

Strategic Planning 7.5 credits

Strategisk planering 7.5 hp

Second cycle

Main field: Industrial Management, Second cycle, has only first-cycle course/s as entry requirements (AIN)

Syllabus is adopted by the Research and Education Board (2019-03-15) and is valid for students admitted for the autumn semester 2019.

Placement in the Academic System

The course is included in Master's Programme (120 credits) in Industrial Management and Innovation.

Prerequisites and Conditions of Admission

Bachelor's degree in Engineering or the equivalent of 180 Swedish credit points or 180 ECTS credits at an accredited university, and Industrial organisation 15 credits on first level. Applicants must have written and verbal command of the English language equivalent to English course 6 (Swedish Upper-Secondary School). This can be proved by grades from English education or by such tests as:

- IELTS: score (Academic) of 6.5 or more (with none of the sections scoring less than 5.5)
- TOEFL paper based: score of 4.5 in written test and a total score of 575
- TOEFL internet-based: score of 20 in written test and a total score of 90

Course Objectives

The course aims to give a comprehensive knowledge of Strategic Planning for master students with an engineering background. Students shall be introduced to various concepts of Strategic Planning to describe, analyse and reflect on the consequences of different strategic decisions. The objective of the course is to emphasize the importance of understanding strategic concepts for firms willing to maintain or achieve competitiveness.

Following successful completion of the course the student should be able to:

Knowledge and understanding

- Describe and define Strategic Planning concepts including its main characteristics, tools, mechanisms, strengths, weakness, and representative studies

Skills and ability

- Analyse and predict possible outcomes of implementing different types of Strategic Planning tools in different contexts

- Demonstrate skills to orally and writing present and discuss research related to Strategic Planning

Judgement and approach

- Reflect and contrast concepts based on prior studies from the Strategic Planning literature and personal experience about how those theories can assist firms to maintain or achieve competitive advantage

Primary Contents

To achieve the above learning outcomes, the following concepts will be explored:

- Different schools of strategy formation (design, planning, positioning, entrepreneurial, cognitive, learning, power, cultural, environmental and configuration), its dimensions, and the approaches that inspired these schools (e.g. dynamic capabilities, resource-based theory, constructivism, institutional theory, etc).
- The evolution and operationalization of Strategic Planning.
- Common managerial and visual tools employed to conduct a Strategic Planning.
- The influence of Strategic Planning on firm's innovation performance, product and technology roadmaps, product strategy, value creation and crises management.
- Strategic Planning in different settings (e.g. turbulent environments), sectors (e.g. infrastructure sector), and firms' size (small, medium and large enterprises).

Teaching Formats

The course is carried out through lectures, seminars and group discussion. Studies on recent literature and research in the field of Strategic Planning are combined to provide an uplifting learning environment. The course literature is mainly peer-reviewed academic articles. The course language is English and all examinations will be conducted in English.

Examination

The overall grades of F (Insufficient), E (Sufficient), D (Satisfactory), C (Good), B (Very Good), A (Excellent) will be awarded for the course.

Examination includes individual quiz, individual position papers essays, seminars (report, presentation and opposition report), and individual written exam.

Qualifications for passing course:

The examination of individual tests uses different types of graded scales. The quiz, position papers, and seminar are graded in U (unsatisfactory) och G (Satisfactory), whereas the written exam is graded in F (Insufficient), E (Sufficient), D (Satisfactory), C (Good), B (Very Good), A (Excellent).

The overall grade will be awarded according to the sum of all tests based on the following threshold. Quiz - multiple choice (15 points), positions papers (20 points), seminar: report (15 points), presentation (5 points), opposition report (5 points), and written examination (40 points).

Name of the test		Grading
Quiz	1 credits	U/G
Position Papers	1,5 credits	U/G
Seminar	2 credits	U/G
Written Examination	3 credits	F/E/D/C/B/A

If a disabled student has been granted learning support through a decision by Halmstad University, the examiner may decide on an adapted or alternative form of assessment for this student.

