



APPLIES TO ACADEMIC YEAR 2007/2008

GRA 2411 Basic Strategic Management

Program

Common Course, Master of Science in Leadership and Organizational Psychology, Master of Science in Marketing

Responsible for the course

Lars Huemer

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

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 degree 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. 2007. Gaining and sustaining competitive advantage. 3rd 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.

Specific Information regarding student evaluation will be provided in class. Please note that while attendance is not compulsory in all courses, it is the student's responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

Evaluation

Your course grade will be based on the following activities and weights:

A mid-term exam: 30% (2 hours)

A term paper: 70% (in groups of max 3 students)

Evaluation code(s)

GRA24112: written mid-term exam (30%) 2 hours

GRA24113: term paper (70%) in groups of max 3 students

Aids at the examination

Mid-term exam is an open book exam

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 represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and 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.