



APPLIES TO ACADEMIC YEAR 2006/2007

GRA 6828 Corporate and Global Strategy

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

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:

A selection of articles from journals such as Harvard Business Review, Journal of International Business Studies and Strategic Management Journal.

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 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% in-class component, a two-hour closed-book school exam counting for 25%, and a term paper that counts for

50%. 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. All parts of the evaluation need to be passed in order to get a grade in the course.

Evaluation code(s)

GRA68281 accounts for 100 % of the final grade in the course GRA6828.

Aids at the examination

Bilingual dictionary

Makeup exam

Re-takes are only possible at the next time a course is held. When course evaluation consists of class participation or process elements, all evaluation elements will have to be re-taken. Re-take 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.