



APPLIES TO ACADEMIC YEAR 2006/2007

GRA 2411 Basic Strategic Management

Program

Common Course, Master of Science in International Marketing and Management, Master of Science in Management, Master of Science in Marketing (Management), Master of Science in Marketing (Marketing)

Responsible for the course

Amir Sasson

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

This is a foundation course in strategic management, with an emphasis on strategic analysis, business level strategy, and strategic change management. The course is provided to broaden the horizons of students who do not necessarily specialize in strategic management. Students irrespective of specialization require 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 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 in Marketing/Business or equivalent qualifying for admission to the MSc Program

Compulsory literature

Books:

Johnson, Gerry, Kevan Scholes and Richard Whittington. 2004. Exploring corporate strategy [-text and cases]. 7th ed. Harlow : Financial Times/Prentice Hall

Recommended literature

Books:

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

Mintzberg, Henry and James Brian Quinn. 2003. The strategy process: concepts, contexts, cases. 4th 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

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

Computer-based tools

Blackboard. The use of the Internet and use of personal productivity and communications tools

are seen as integral parts of this course.

Course structure

36 contact hours of lectures, discussions 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%)

Individual assignments during course (25%)

In-class participation (25%)

Evaluation code(s)

GRA 24111 accounts for 100% of the final grade in the course GRA2411.

Aids at the examination

All written aids are permitted including a personal portable computer used for information storage, not communication.

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.

Honor Code

Academic honesty and trust are important to all of us as individuals, and they are encouraged and promoted by the honor system. This is a most significant university tradition. The honor system is the responsibility of students. As faculty, we share the commitment to the ideals of the honor system.

At no time should notes or papers or personal consultations based on previous semesters of this course be used. As part of the honor code papers handed in as part of the course is, at the discretion of the professor, scanned for plagiarism. We are using Safe Assignment in Black Board for this purpose. Any violation of the honor code will be dealt with in accordance with BI's procedures on cheating. These issues are a serious matter to everyone associated with the program. They are at the heart of the Honor Code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.