Course Evaluation

Course evaluation is part of the course. This evaluation should offer guidance in the future development and planning of the course. Course evaluations should be documented and made available to the students.

Course Literature

Mintzberg, H., Ahlstrand, B., & Lampel, J. *Strategy safari – Your complete guide through the wilds of strategic management*. Aufl., Harlow, 2009

Articles

Al-Khrabsheh, A. A. (2018). Impact of Strategic Planning on Crisis Management in the Profit and Non-Profit Sector in Jordan. *Academy of Strategic Management Journal*, 17(5), 1-12.

Arend, R. J., Zhao, Y. L., Song, M., & Im, S. (2017). Strategic planning as a complex and enabling managerial tool. *Strategic Management Journal*, 38(8), 1741-1752.

Arnold, E., Rush, H., Bessant, J., & Hobday, M. (1998). Strategic planning in research and technology institutes. *R&D Management*, 28(2), 89-100.

Bettencourt, L. A., Lusch, R. F., & Vargo, S. L. (2014). A service lens on value creation: marketing's role in achieving strategic advantage. *California Management Review*, 57(1), 44-66.

Brockhoff, K. (1998). Technology management as part of strategic planning—some empirical results. *R&D Management*, 28(3), 129-138.

Dominguez, D., Worch, H., Markard, J., Truffer, B., & Gujer, W. (2009). Closing the capability gap: strategic planning for the infrastructure sector. *California Management Review*, 51(2), 30-50.

Efstathiades, A., Tassou, S., & Antoniou, A. (2002). Strategic planning, transfer and implementation of Advanced Manufacturing Technologies (AMT). Development of an integrated process plan. *Technovation*, 22(4), 201-212.

Eppler, M. J., & Platts, K. W. (2009). Visual strategizing: the systematic use of visualization in the strategic-planning process. *Long Range Planning*, 42(1), 42-74.

Fabrizi, E. (2016). Strategic planning and foresight: the case of Smart Specialisation Strategy in Tuscany. *Foresight*, 18(5), 491-508.

Glaister, K. W., & Falshaw, J. R. (1999). Strategic planning: still going strong?. *Long Range Planning*, 32(1), 107-116.

Grant, R. M. (2003). Strategic planning in a turbulent environment: Evidence from the oil majors. *Strategic Management*

Journal, 24(6), 491-517.

Kim, E., Beckman, S. L., & Agogino, A. (2018). Design Roadmapping in an Uncertain World: Implementing a Customer-Experience-Focused Strategy. *California Management Review*, 61(1), 43-70.

Mintzberg, H., & Lampel, J. (1999). Reflecting on the strategy process. *Sloan Management Review*, 40(3), 21-22.

Ocasio, W., & Joseph, J. (2008). Rise and fall-or transformation?: The evolution of strategic planning at the General Electric Company, 1940–2006. *Long Range Planning*, 41(3), 248-272.

O'Regan, N., & Ghobadian, A. (2005). Strategic planning—a comparison of high and low technology manufacturing small firms. *Technovation*, 25(10), 1107-1117.

Powell, T. C. (2017). Strategy as diligence: putting behavioral strategy into practice. *California Management Review*, 59(3), 162-190.

Ramírez, R., & Selsky, J. W. (2016). Strategic planning in turbulent environments: A social ecology approach to scenarios. *Long Range Planning*, 49(1), 90-102.

Reid, D. M. (1989). Operationalizing strategic planning. *Strategic Management Journal*, 10(6), 553-567.

Scott, G. M. (2001). Strategic planning for technology products. *R&D Management*, 31(1), 15-26.

Song, M., Im, S., Bij, H. V. D., & Song, L. Z. (2011). Does strategic planning enhance or impede innovation and firm performance? *Journal of Product Innovation Management*, 28(4), 503-520.

Spicer, A., & Hyatt, D. (2017). Walmart's emergent low-cost sustainable product strategy. *California Management Review*, 59(2), 116-141.

Vecchiato, R. (2015). Strategic planning and organizational flexibility in turbulent environments. *Foresight*, 17(3), 257-273.