



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 2411 Strategic Management

Programme

Core Course, Master of Science in Leadership and Organizational Psychology, Master of Science in Strategic Marketing Management

Responsible for the course

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Course Overview

Strategy is the art and science of making choices. Strategy is concerned with the means by which actors achieve their objectives. The field of strategic management has substantially affected corporate behavior. Concepts such as competitive advantage, capabilities, resources, tacit knowledge, and positioning are not merely used frequently in organizations but are also employed in decision making with the aim of attaining organizational goals in contemporary business.

The understanding of the antecedents and consequences of competition and competitiveness is pivotal for the strategic management of organizations. Management thought is continuously evolving encompassing ideas such as sustainable competitive positions, economies of scale and scope, core competences, dynamic capabilities, and networks. In recent years management thought has focused on unrelentingly pursuing courses of action and speed. John Chambers, Cisco's CEO, even proposes that the race will be won not by those who are big but by those who are fast. Furthermore, the growing economic interdependence among countries and organizations challenges our understanding of positioning and competitive advantage.

This course is concerned with the overall strategic management of organizations. It takes a top management as opposed to functional management perspective. We will particularly examine the frameworks and concepts employed by managers when they make decisions which govern the scope, direction and competitive positioning of organizations, and when they make sense of environmental and organizational complexities.

Learning outcome

After undertaking this course you will:

- Be able to employ tools to analyze situations and think strategically;
- Be acquainted with the idiosyncrasies of top management as opposed to functional management;
- Be able to demonstrate an awareness of the key challenges facing managers in the implementation and execution of strategy;
- Be aware of the major debates and multiple perspectives that currently prevail in the field of strategy.

Prerequisites

Bachelor degree qualifying for admission to the MSc Program

Compulsory reading

Books:

Grant, Robert M. 2008. Cases to accompany Contemporary strategy analysis. 6th ed. Malden, Mass. : Blackwell

Grant, Robert M. 2010. Contemporary strategy analysis. 7th ed. Malden, Mass. : Blackwell

Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Recommended reading

Books:

Barney, Jay B. 2007. Gaining and sustaining competitive advantage. 3rd ed. Upper Saddle River, N.J.: Pearson Prentice Hall
Johnson, Gerry, Kevan Scholes and Richard Whittington. 2008. Exploring corporate strategy : text and cases. 8th ed. Harlow : FT Prentice Hall
Mintzberg, Henry ... [et al.]. 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
Competition under demand side increasing returns conditions
Competitive strategies
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.

Learning process and workload

36 contact hours of lectures, discussions and guest lecturers and group seminars for case discussions.

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

Examination

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

20% Class Contribution.

80% exam - 3 hours

All parts of the evaluation need to be passed in order to get a grade in the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

Exam code(s)

GRA24114 counts for the final grade (100 %) in the course

Examination support materials

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>

Re-sit examination

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.

Additional information

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 academic integrity. If you have any questions about your responsibilities under the honor

code, please ask.