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Summing-up session: Corporate Strategy 2023





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What you can expect of us

Teaching

- Clear and structured

Learning opportunities

- Good balance of concepts and examples
- Interesting and challenging content

Assessment

- Fair and appropriate

Feedback

- Quick and sufficient
- E-mail me with your questions
- Open to suggestions and comments



What we expect of you

Commitment

Come to class prepared!

Come to class on time!

Participate in the discussion!

Willingness to work hard

- Read and keep on reading...
- Collegiality
- Enthusiasm

→ Enjoy the ride...





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EXAM CORPORATE STRATEGY

AU: 48 points at the exam.

TIME: 2023-02-16, 14.00-17.00

RULES: - Syllabus/thesaurus.
 - No other readings/texts are allowed.

There is no pre-set length for an answer. However, the four-point questions would in general require an extended paragraph. The ten-point questions require a more elaborate answer, and this is even more true for the 20-point question. For the answer where elaboration is required, please remember to focus on *analyzing, explaining, synthesizing etc.* rather than providing blank statements that do not cover the why position of your answer.

The questions are broadly phrased, which means that there are multiple perspectives that can be taken when formulating an answer.



Examples of exam questions

Exam

2*4

2*10

1*20

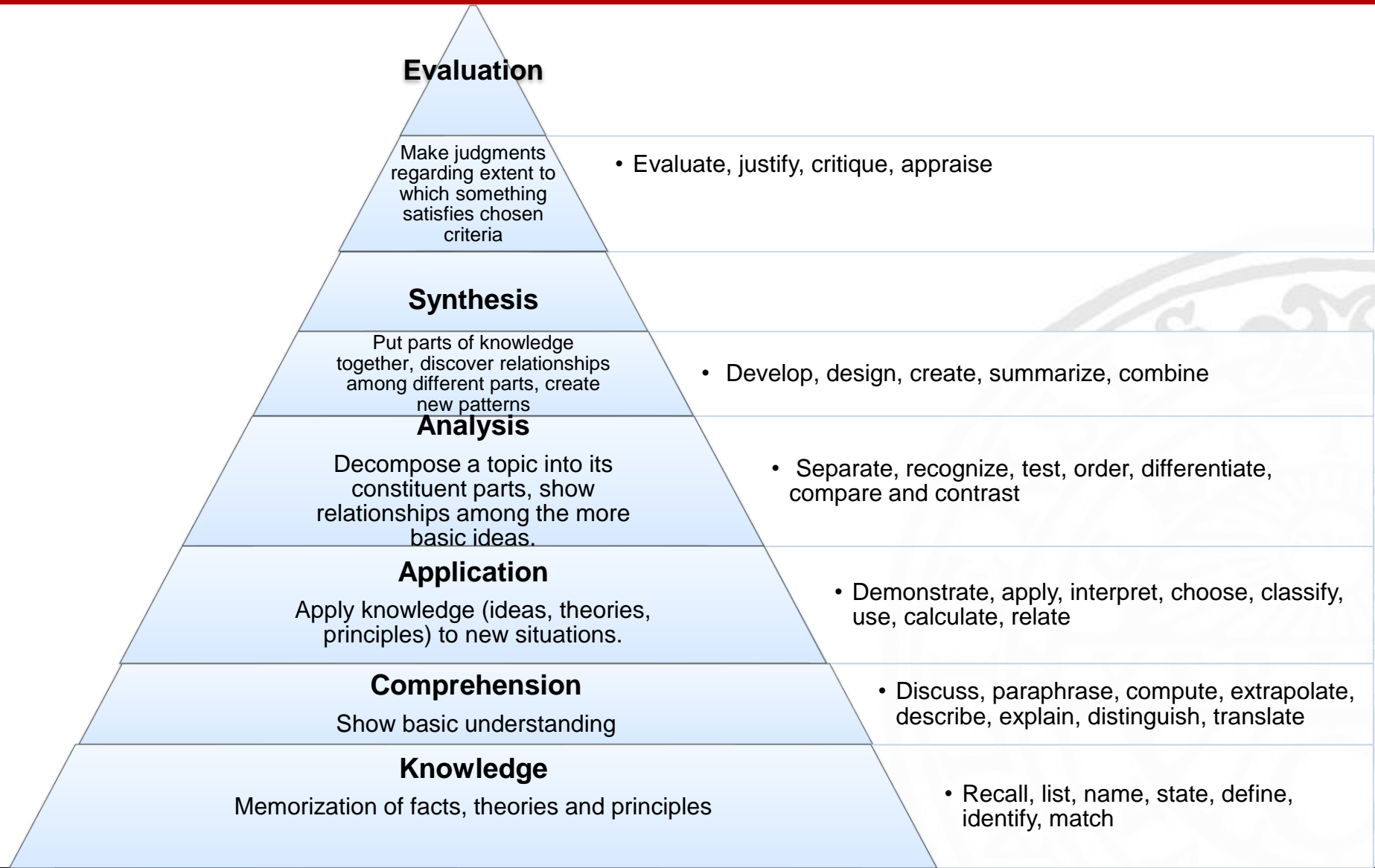
IN TOTAL: 48 points

- Briefly explain the 'agency problem'. (4 points)
- Briefly explain how firms may protect their patent portfolios. (4 points)
- Discuss how multinational corporations may achieve a sustainable competitive advantage. (10 points)
- Discuss and contrast the differences between substitute and complementary products. (10 points)
- Discuss why firms may or may not want to enter into strategic alliances. (10 points)



Your answer will be graded in relation to the following:

- The thoroughness of the understanding of the course literature.
- The consistency, logic, and stringency of the argumentation.
- The ability to critically reflect on conclusions and recommendations.
- Your ability to analyze and synthesize conceptual issues and critically evaluate different problems that firms face.
- How well the analysis is grounded in a convincing argumentation revolving around a focused problem (theoretical and/or phenomenological).
