



COURSE DESCRIPTION

VEK2100 Strategy for Growth

1. Degree	Bachelor of Innovation and Entrepreneurship (KIF)
2. Year/semester	2 nd year, 3 rd semester
3. Credits	20
4. Course instructor	Associate Professor Patrick Verde
5. Contact hours	100
6. Course prerequisites	FUII 100 Business Development and Innovation
7. Learning goals	<p>Knowledge:</p> <p>Students will be expected to gain a comprehensive understanding of different perspectives on strategy and gain a comprehensive understanding of strategy. Especially they are to understand the role of strategy in innovation-based business development aimed at achieving growth.</p> <p>Skills:</p> <p>Students are trained in developing strategic options and analyse basic as well as market based conditions for growth.</p> <p>General:</p> <p>Students are to acquire an appraisal of systematic analysis as a precondition of strategy development.</p>
8. Course contents	<p>The course is to give the students a holistic understanding of strategy and business development. Special attention is given to the market side of strategic issues relating to growth for innovative businesses. We focus on innovations that alter what creates value for customers and therefore must focus on changing the rules of competition in the market. Insight will be given into strategic choices based on an analysis of a selected industry context.</p>
9. Method of instruction	<p>Instruction will be a combination of lectures, student presentations, and discussions. Between lectures students will be expected to analyze the market context and market options for</p>

	given innovations.
10. Assessment	Groups of 2-3 are given an analytical project based on a real-life innovation case. They are to deliver at three steps – where the last step is a complete report. This group project will account for 40% of the final grade. An individual 3-hour exam will be given at the end of the semester and will account for 60% of the final grade
11. Course syllabus	<p>Mintzberg, Henry, Joseph Lampel and Bruce Ahlstrand. 2009. <i>Strategy safari: the complete guide through the wilds of strategic management</i>. 2nd ed. Harlow: FT/ Prentice Hall. ISBN: 978-0-273-71958-8 (441 p.)</p> <p>Moore, Geoffrey A. 2002. <i>Crossing the chasm: marketing and selling high-tech products to mainstream customers</i>. Rev. ed., <i>HarperBusiness Essentials</i>. New York: HarperCollins. ISBN: 978-0-06-051712-0 (227 p)</p> <p>Prahalad, C. K. and Venkat Ramaswamy. 2004. <i>The future of competition: co-creating unique value with customers</i>. Boston, Mass.: Harvard Business School Press. ISBN: 9781578519538 (257 p)</p> <p>Normann, Richard. 2001. <i>Reframing business : when the map changes the landscape</i>. Chichester : Wiley. ISBN 978-0-471-48557-5. (336 p)</p> <p>Compendium for VEK2100 Strategy for Growth contains: Clemons, Eric K. og Michael C. Row. 1991. Sustaining IT advantage: the role of structural differences. <i>MIS Quarterly</i> 15 (3):275.</p> <p>Ind, Nicholas og Cameron Watt. 2006. Brands and breakthroughs: how brands help focus creative decision making. <i>Journal of Brand Management</i> 13 (4/5):330.</p> <p>Lee, Chung-Shing. 2001. An analytical framework for evaluating e-commerce business models and strategies. <i>Internet Research</i> 11 (4):349 - 359.</p> <p>Mintzberg, Henry. 1998. The five P's for strategy. I H. Mintzberg, J. B. Quinn og S. Ghoshal (red) <i>The strategy process</i>,. London: Prentice Hall. s. 13-21.</p> <p>Porter, Michael. 1998. How competitive forces shape strategy. I H. Mintzberg, J. B. Quinn og S. Ghoshal (red) <i>The</i></p>

	<p><i>Strategy process</i>. London: Prentice Hall. s. 60-68.</p> <p>Prahalad, C. K. og Gary Hamel. 1998. The core competence of the organization. I H. Mintzberg, J. B. Quinn og S. Ghoshal (red) <i>The strategy process</i>. London: Prentice Hall. s. 82-90.</p> <p>Walsh, Steven T., Bruce A. Kirchhoff og Scott Newbert. 2002. Differentiating market strategies for disruptive technologies. <i>IEEE Transactions on Engineering Management</i> 49 (4):341.</p> <p>Total number of pages ca 1450 plus cases.</p>
12. Recommended reading	<p>Dahle, Yngve, Patrick Verde and Sjur Dagestad. 2010. <i>Vekstbedriften</i>. Oslo : Universitetsforlaget. ISBN: 978-82-150-1648-1.</p> <p>Kim, W. Chan og Renée Mauborgne. 2010. <i>Blue ocean strategy : de nye vinnerstrategiene</i>, 2. utg. [Oslo] : Cappelen Damm. 978-82-02-32193-2.</p>