



APPLIES TO ACADEMIC YEAR 2006/2007

## GRA 6827 Strategy Research in Practice

### Program

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

### 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

#### Books:

McGee, John, McGee, Howard Thomas and David Wilson. 2005. Strategy : analysis and practice : text and cases. McGrawHill

#### Collection of articles:

Students will be asked to retrieve a selection of articles from the library databases from journals such as the Strategic Management Journal, Academy of Management Journal and Academy of Management Review.

### Recommended literature

#### Course outline

The topics covered in the course include:

- o From theory to practice
- o Identifying and analyzing strategic challenges at different levels of the organization (corporate, business unit, functional)
- o Strategy in an industry context (industry analysis, competitors, strategic groups, etc)
- o Linking strategy and organization
- o Implementation issues

### 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:  
20 % in class evaluation in the form of a mix of some/ all of the following: hand in of case write ups, projects, and homeworks; case presentations and class participation; in class midterm and quizzes.  
Group-based project paper 40%.  
3-hour written exam (closed book) 40%.  
All parts of the evaluation need to be passed in order to get a grade in the course.

**Evaluation code(s)**

GRA 68271 accounts for 100 % of the final grade in the course GRA6827.

**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 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.