



APPLIES TO ACADEMIC YEAR 2008/2009

DRE 3002 Strategy II: Fundamental issues in Strategic Management

Program

Responsible for the course

Bente Løwendahl

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

This course is **mandatory** for students majoring in strategy, and a **prerequisite** for all students planning to take Strategy 3 – Research Frontiers in Strategic Management. (DRE 3003)

Date: November 24-28 and December 8-12

Objective

Strategic Management is a broad and applied field of research and covers a number of key issues related to the management of organizations. In the present course, key issues are analyzed and discussed in detail, primarily based on a set of classic articles which form (part of) the foundation for current research on each particular topic. The third course in the strategic management doctoral course sequence will build on these classics and explore further how current research relates to these foundations.

Prerequisites

The course is the second in the sequence of three core courses in strategic management. The first, which covers classic books that are still frequently cited in the field, is strongly recommended as a prerequisite, but not required. However, as some of the “modules” will build on basic knowledge from e.g. Porter and Williamson, students who have not taken Strategy I – Foundations of Strategic Management – are advised to contact the course coordinator as early as possible prior to signing up for the course. This course is a prerequisite for Strategy 3 – Research Frontiers in Strategic Management.

Admission to a PhD Programme is a general requirement for participation in PhD courses at BI Norwegian School of Management.

External candidates are kindly asked to attach confirmation of admission to a PhD programme when signing up for a course with the doctoral administration. Candidates can be allowed to sit in on courses by approval of the course leader. Sitting in on courses does not permit registration for courses, handing in exams or gaining credits for the course. Course certificates or conformation letters will not be issued for sitting in on courses

Compulsory literature

Collection of articles:

A detailed list of articles will be provided by the course coordinator.

Recommended literature

Course outline

The course is taught primarily as research seminars, where students and faculty interact in a combination of presentations and discussions of key contributions by outstanding scholars in the field. Each session focuses on one key issue, and includes 5-7 key contributions selected by the faculty member responsible for that session. 3-5 articles are required, the other 2-4 articles are recommended. Recommended articles

will be discussed briefly, but not in the same detail as the required articles. For students wanting to continue doing research within a specific topic, the recommended articles are a good starting point.

Key issues discussed include, but are not limited to the following:

- What is a firm or an organization?
- How do firms compete and how do some firms gain competitive advantage?
- What are the boundaries of organizations?
- How is value created?
- What is an activity based view of the firm, and how does that affect strategy?
- What is a resource based view of the firm, what are resources, and how do they affect competitive advantage?
- What are the implications of a transaction cost or agency theory perspective on firms and competition?
- The role of knowledge in strategy and organizations
- What is the "best" organizational structure?
- The role of leadership in strategic management
- What is performance?
- Where do strategies "come from" and how are they "implemented"?
- Why and how do firms internationalize?

The course is taught by a number of NSM faculty members, with different academic specialties. Faculty members typically represented include, but are not limited to: Rolv Petter Amdam, Øystein D. Fjeldstad, Mark P. Kriger, Ragnhild Kvålshaugen, Randi Lunnan, Bente R. Løwendahl, Øivind Revang, Torger Reve, Gabriel Benito, Debbie Harrison.

Computer-based tools

None

Course structure

Required articles are listed in a detailed syllabus, and are mostly available from the library. Book chapters and articles not available from the library will be provided on Blackboard or in a reader. Recommended readings can be acquired from the library or online sources. Students will be informed about who the other participants are, and recommended to collaborate on collecting and distributing copies of the articles. Detailed reading list will be available from the course coordinator.

Evaluation

Academic term paper, 15-25 pages long, graded (pass/fail), on one selected topic from the ten key issues covered in the course. The paper must be submitted directly to the Doctoral Office in two paper copies. Deadline for submitting paper are one months after last course day. - including declaration form. In addition, oral presentations and active participation in the seminars is required.

The paper should be original work, and be written specifically for this course

Evaluation code(s)

Aids at the examination

Makeup exam