



APPLIES TO ACADEMIC YEAR 2004/2005

## GRA 2411 Basic Strategic Management

### Program

Master of Science (common course)

### Responsible for the course

Espen Andersen

### Department

Strategy and Logistics

### Term

According to study plan

### ECTS Credits

6

### Objective

This is a foundation course in strategic management, with an emphasis on strategic analysis, business level strategy, and strategic change management. The objective is to give the student a basic understanding of the field of business strategy, and a practical foundation for conducting strategic analysis and work towards implementing chosen strategies.

### Prerequisites

Bachelor of Science in Marketing/Business or equivalent.

### Compulsory literature

Johnson, Gerry and Kevan Scholes. 2002. *Exploring corporate strategy*. 6th ed. Harlow : Financial Times/Prentice Hall.  
Selected articles.

### Recommended literature

Mintzberg, Henry and James Brian Quinn. 2003. *The strategy process: concepts, contexts, cases*. 4th ed. London: Prentice-Hall.  
Barney, Jay B. 2002. *Gaining and sustaining competitive advantage*. 2nd ed. Upper Saddle River, N.J.: Prentice-Hall.  
Porter, Michael E. 1980. *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free Press.

### Course outline

#### Topic overview

Overview of the strategy field  
Strategic frameworks and theory  
Strategic analysis (external and internal)  
Value configurations  
Strategic process  
Organizational visions and objectives  
Strategic leadership  
Strategic change  
Strategy implementation

### Syllabus:

A syllabus will be made available at <http://www.espen.com/courses/gra2411>.

### Computer-based tools

Not specifically, though use of the Internet and use of personal productivity and communications tools are seen as an integral part of the course.

### Course structure

36 contact hours of lectures, discussion and guest lecturers.

**Evaluation**

Your course grade will be based on the following activities and weights:

5 hour written exam at the end of the course (50% of grade).

Individual assignments during course (25% of grade).

In-class and electronic participation (25% of grade).

**Evaluation code(s)**

GRA 24111 Individual assignments, In-class and electronic participation and Written exam, accounts for 100 % of the final grade in GRA 2411, 6 ECTS credits.

**Aids at the examination**

All written aids permitted

**Makeup exam**

At next ordinary exam.