



APPLIES TO ACADEMIC YEAR 2005/2006

GRA 6828 Corporate and Global Strategy

Program

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

Responsible for the course

Gabriel R G Benito

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

The course essentially deals with the strategic issues that corporate headquarters face with respect to achieving sustainable competitive advantage in an increasingly global competition arena. That entails defining appropriate boundaries for the corporation, restructuring the corporation (for example diversification and divestment decisions), and the allocation of decision rights between headquarters and subsidiaries.

Objective

The course aims to (a) develop students' understanding of the challenges involved in formulating and implementing corporate strategies, especially those that entail extending companies' activities across national borders, and (b) provide an overview of core parts of the research-based literature in corporate and global strategy.

Prerequisites

Entry requirements into the Masters program.

Compulsory literature

Other:

Collection of articles. The required readings will be printed in a compendium. Cases will be handed out in class or made available to students through Blackboard

Recommended literature

Course outline

- Core issues and concepts in corporate strategy
- The scope of the corporation: boundaries, expansion paths and diversification
- Strategizing for a globalized environment
- Modes of entry and expansion: organic, acquisitive and cooperative modes
- Changing organizational and locational configurations: shared services, re-structuring, divestment and off-shoring
- Managing dispersed knowledge assets
- The differentiated multinational corporation
- Subsidiary roles and initiatives
- Control in multinational companies

Computer-based tools

Blackboard

Course structure

The course will be a combination of lectures, student presentations and class discussions. On a regular basis, small cases will be handed out or posted on Blackboard and used as the starting point for discussions in class. Active student participation is expected.

Evaluation

The final grade is composed of a 25 per cent in-class component, a two-hour closed-book school exam counting for 25 per cent, and a term paper that counts for 50 per cent. The term paper should empirically analyze a corporate strategy decision made by a company. The paper, which should preferably be written by groups of two students (maximum three students per group), will present, discuss and assess the company case chosen by the students.

In their papers, students should demonstrate knowledge of relevant theories and frameworks and show their applicability to the analysis of corporate strategy decisions. Students' choice, use and discussion of research methods will also be emphasized when grading the paper.

Evaluation code(s)

GRA68281 for 100% of the grade

Aids at the examination

None

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..