



APPLIES TO ACADEMIC YEAR 2007/2008

## **GRA 6828 Corporate and Global Strategy**

### **Program**

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

### **Responsible for the course**

Gabriel R G Benito

### **Department**

Strategy and Logistics

### **Term**

According to study plan

### **ECTS Credits**

6

### **Language of instruction**

English

The course essentially deals with the strategic issues the 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**

A bachelors degree qualifying for admission to the MSc 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.

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**

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 three students (maximum four 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 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.