

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

Strategic Management

Re-exam - Elective Course – Winter 2014-15

Date: 21st, 10:00 Am – 23th, 10:00 Am, of February 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 'Corporate Governance Chain' of SAS (Scandinavian Airline Systems) and discuss the implication of the part state (the Danish, Swedish and Norwegian governments) ownership of SAS for SAS's future development.
2. Analyse and discuss the historical development of SAS over the last 15 years seen from the point of view of Strategic Drift. Furthermore analyse and discuss the culture of SAS based on a Cultural WEB analyse.
3. Position yourself as the CEO of SAS and make a stakeholder analyse in connection to the new strategy proposed in the beginning of 2013. As part of the strategy some Pilots and Air Cabin Staff had to be laid off and the rest of the employees had to work more hours and go down in salary at the same time. Who would be positively and who would be negatively minded toward the cost orientated strategy? How would you deal with the resistant stakeholders?
4. How would you organize the management change process of developing and implementing the cost reduction strategy from 2013?
5. Which economic theories do the Corporate Governance Chain, The Cultural Analysis, and the Change Management perspective draw upon. Which are perception of markets, firms, value creation and human beings in these theories and what are the implications for applying the above models?

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 link and you are encourage to visit SAS's homepage and search for more information about the company and the industry. However you are not allowed to contact SAS directly or make use of any inside 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

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.