



APPLIES TO ACADEMIC YEAR 2006/2007

GRA 6823 Strategy and Value Creation in Consulting

Program

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

Responsible for the course

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 competitive advantage. This includes both the strategic role of knowledge and the management of knowledge, and one important and growing part of knowledge based value creation takes place in consulting firms. There are many types of consulting, including e.g. engineering design firms, management-consulting firms, IT consulting firms, communication consulting firms, etc. In too many cases, models of strategy and value creation are taken from industrial contexts and applied to such 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 knowledge work in a post-industrial context.

Prerequisites

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

Compulsory literature

Books:

Løwendahl, Bente R. 2005. Strategic management of professional service firms. 3rd ed. Copenhagen: Copenhagen Business School Press
Newell, Sue, et al. Managing knowledge work. 2002. Basingstoke : Palgrave

Recommended literature

Books:

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

Course outline

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

- What distinguishes knowledge intensive firms from others 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 paper individually or in teams of maximum 3 students.
All parts of the evaluation need to be passed in order to get a grade in the course.

Evaluation code(s)

GRA 68233 accounts for 100 % of the final grade in the course GRA 6823.

Aids at the examination

Not applicable

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 a 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.