- The ability to critically and comprehensively discuss key concepts from the literature.
- The ability to discuss the consequences of the analysis and present different alternative viewpoints on a problem.





Some brief notes on case analysis

- A. Key actors (protagonists/key players) + any motivation/priorities
 - B. Key events → make a time line of A-C
 - C. Key challenges/issues → central problems (2-5 issues)
 - *SWOT*
 - *5-forces*
 - *Resource and capability analysis (CA)*
 - *PESTEL*
- ● ● I want to understand the organization and the environment.
- Corporate level
 - Business unit level
 - Alignment and implementation (what, when and how) + outs



Format for Case Analysis: The Strategic Audit (Wheelen et al., 2018)

Strategic Audit Heading	Analysis		Comments
	(+) Factors	(-) Factors	
I. Current Situation			
A. Past Corporate Performance Indexes			
B. Strategic Posture: Current Mission Current Objectives Current Strategies Current Policies			
SWOT Analysis Begins:			
II. Corporate Governance			
A. Board of Directors			
B. Top Management			
III. External Environment (EFAS): Opportunities and Threats (SWOT)			
A. Natural Environment			
B. Societal Environment			
C. Task Environment (Industry Analysis)			



Format for Case Analysis: The Strategic Audit (Wheelen et al., 2018)

IV. Internal Environment (IFAS): Strengths and Weaknesses (SWOT)			
A. Corporate Structure			
B. Corporate Culture			
C. Corporate Resources			
1. Marketing			
2. Finance			
3. Research and Development			
4. Operations and Logistics			
5. Human Resources			
6. Information Technology			
V. Analysis of Strategic Factors (SFAS)			
A. Key Internal and External Strategic Factors (SWOT)			
B. Review of Mission and Objectives			
SWOT Analysis Ends. Recommendation Begins:			
VI. Alternatives and Recommendations			
A. Strategic Alternatives—pros and cons			
B. Recommended Strategy			
VII. Implementation			
VIII. Evaluation and Control			



- 6th time the course runs in the program.
 - Your feedback is very important.
 - I do make changes and take suggestions on board for developing my teaching.
- New material, new approaches, new themes etc.
- Thus, fill out the **COURSE EVALUATION!!!**
 - Quantitative feedback, and more importantly the qualitative feedback, plays a role in improving what we cover during the course. *Response rate = important.* (2018 - 58%; 2019 - 66%; **2020 - 87,5%**; 2021 - 74%; 2022 – 77%)

2023 - ???

- Don't procrastinate, fill out the evaluation at your earliest convenience. I will remind you several times.