GRA 6827 Strategy Research in Practice

Program

Responsible for the course
Birgitte Grøgaard

Department
Strategy and Logistics

Term
According to study plan

ECTS Credits
6

Strategy Research in Practice GRA 6827 gives the students an opportunity to apply their theoretical knowledge in a business context. It extends the theoretical foundation from GRA 6824 (The Foundations of Strategy Analysis) into a more practically oriented context through the use of cases and class discussions.

Objective
Strategy Research in Practice aims to combine strategy theory and practice by introducing the students to business situations where they are expected to use their theoretical background to identify, analyze and solve business challenges. It is intended to help students develop their analytical skills and ability to apply their theoretical knowledge. The course is structured to gradually develop a foundation to work with strategic issues and change management in organizations. We will go through different stages of a strategic change process such as collecting data, identifying and analyzing the relevant strategic issues, drawing conclusions, as well as addressing implementation issues.

Prerequisites
GRA 6824 The Foundations of Strategy Analysis

Compulsory literature

Other:
A compendium will be available of selected articles and cases

Recommended literature

Course outline
The topics covered in the course include:

o Defining roles for strategy in practice
    - Academics, business managers, project managers and consultants
o Storyboarding / presentation outline
o Identifying and analyzing strategic challenges at different levels of the organization
    - Corporate, business units and functional levels
    - Strategy formulation versus implementation
    - Business case development
o Strategy analysis related to:
    - Overall business focus
    - Competitive positioning
    - Organizational issues and internal processes (resources and activities)
o Running a project:
    - Proposal development
    - Management/client communication
    - Project design
    - Structuring project streams/work-groups
    - Follow-up and evaluation
o Workshop facilitation
o Implementation issues
    - Creating awareness
    - Critical success factors

Computer-based tools
Blackboard

Course structure
36 hours. Lectures, class discussions, casework, student presentations, and guest speakers.

Evaluation

The course grade will be based on the following activities and weights:
Class activities including class participation, presentations and assignments   40%
Individual written assignment   10%
Group-based project paper and presentation   50%

Evaluation code(s)
GRA 68271 .
Class activities, an individual written assignment, and the final project paper accounts for 100% of the course grade.

Aids at the examination
Bilingual dictionary

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 me re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.