

## 22025 Strategic Thinking (5ECTS)

Examiner: Eva-Lena Lundgren-Henriksson

### *Course Description*

Strategic thinking in action involves the ability to identify relevant information, to formulate and develop rigorous reports, and to judge the outcome of the analysis. The analytical skills are essential when managing organizations in different situations and changing contexts. This course addresses strategic issues (such as competition, governance, internationalization, politics, culture, change) through cases and provides analytical tools as well as an in depth understanding of the theoretical underpinnings of different analytical methods in strategic management.

### *Learning Goal*

You have the knowledge needed to investigate strategic issues in organizations. You have the skills required for strategic analysis. You have a comprehensive and critical overview of the theories of strategic management as well as some ideas how to apply these in your future work.

### *After completing the course, you will be able to*

- master key concepts and principles in strategic analysis
- select appropriate tools for analysis and design set of rules for strategic decision making
- evaluate the quality of your analysis

### *International Learning Experience*

The cases analyzed during the course explore organizations that operate in international environments.

### *Pre-requisites*

Completed bachelor thesis in your major.

### *Total Student Workload*

134 hours divided into

Scheduled (contact) hours: 20 h Non-scheduled work: 114 h

### *Literature and Course Material*

Henry Mintzberg, Bruce Ahlstrand, Joseph, Lampel: Strategy Safari. **Note! Unfortunately, there is no e-version of the course book. Please check the availability of the book asap. Since there is a limited amount of books available at the libraries in Helsinki and Vaasa, the participants are particularly encouraged in Helsinki to also check the public library and/or the library of University of Helsinki.**

Case documents and other material given by the instructors.

### *Instruction and schedule*

The seminars of this course are taught by Paulina Junni (Helsinki) and Eva-Lena Lundgren-Henriksson (Vasa). Together with the course readings, the material covered in the seminars provides the foundation for other elements of the course, including the case exercises, the assignments and the discussions in class. During the case seminars, we discuss participants' experiences with the case analysis and group work assignments. The discussion will be based on two key elements: (1) setting participants' experiences in relation to concepts and models introduced in the lectures and seminars and the course readings, and (2) learning from each other by comparing the interpretations and analysis conducted by different participants. This requires active

participation from everyone.

Seminars (of which you can **only miss two** in order to pass the course):

1. Case: Honda. Theme: Competitive strategy vs. Finding grassroots (Paulina Junni)
2. Case: Go global or no? Theme: Internationalization and growth (Paulina Junni)
3. Case: Merge or not? Theme: Strategy formation as a process of negotiation (Paulina Junni)
4. Case: Leading innovation in a changing world. Theme: Strategy formation as a collective process of innovation (Guest Eleonor Hedström, Wärtsilä)

<b>Date and time Online via Teams</b>	<b>Lecture/seminar</b>	<b>Theme/Strategy schools</b>	<b>Instructor</b>
Tuesday 3.9, 10:15 – 11:45	Course introduction ( <b>in class</b> room V308)		Eva-Lena Lundgren-Henriksson
Friday 6.9, 12:30 – 14:00	Introduction to strategic thinking ( <b>online</b> lecture via Teams)	Strategy research – From strategic position to processes and practices	Eva-Lena Lundgren-Henriksson, Paulina Junni
Tuesday 10.9, 10:15 – 11:45	Case Honda ( <b>in class</b> , V308, seminar)	Competitive strategy vs. finding grassroots – positioning and learning schools	Eva-Lena Lundgren-Henriksson
Friday 13.9, 12:30 – 15:45 <b>Please note the time!</b>	Case: Merge or not? A strategic role play ( <b>in class</b> , V308, seminar)	Collective sensemaking and communication – The cognitive and the power schools	Eva-Lena Lundgren-Henriksson
Tuesday 17.9, 10:15 – 11:45	Case: Go global or no? ( <b>in class</b> , V308, seminar)	Internationalization and growth/visioning strategy – the entrepreneurial and environmental schools	Eva-Lena Lundgren-Henriksson
Friday 20.9, 12:30 – 14:00	Case: Leading innovation in a changing world (seminar, <b>online</b> via Teams)	Industry innovation – the cultural and configuration schools	Eleonor Hedström, Wärtsilä
Tuesday 24.9, 10:15 – 11:45	M&A Game (exercise, <b>in class</b> , V308)	Implementing strategic change	Eva-Lena Lundgren-Henriksson
Friday 27.9, 12:30 – 14:00	Guest lecture ( <b>online</b> lecture via Teams)	Mergers and acquisitions integration	Janne Tienari
Tuesday 1.10, 10:15 – 11:45	Course summary ( <b>online</b> lecture via Teams)		Eva-Lena Lundgren-Henriksson, Paulina Junni

### Course assignments and assessment

Obligatory class participation in *case seminars*: maximum of 2 case seminar absence is allowed to

pass the course. Please send a message to the examiner if you are absent. The *lectures* are not obligatory. It is however strongly recommended that the participants take part in the lectures in order to be able to ask questions and interact live. The seminars or lectures will **not** be recorded.

In order to pass the course, the student has to hand in all parts of the examination (learning diary, group assignments and final assignment) and to get at least 50 % of the total examination.

**Written assignments (100 %):** There is one learning diary (45 %), 3 group assignments (total 30 %), and a final assignment (25 %) to be handed in during the course.

Course participants are expected to prepare for the seminars by reading and analysing the case assigned for the seminar.

Deadlines of group assignments:

1. Go global or no? **Deadline 16.9 at 15:00**
2. Leading innovation in a changing world **Deadline 25.9**
3. Implementing strategic change take a ways **Deadline 2.10**

*Learning diary (45 %):* During the course the student writes a learning diary (detailed instructions in Moodle). The deadline for the learning diary is two weeks after the course's final lecture (**15.10 at 23:59**).

*Group assignments (3 assignments à 10 % each):* The students work in assigned groups with specific assignments. The work is presented in a MS doc (detailed instructions in Moodle). This work is handed in to the teacher on assigned dates. All group members are equally responsible for the work and are assigned the same point.

*Final assignment (25 %):* The final assignment is done during the exam week of P1 (**21.10-27.10**) and submitted in Moodle (detailed instructions in Moodle).

### ***Other information***

All course communication and information will be available in and uploaded to Moodle.

### ***Use of AI in the course assignments***

The course follows Hanken's guidelines for the use of artificial intelligence in education. If you use AI-based tools during the writing process or in your work, this must be described in detail in the learning diary, group assignments, or the final assignment. You are not allowed to copy answers created by AI. Remember to document your steps in the writing process so that you can demonstrate the progress of your work if incorrect use of AI-based tools is suspected. Read more on Hanken's instruction page: <https://www.hanken.fi/en/students/learning-lab/artificial-intelligence-...>

Failure to comply with these guidelines constitutes cheating and will be handled according to Hanken's action plan for Academic Dishonesty.