



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 6823 Strategy and Value Creation in Knowledge Intensive Service Firms

Programme

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

Responsible for the course

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Learning outcome

Upon successful completion of this course, students should

- possess in-depth knowledge of what characterizes knowledge intensive organizations and what their role is in today's (western) society
- possess in-depth knowledge of the particular challenges involved in the management of knowledge "workers"
- possess in-depth knowledge of the particular challenges involved when both buying and selling knowledge intensive services
- possess in-depth knowledge of key issues in strategy development and strategic management of knowledge intensive service firms
- have a good understanding of the peculiar characteristics of professional service firms
- have a good understanding of the role of professions and professionals in today's society
- have an in-depth understanding of ethical challenges involved when buying/selling professional/knowledge intensive services
- have developed a critical attitude to texts and statements, including both research publications and web based information
- have further strengthened their skills in preparing and delivering team based presentations

Prerequisites

GRA 6824 Foundations of Strategy Analysis, GRA 6804 Strategic Organization or GRA 6820 Strategic Choice, or eq.

Compulsory reading

Books:

Løwendahl, Bente R. 2005. Strategic management of professional service firms. 3rd ed. Copenhagen : Copenhagen Business School Press

Newell, Sue ... [et al.]. 2009. Managing knowledge work. 2nd ed. Basingstoke : Palgrave Macmillan

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:

Alvesson, Mats. 2009. Knowledge work and knowledge-intensive firms. Oxford : Oxford University Press

Maister, David H. 1993. Managing the professional service firm. New York : Free Press

Course outline

Topics covered will include, but are not limited to the following :

- What distinguishes knowledge intensive firms from other firms ?
- What distinguishes professional firms from other knowledge intensive firms ?
- What are the similarities and differences between different types of knowledge intensive firms ?
- What are the characteristics of consulting companies?
- How can you develop strategies for knowledge intensive firms ?
- What are the main managerial challenges involved when attempting to manage knowledge intensive firms ?
- What are the main ethical challenges of knowledge intensive firms?
- What is the nature of knowledge as a strategic resource ?
- Can knowledge be managed, and if so, how ?

Computer-based tools

None

Learning process and workload

This is an advanced course where students are expected to contribute substantially in class through presentations, analysis and case discussions.

In this course class attendance is mandatory. Unexcused absence can result in a lower score.

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:

40% class participation, including presentations individually and in teams. 60% research paper individually or in teams of maximum 3 students.

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 tempapers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

Exam code(s)

GRA 68233 accounts for 100 % of the final grade in the course GRA 6823.

Examination support materials

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.