

21E00034 – Strategy Process

(6 cr)

SYLLABUS

September 24, 2020

Instructor's contact information	Course information
Name: Alexei Koveshnikov E-mail: alexei.koveshnikov@aalto.fi Office Hours: By appointment	Status of the course: Master's level advanced course Academic Year, Period: 2020-21, Period 1 Location: Online Language of Instruction: English
Course assistants: Olli Rappe (olli.rappe@aalto.fi) & Emma Sandström (emma.sandstrom@aalto.fi)	Course Website: https://mycourses.aalto.fi/course/view.php?id=27472

NB: This year it will be taught ONLINE.

1. OVERVIEW

The course introduces the students to the core elements of strategy formulation and teaches to apply these in the planning of a case company strategy process.

2. PREREQUISITES

Basic courses in strategic management.

3. LEARNING OBJECTIVES

Upon completing the course, the students will learn to

- understand the core elements of strategy formulation, such as analysis of the external environment, alternative creation, alternative evaluation, and choice
- understand how process-related choices and sensemaking influence the quality of strategy formulation and execution and apply this knowledge to make informed choices
- understand how psychological dynamics influence strategy formulation and execution and consider and reflect how they can improve the such psychological dynamics
- understand how structural factors influence strategy formulation and execution and make informed choices regarding structure
- understand how artificial intelligence and data-analytics might influence strategy formulation and execution and develop preliminary ideas of how they could be applied in practice
- apply their understanding in the planning of a case company strategy process

4. ASSESSMENT AND GRADING

The course will be graded based on the following components:

1. Three reading assignments (3 x max 20 points each)
2. A group assignment (max 40 points)

The final grade (0 to 5) is based on cut off points below:

- 0-50 points = 0
- 50-59 points = 1
- 60-69 points = 2
- 70-79 points = 3
- 80-89 points = 4
- 90-100 points = 5

5. ASSIGNMENT

Read the assigned readings and respond to the posed questions. Write your analyses / responses in an essay form (approx. 300-500 words per question). The assignments are graded based on the following criteria:

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

6. READINGS FOR ASSIGNMENTS

Before 1ST LECTURE: No readings & no assignment

Before 2ND LECTURE:

1. Porac, J. F., Thomas, H., & Baden - Fuller, C. 1989. Competitive groups as cognitive communities: The case of Scottish knitwear manufacturers. *Journal of Management studies*, 26(4), 397-416.
2. Jalonen, K., Schildt, H., & Vaara, E. 2018. Strategic concepts as micro - level tools in strategic sensemaking. *Strategic Management Journal*, 39(10), 2794-2826.
3. Sheffi, Y. 2005. "The Tug-of-War." *Harvard Business Review*, September 2005 issue. (Reading the expert commentaries is optional but recommended.)

Before 3RD LECTURE:

1. Reeves, M., Love, Claire, and Tillmanns, P. (2012). Your Strategy Needs a Strategy. *Harvard Business Review*, September issue.
2. Furr, N. and Snow, D. (2015). The Prius Approach. *Harvard Business Review*, September issue.
3. Jacoby, J. (2014). The disruptive potential of the Massive Open Online Course: A literature review. *Journal of Open, Flexible and Distance Learning*, 18(1): 73-85. (edited)

Before 4TH LECTURE:

1. Hodgkinson, G. P., & Healey, M. P. (2011). Psychological foundations of dynamic capabilities: Reflexion and reflection in strategic management. *Strategic management journal*, 32(13), 1500-1516.
2. Healey, M. P., & Hodgkinson, G. P. (2017). Making strategy hot. *California Management Review*, 59(3), 109-134.

3. Before the Flood: <https://www.youtube.com/watch?v=zbEnOYtsXHA>

Before 5TH LECTURE: No readings & no assignment

Before 6th LECTURE: TBA (no assignment)

4. GROUP ASSIGNMENT

More detailed information will be given later.

5. SCHEDULE

Date	Topic	Lecturer	Deliverables
11.9. @ 13:15-15:00	Introduction & course practicalities	Alexei Koveshnikov	None
18.9. @ 13:15-16:00	Sensemaking & strategy process	Henri Schildt	Individual assignment 1 Due 16.9. @ midday
25.9. @ 13:15-16:00	External environment & strategy process	Nina Granqvist	Individual assignment 2 Due 23.9. @ midday
2.10. @ 13:15-16:00	Psychological dynamics & strategy process	Philip Gylfe	Individual assignment 3 Due 30.9. @ midday
9.10. @ 13:15-15:00	Strategy process in practice 1	Guest lecture: Jani Kelloniemi (Partner at Bain & Company)	None
16.10. @ 13:15-16:00	Strategy process in practice 2	Perttu Kähäri	None

8. COURSE WORKLOAD

Online classroom hours	18 h
Class preparation (individual assignments)	90 h
Group assignment	52 h
Total	160 h (6CR)

9. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof

<https://into.aalto.fi/display/ensaannot/Aalto+University+Code+of+Academic+Integrity+and+Handling+Violations+Thereof>

In Finnish:

<https://into.aalto.fi/pages/viewpage.action?pagelid=1183861>