



Course and Examination Fact Sheet: Spring Semester 2018

8,214: Strategies for Renewal

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Written examination (50%, 60 mins.)

Decentral - Presentation (in groups - all given the same grades) (50%)

Attached courses

Timetable -- Language -- Lecturer

[8,214,1.00 Strategies for Renewal](#) -- Englisch -- [Laamanen Tomi](#)

Course information

Course prerequisites

There are no formal prerequisites for this course. However, it is generally expected that the participants would have completed a Master-level strategic management course. The course is exclusively for SIM students and the total course size is limited to 30 participants. Should places remain, they will be allocated to international exchange students and/or incoming CEMS students.

Course content

Both research and managerial practice provide extensive evidence that most companies are unable to sustain their financial success over long periods of time. Given the cyclicity of many industries as well as the occurrence of unexpected macroeconomic jolts, the capability of companies to periodically revitalize their strategies has become critical. This course provides participants with an overview of the different approaches that a firm can take to successfully renew its business. In order to develop the participants' knowledge of the topic area, we review existing research on strategic renewal, analyze a number of strategic renewal cases and develop the participants' capabilities for strategic analysis and synthesis. During the course, we take the perspective of strategy consultants. The participants analyze in small teams two strategic renewal cases and develop suggestions on how the case company's strategy and business portfolio could be developed further. The course facilitators provide written feedback for each strategy analysis presentation in order to improve the team's capabilities for the next round. Representatives of strategy consulting firms then provide an external assessment of the quality of the teams' strategy analyses.

Course structure

The course will be carried out in nine sessions. The core elements of those sessions are group presentations and case discussions complemented by analysis frameworks. In addition, guest speakers will be invited to some of the sessions. For further information please contact the teaching assistant di.bian@unisg.ch.



Course literature

Strategy cases and compulsory and supplementary articles will be provided on StudyNet before the first session.

Additional course information

We expect this to be an interactive, somewhat demanding class. We expect that everyone will be an active and motivated participant, will be prepared to ask questions, discuss alternative views, and contribute to the flow of the class. Please note that exchange students bidding for the Corporate Restructuring course, should not simultaneously bid for this course.

Examination information

Examination sub part/s

1. Examination sub part (1/2)

Examination time and form

Decentral - Written examination (50%, 60 mins.)

Remark

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Examination-aid rule

Extended Closed Book

The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

No further examination aids.

Examination languages

Question language: English

Answer language: English



2. Examination sub part (2/2)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (50%)

Remark

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Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Examination languages

Question language: English

Answer language: English

Examination content

Will be announced at a later stage.

Examination relevant literature

Access to examination-relevant literature will be provided the latest on the day of the first session.

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc.

When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 25 January 2018
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 19 March 2018
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 09 April 2018

Please look at the fact sheet once more after these deadlines have expired.