

21E00034 – Strategy Process

(6 ECTS)

SYLLABUS

February 16, 2021

| Instructors' contact information | Course information |
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| Name: Timo Vuori, D.Sc. E-mail: timo.vuori@aalto.fi Office Hours: By appointment | Status of the course: Master's level advanced course Academic Year, Period: 2020-21, IV Location: Online Language of Instruction: English |
| Course assistant: Niko Pronin E-mail: niko.pronin@aalto.fi | Course Website: https://mycourses.aalto.fi/course/view.php?id=27471 |

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's 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, quantification of strategic issues and options, and choice between them
- understand how process-related choices 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 such psychological dynamic
- understand how structural factors (including team composition) 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

4. ASSESSMENT AND GRADING

The course will be graded based on the following components:

1. Four reading assignments (15, 15, 20, 20 points per assignment in respective order)
2. A group assignment (max 30 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. INDIVIDUAL ASSIGNMENTS

Read the assigned readings and respond to the posed questions. Write your analyses / responses in an essay form (approx. 600 words per submission). 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 INDIVIDUAL ASSIGNMENTS

Please, refer to the Materials section in MyCourses workspace *Assignments* section.

7. GROUP ASSIGNMENT

More detailed information will be given later.

8. SCHEDULE

See MyCourses workspace *Materials* section.

9. COURSE WORKLOAD

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

10. 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?pageId=1183861>