



APPLIES TO ACADEMIC YEAR 2008/2009

GRA 6827 Strategy Research in Practice

Program

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

Responsible for the course

Lars Huemer

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Strategy Research in Practice GRA 6827 gives the students an opportunity to apply their theoretical knowledge in a business context. It extends the theoretical foundation from GRA 6824 (The Foundations of Strategy Analysis) into a more practically oriented context through the use of cases and class discussions.

Learning outcome

Strategy Research in Practice aims to combine strategy theory and practice by introducing the students to business situations where they are expected to use their theoretical background to identify, analyze and solve business challenges. The course is intended to help students develop their analytical skills and ability to apply their theoretical knowledge. The course is structured to gradually develop an understanding of how to work with strategic issues in organizations. We will go through different stages of strategic change processes: data collection, identification and analysis of strategic issues, and choice as well as implementation of initiatives. The course will focus on developing two main practically oriented competencies related to using strategy in practice: (i) application of theory in a business context and (ii) skills needed to achieve desired results.

Prerequisites

To take GRA 6827 Strategy Research in Practice you need to either (1) take GRA 6824 Foundations of Strategy Analysis in parallel with the course or (2) have passed the GRA 6824 course.

Compulsory literature

Collection of articles:

Selected cases and articles that can be found online or in the course compendium
Students will be asked to retrieve a selection of articles from the library databases from journals such as the Strategic Management Journal, Academy of Management Journal and Academy of Management Review.

Recommended literature

Books:

Hrebiniak, Lawrence G.. 2005. Making strategy work: Leading effective execution and change. Upper Saddle River, N.J.: Wharton School Publishing.

Course outline

The topics covered in the course include:

- Defining roles for strategy in practice
 - Academics, business managers, project managers and consultants
- Storyboarding/presentation outline
- Identifying and analyzing strategic challenges at different levels of the organization
 - Corporate, business units and functional levels
 - Strategy formulation versus implementation
 - Business case development
- Strategy analysis related to:

- Overall business focus
- Competitive positioning
- Organizational issues and internal processes (resources and activities)
- Running a project:
 - Proposal development
 - Management/client communication
 - Project design
 - Structuring project streams/work-groups
 - Follow-up and evaluation
- Workshop facilitation
- Implementation issues
 - Creating awareness
 - Critical success factors

Computer-based tools

Blackboard

Course structure

36 hours. Lectures, class discussions, casework, student presentations, and guest speakers.

Evaluation

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

40%: Class activities including class participation, presentations and assignments

10%: Individual written assignment

50%: Group-based project paper and presentation

All parts of the evaluation must be passed in order to obtain a grade in the course

Evaluation code(s)

GRA 68271 accounts for 100 % of the final grade in the course GRA6827.

Aids at the examination

A bilingual dictionary. Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary. <http://www.bi.edu/studenthandbook/examaids>

Makeup exam

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, 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.