

Written Exam for the B.Sc. or M.Sc. in Economics winter 2014-15

## **Strategic Management**

Ordinary Exam - Elective Course – Winter 2014-15

Date: 21th, 10:00 Am – 23th, 10:00 Am, of January 2015

This exam question consists of 3 pages in total

Please note that the language used in your exam paper must correspond to the language of the title for which you registered during exam registration. I.e. if you registered for the English title of the course, you must write your exam paper in English. Likewise, if you registered for the Danish title of the course or if you registered for the English title which was followed by “eksamen på dansk” in brackets, you must write your exam paper in Danish.

If you are in doubt about which title you registered for, please see the print of your exam registration from the students’ self-service system.

***The paper must be uploaded as one PDF document (including the standard cover and the appendices). The PDF document must be named with exam number only (e.g. ‘1234.pdf’) and uploaded to Absalon.***

### **Focus on Exam Cheating**

In case of presumed exam cheating, which is observed by either the examination registration of the respective study programmes, the invigilation or the course lecturer, the Head of Studies will make a preliminary inquiry into the matter, requesting a statement from the course lecturer and possibly the invigilation, too. Furthermore, the Head of Studies will interview the student. If the Head of Studies finds that there are reasonable grounds to suspect exam cheating, the issue will be reported to the Rector. In the course of the study and during examinations, the student is expected to conform to the rules and regulations governing academic integrity. Academic dishonesty includes falsification, plagiarism, failure to disclose information, and any other kind of misrepresentation of the student’s own performance and results or assisting another student herewith. For example failure to indicate sources in written assignments is regarded as failure to disclose information. Attempts to cheat at examinations are dealt with in the same manner as exam cheating which has been carried through. In case of exam cheating, the following sanctions may be imposed by the Rector:

- 1. A warning
- 2. Expulsion from the examination
- 3. Suspension from the University for at limited period or permanent expulsion.

## **QUESTIONS**

1. Analyse and discuss the attractiveness of The Airline Industry in North Western Europe. You can for instance apply the PESTEL & the Five Forces models and try to identify Critical Success Factors.
2. Identify and evaluate the resources and competences of SAS (Scandinavian Airline Systems). You can for instance apply the Value Chain for the identification and the VRIN or VRIO frameworks for the evaluation of the resources and competences.
3. Based on the findings within question 1 & 2 suggest an appropriate competitive strategy for SAS. You ought to discuss how the strategy would make the industry attractive for SAS, and build on linkages of SAS's value chain and on SAS's unique resources and competences. Further also discuss how this strategy might be attacked by competitors, distributors and customers, and how it may be defended by SAS.
4. Based on the findings within question 1 & 2 suggest an appropriate growth strategy that both argue for the growth direction of SAS (using the Ansoff's Growth Matrix) and the growth method of SAS (organic growth, strategic alliances and/or M&A).
5. Identify the different economic theories that the models in the above questions draw upon. Based on this discuss the different perceptions of the market, of the firm, of economic value creation and of human beings connected to the identified economic theories. Finally discuss the implication of this for the strategic models and the analyses that you have conducted in the first four questions above.

The questions account equally and must have equal attention. Your answer can be structured directly to the above 5 questions or it can be organized as a problem oriented essay. In answering these questions you do not need to describe or explain models, terms and theories from the course, but only to apply them on the case. The total length of the exam paper is 10 pages.

You are welcome to make use of the below links and you are encourage to visit SAS's homepage and seach for more information about the company and the industry. However you are not allowed to contact SAS directly or make use of any non-public information that you may be in position of.

Links to SAS's homepage:

<http://www.sasgroup.net/SASGroup/default.asp>

Other links:

<http://www.staralliance.com/en/press/>

[http://epp.eurostat.ec.europa.eu/statistics\\_explained/index.php/Air\\_transport\\_statistics](http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Air_transport_statistics)

## **STATEMENT OF AIMS OF THE COURSE IN STRATEGIC MANAGEMENT**

In order to acquire the mark 12 within the course Strategic Management the student must demonstrate:

- *Knowledge about and understanding of* relevant terms, concepts, models, processes and perspectives within the field of strategic management and be able to relate these to different perspectives on economic theory and value creation.
- An ability to *identify and solve strategic problems* within organizations and industries by applying relevant terms, concepts, models, processes and perspectives from the discipline of strategic management on either cases or real organizations.
- An ability to *discuss and evaluate* the strength and weakness of the applied terms, concepts, models, processes and perspectives within the field of strategic management in relation to the behind economic theories.
- An ability to within the written exam case to identify and qualify strategic problems, argue for relevant use of models and their practical and theoretical implication, shortly present an organisation or an industry, conduct a couple of strategic analysis and put forward strategic solutions or identify possible strategic developments.
- An ability to write about organisations and there environment within a clear and accurate language that makes use of relevant terms and concept from the field of strategic management and economic theory.