



APPLIES TO ACADEMIC YEAR 2007/2008

GRA 6258 Introduction to Strategic Management

Program

Common Course, Master in Professional Accountancy

Responsible for the course

Sverre Tomassen

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Related to auditing, attestation, and counseling the auditor needs 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 main aim of this course is to provide knowledge on how companies and industries can be analyzed and how strategies are developed and implemented in order to gain competitive advantages in stable as well as dynamic and complex environments. Through this course the participants will gain knowledge that is useful for the critical analysis of the assumptions upon which strategic decisions are made in companies. The course commences by defining the concept of strategy and establishing its importance. Thereafter, the external business environment and the internal set of resources are analyzed. Traditional accounting practices to a large extent are based on the understanding of the industrial organization transforming inputs into outputs (value chain). Challenges connected to the value shop and the value network and the differences between these two value configurations and the value chain are emphasized. The value shop and value network amplify other types of resources and activities compared to the value chain. Other topics that will be discussed in the course include the relationship between strategy and organizational structure, cooperative and corporate strategies as well as strategic decision-making.

Prerequisites

A Bachelor's degree in business/accounting or equivalent.

Compulsory literature

Books:

Ghemawat, Pankaj. 2006. Strategy and the business landscape : core concepts. 2nd ed. Upper Saddle River, N.J. : Prentice Hall

Collection of articles:

Selected articles

Recommended literature

Books:

Barney, Jay. 2007. Gaining and sustaining competitive advantage. 3rd 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

Lectures, industry and firm level cases, and class discussions.

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.

Computer-based tools

Blackboard

Course structure

36 hours

Evaluation

- 20% Class participation.
- 30% Class presentation
- 50% Individual term paper.

Evaluation code(s)

GRA 62581 accounts for 100 % of the final grade in the course GRA6258.

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 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.