



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 6824 The Foundations of Strategy Analysis

Programme

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

Responsible for the course

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

This is a theoretical course giving insight into the theoretical approaches mostly applied in strategy

Learning outcome

The course focuses on a broad representation of differing, and often conflicting, perspectives and theories related to strategy content and strategy context and extend the previous knowledge the students have on strategy and strategy analysis from their undergraduate program. The main objective is to develop critical reflections on strategy and strategy analysis among the students participating in the course. The course builds on the knowledge in strategy analysis achieved in the foundation course of strategy analysis in the 3rd year of the Bachelor in Business and Economics programme, but extends the perspectives presented in the introductory course and also introduces new perspectives on strategy content and context.

By the end of this course a student should be able to

- Understand the underlying theories/perspectives that have shaped the development of the field of strategic management.
- Understand how those theories/perspectives contradict or complement one another,
- Appreciate the value as well as the limitations of various theories/perspectives.

Prerequisites

A basis course in Strategy

Compulsory reading

Other:

Compendium consisting of selected articles from journals such as Administrative Science Quarterly, Academy of Management Journal and Strategic Management Journal.

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

A list of compulsory readings will be provided on Blackboard or in class.

Recommended reading

Course outline

- Industrial Organization Theory
- Strategic Groups
- Industry evolution
- Learning theory
- Resource Dependent strategies
- Network Based Strategies
- Resource Based View
- Activity Based View
- Transaction Based Strategies
- Cognitive Based Strategies
- Institutional Theory

Computer-based tools

Blackboard/homepage

Learning process and workload

The course is structured as a combination of lectures, discussions, in-class activities, case analysis, and student presentations. It requires a substantial amount of preparation by the students and active involvement during class. 36 hours.

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:

In-class components count for 40% , and the final individual written exam (3 hours) counts 60%.

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)

GRA68243 accounts for 100 % of the final grade in the course GRA 6824.

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.