



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 6827 Strategy Research in Practice

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

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 taken and passed the GRA 6824 course. The course can be attended by both 1st and 2nd year Master of Science students as long as the prerequisites are met.

Compulsory reading

Collection of articles:

Selected cases and articles that can be found online or in the course compendium

Other:

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

Books:

Kim, W. Chan & Renée Mauborgne. 2005. Blue ocean strategy : how to create uncontested market space and make the competition irrelevant. Boston, Mass. : Harvard Business School Press

Course outline

The topics covered in the course include:

Strategy analysis based on the theories of GRA 6824 Foundation of strategy analysis related to:

- Overall business focus

- Market positioning - related to competition and institutional processes

- Organizational issues and internal processes (resources and activities)

Identifying and analyzing strategic challenges at different levels of the organization:

- Corporate, business units and functional levels
- Strategy formulation versus implementation

Business case development

Presentation training: storyboarding and outlining

Running a project:

- Proposal development
- Management/client communication
- Project design
- Structuring project streams/work-groups
- Follow-up and evaluation

Implementation issues:

- Creating awareness
- Critical success factors

Defining roles for strategy in practice:

- Academics, business managers, project managers and consultants

Computer-based tools

Blackboard

Learning process and workload

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

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

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

40%: Class contribution and participation

20%: Individual written assignment

40%: Group-based project paper and presentation

All parts of the evaluation must be passed in order to obtain 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 68271 accounts for 100 % of the final grade in the course GRA6827.

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.

