding

1. Recognize the environmental complexities and challenges in strategic management
2. Identify the strategic purpose (i.e. vision, mission and values) of an organization

## Skills and abilities

3. Outline the strategic analysis of external and internal environments of organizations
4. Reflect on the dynamic nature of strategy in organizations

## Judgement and approach

5. Discuss and critically evaluate business and corporate level strategies of organizations
6. Critically assess the role of strategy in different competitive contexts

## Education

The course consists of a combination of lectures, seminars and group work and requires a significant portion of self-study on the part of students. Assessment for the course will be continuous and is carried throughout the different activities of the course.

The course workload is 200 hours equivalent to 7,5 ECTS (40 hours per week equivalent to 1,5 ECTS).

The language of instruction is English. Please note that all teaching and learning activities - such as lectures, seminars, and assessment tasks - are carried out in English.

## Forms of examination

Assessment for the course will be continuous and is carried throughout the different course activities. Each assessment task is weighted in relation to its importance in the overall assessment of the course. The student's results from the different assessment tasks are added up to a total course score that will then translate into the final grade for the course.

## Assessment tasks

The course contains the following weighted assessment tasks.

1. Individual final multiple choice questions (MCQ) exam: assesses intended learning outcomes number 1-6; constitute 60% of total course points.
2. Formative team-based case analysis (2-pages) and peer-review (1-page) (seminar 3): assesses intended learning outcomes 1-6; constitute 10% of total course points.
3. Formative team-based analysis of a chosen organization (4-pages) and 20-minutes power point presentation and 10 minutes for questions (seminars 4 and 5): assesses intended learning outcomes 1-6; constitute 30% of total course points.

## Grading

After completion of the course, students will receive grades on a scale related to the intended learning outcomes of the course. Passing grades are A, B, C, D and E. Failing grades are Fx and F. A grade Fx can be completed for a grade E.

A course comprises 0-100 course points. Receiving a final passing grade requires  $\geq 50$  course points. The scale for the final grade is tied to fixed score intervals: A: 90-100; B: 80-89; C: 70-79; D: 60-69; E: 50-59; Fx: 45-49; F: 45. The grades correspond to the total score points a student obtains (over a total of 100) for all the weighted assessment tasks combined as part of the continuous assessment for the course.

All assessment tasks are assessed on a 100-point scale. Each assessment task is awarded 0-100 points. The score for a single assessment task is the number of points multiplied by its percentage weight, and the combined total of score points for all weighted assessment tasks for the course are added up to a final score between 0 and 100 which then translates into a corresponding final course grade between A and F.

The student is responsible for completing the course's assessment tasks: that a sufficient amount of course points is earned and a passing course grade is obtained. The course's final assessment task can be taken twice: 1) during the course's first scheduled occasion; and, if a passing result ( $\geq 50$  course points) was not achieved at the first occasion, 2) at the course's second, scheduled occasion. All other assessment tasks are offered once during the course.

A passing grade (A-E) in the course is obtained when a student has achieved  $\geq 50$  course points.

A failing grade (Fx or F) in the course is obtained when a student has not achieved  $\geq 50$  course points:

-If 45-49 course points are achieved, a grade Fx is obtained, which can be completed for a grade E within 3 semester weeks after receiving instructions from the course director. If a complementary task is not completed within this time limit, and the course's two final assessment tasks have been accomplished, the course grade Fx is confirmed, implying that the student must re-register for the course and that previously acquired course points are forfeited. Note that first-time registered students have priority access to the seminar groups.

-If 45 course points are achieved, a grade F is obtained, implying that the entire course must be retaken and that previously acquired course points are forfeited.

Re-registration implies that:

-first-time registered students have priority access to the course's group registration;

-the final assessment task can be re-assessed without attendance at any of the course's other learning activities and without points from the course's other assessment tasks accredited.

Students receiving a passing grade will not retake the final examination or complete a previously not completed assessment task to attain a higher grade. A passing grade may not be turned into a failing grade upon the request of a student.

#### Assessment Criteria

Assessment criteria are designed as overall assessments, combined qualitative descriptions of what the student is expected to do in order to demonstrate how well the course's learning outcomes are achieved. The assessment criteria are based upon the general abilities as expressed in the degree objectives of the Higher Education Ordinance (appendix 2, System of Qualifications). The list of abilities below is a compilation of these degree objectives. To pass the course (grade E) students should demonstrate general ability to:

- recall, understand and explain course content, the course subject and its scientific basis and methodology;
- apply course content;
- critically analyze course content;
- problematize course content;
- orally and in writing, present and discuss course content;
- assess course content in terms of strategic aspects in organizations;
- relate course content to current strategic issues in organizations;
- meet standards of written presentation and formal accuracy.

The following assessment criteria are used to decide to what extent students have demonstrated these abilities and hence fulfil the course's intended learning outcomes, whereby a grading decision can be made. A higher grade-level presupposes the abilities at lower levels.

#### A (Excellent)

The student demonstrates ability to evaluate and relate to the content of the course from a comprehensive, critically reflective perspective, as well as to transfer and apply insights in new, meaningful contexts.

#### B (Very Good)

The student demonstrates ability to, from an overarching and coherent perspective of the field, understand and use concepts to explain how different aspects of the course relate to each other, interconnect and become meaningful.

#### C (Good)

The student demonstrates ability to discuss the content, tasks and complex issues dealt with in the course from several well-developed but mainly independent perspectives.

#### D (Satisfactory)

The student demonstrates satisfactory ability to discuss the content, tasks and complex issues dealt with in the course in a way that, albeit in-depth and elaborate, is decidedly one-dimensional.

#### E (Sufficient)

The student demonstrates sufficient ability to discuss the content, tasks and complex issues dealt with in the course in a way that is decidedly one-dimensional.

#### **Fx (Fail)**

The student's knowledge, skills and abilities display minor flaws, overall or in significant parts. F (Fail)  
The student's knowledge, skills and abilities display major flaws, overall or in significant parts.

#### **Interim**

If the course is discontinued, or its contents are substantially altered, students have the right to be examined according to this syllabus once per semester for three further semesters.

#### **Limitations**

The course cannot be included as part of a degree in conjunction with other similar courses accomplished at other universities in Sweden or abroad.

#### **Misc**

Exemption from an assessment task is granted if the student presents a valid reason and a written certification (such as illness and a medical certificate), whereupon the student may re-sit the assessment task at a later date while maintaining previously acquired course points.

Application for exemption should be submitted to the Director of Studies immediately after, or during planned absences well before, the date when the assessment task is carried out. A granted exemption expires at the end of the immediately following semester

#### **Required reading**

##### Required Reading

- Johnson. G., Whittington. R., Scholes. K., Angwin. D. and Regnér. P. (2015). Fundamentals of Strategy 3rd edition. Pearson Higher Education. 304 pp. ISBN-10: 129201721X • ISBN-13: 9781292017211.

- Additional journal articles will be notified during the course.

##### Recommended Reading

- All of the recommended readings are posted on Fastreg.