

Final group project - Instructions

Your task consists of two parts:

A. *Company analysis (4,000-5,000 words excl. references) (max. 32 points)*

1. *Existing mental models*: Select an existing publicly listed company, read the company's annual report(s) and describe the existing mental model(s)¹ of the company's strategy makers that result from and guide the current strategy in the company
 - a. What are the key business(es), external environment and internal capabilities highlighted by the company?
 - b. How does the company explain and rationalize the sources of competitiveness in business(es), the future development paths, its priorities, and core strategic choices?
2. *Company and corona*: Based on your analysis of the current strategy, analyze the chosen company's internal and external environment in relation to the corona pandemic. Use various frameworks, tools, and empirical evidence to outline key threats and opportunities posed by the pandemic.
3. *Company's response to corona as it is*: Analyze the company's actual strategic response(s) to the corona crisis (check how the company has tried to cope with the situation in reality). To what extent are these explained by the pre-existing mental models? Can you identify blind spots or innovative responses?
4. *Company's response to corona as it should have been*: Provide and justify your own recommendation of what the company's strategic reaction to the corona situation should be. Offer a road map for how your recommended strategic response could be implemented (i.e. actions, stages, key participants, resources, timeline).

B. *Reflection (500-1,000 words) (max. 8 points)*

Reflect on your own "strategy process" in performing (A). Please refer to the course readings and lecture contents. For example: What model did your process follow? How did you divide the work in your group? What was your sensemaking process like? How did you resolve conflicting viewpoints and reconcile different opinions and ideas among group members? What factors influenced the final outcome and its quality?

The final project is done in groups of max. 5 students. The student should enroll into groups via MyCourses by 9.10.@13:15.

Use the frameworks, concepts, tools that you learned from the course. Remember to show the references.

The evaluation criteria are as follows:

- Application of the course's content to support the arguments and the analyses
- Quality of argumentation, justification and analysis (connections among observations, theory, and recommendations)
- The plausibility, feasibility and quality of recommendations
- Clarity of writing, including spelling, grammar, structure, and style

The deadline for the assignment is on November 15, 2020 at 23:55. Submit your report via Mycourses.

¹ For a discussion on mental models please see: Barr, P. S., Stimpert, J. L., & Huff, A. S. (1992). Cognitive change, strategic action, and organizational renewal. *Strategic Management Journal*, 13(S1), 15-36. (find in Mycourses).