



APPLIES TO ACADEMIC YEAR 2004/2005

## GRA 6823 Strategy and Value Creation in Knowledge Intensive Firms

### Program

Advanced Specialization Course (MSc), Master of Business and Economics Program, Master of Science in Business, Master of Science in Business (Strategy), Master of Science in Management

### Responsible for the course

Øivind Revang, Bente Løwendahl

### Department

Strategy and Logistics

### Term

According to study plan

### ECTS Credits

6

### Objective

Generally there is an increased focus on knowledge as strategic resources and as potential sources of companies advantage. This includes both the strategic role of knowledge and the management of knowledge, both within large corporation and in professional firms such as management consulting firms, engineering design firms, law firms, etc. In many cases, strategy and value creating models are taken from industrial contexts and applied in a knowledge intensive context. This course is designed on the premise that strategy and value creation in knowledge intensive firms follow different patterns. We discuss these differences and emphasize models and strategies more appropriate for the post-industrial context.

### Prerequisites

GRA 6824 Foundations of Strategy Analysis, GRA 6804 Strategic Processes or GRA 6820 Strategic Choice, or eq.

### Compulsory literature

Newell, S., Robertson, M., Scarborough, H. & Swan, J. 2002. *Managing Knowledge Work*. New York: Palgrave.

Maister, David H. 1993. *Managing the professional service firm*. New York: Free Press.  
Selected articles.

### Recommended literature

Løwendahl, Bente R. 2000. *Strategic management of professional service firms*. 2nd ed. Copenhagen Business School Press: Copenhagen.

### Course outline

Topics covered will include, but are not limited to the following :

- What distinguishes knowledge intensive firms from other firms ?
- What distinguishes professional firms from other knowledge intensive firms ?
- What are the similarities and differences between different types of knowledge intensive firms ?
- How can you develop strategies for knowledge intensive firms ?
- What are the main managerial challenges involved when attempting to manage knowledge intensive firms ?
- What is the nature of knowledge as a strategic resource ?
- Can knowledge be managed, and if so, how ?

### Computer-based tools

None

### Course structure

This is an advanced course where students are expected to contribute substantially in class through presentations, analysis and case discussions.

**Evaluation**

Your course grade will be based on the following activities and weights:  
40% class participation, including presentations individually and in teams. 60% research papers individually or in teams of maximum 3 students.

**Evaluation code(s)**

GRA 68233 class participation and papers accounts for 100 % of the final grade in the course GRA 6823.

**Aids at the examination**

Not applicable

**Makeup exam**

Next time the course is offered.