



APPLIES TO ACADEMIC YEAR 2005/2006

## GRA 6258 Introduction to Strategic Management

### Program

#### Responsible for the course

Amir Sasson

#### Department

Strategy and Logistics

#### Term

According to study plan

#### ECTS Credits

6

Related to auditing, attestation, and counseling the auditor needs knowledge and understanding of the factors that influence industry attractiveness, firms' internal competencies and capabilities, and the determination of activities and their historical and future value creation. In attempting to explain performance differences between companies, strategic management scholars have developed a set of systematic and structured frameworks. The course will present and evaluate a number of those fundamental frameworks. The course combines theoretical frameworks with hands-on case studies in developing the participants' understanding of strategic issues.

#### Objective

The main aim of this course is to provide knowledge on how companies and industries can be analyzed and how strategies are developed and implemented in order to gain competitive advantages in stable as well as dynamic and complex environments. Through this course the participants will gain knowledge that is useful for the critical analysis of the assumptions upon which strategic decisions are made in companies. The course commences by defining the concept of strategy and establishing its importance. Thereafter, the external business environment and the internal set of resources are analyzed. Traditional accounting practices to a large extent are based on the understanding of the industrial organization transforming inputs into outputs (value chain). Challenges connected to the value shop and the value network and the differences between these two value configurations and the value chain are emphasized. The value shop and value network amplify other types of resources and activities compared to the value chain. Other topics that will be discussed in the course include the relationship between strategy and organizational structure, cooperative and corporate strategies as well as strategic decision-making.

#### Prerequisites

A Bachelor's degree in business/accounting or equivalent.

#### Compulsory literature

##### Books:

Ghemawat, Pankaj. 2001. Strategy and the business landscape : core concepts. Upper Saddle River, N.J. : Prentice Hall

#### Recommended literature

##### Books:

Barney, Jay. 2002. Gaining and sustaining competitive advantage. 2nd ed. Upper Saddle River, N.J.: Prentice Hall

Porter, Michael E. 1998. Competitive strategy : techniques for analyzing industries and competitors : with a new introduction. New York : Free Press

#### Course outline

Lectures, industry and firm level cases, and class discussions.

#### Computer-based tools

Blackboard

#### Course structure

#### Evaluation

30% Class participation.  
20% Class presentation  
50% Individual term paper.

**Evaluation code(s)**

GRA 62581

**Aids at the examination**

**Makeup exam**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.