



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 6828 Corporate and Global Strategy

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

The course essentially deals with the strategic issues the corporate headquarters face with respect to achieving sustainable competitive advantage in an increasingly global competition arena. That entails defining appropriate boundaries for the corporation, restructuring the corporation (for example diversification and divestment decisions), and the allocation of decision rights between headquarters and subsidiaries.

Learning outcome

The course aims to (a) develop students' understanding of the challenges involved in formulating and implementing corporate strategies, especially those that entail extending companies' activities across national borders, and (b) provide an overview of core parts of the research-based literature in corporate and global strategy.

At the end of the course a student should be able to:

- Appreciate the challenges that organizations face during and after diversification with specific reference to cross-border diversification
- Understand the limits of diversification and entry and exit options
- Critically appraise both real-life corporate strategy decisions and research-based corporate strategy

Prerequisites

A bachelors degree qualifying for admission to the MSc program

Compulsory reading

Other:

A selection of articles from journals such as Harvard Business Review, Journal of International Business Studies 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

- Core issues and concepts in corporate strategy
- The scope of the corporation: boundaries, expansion paths and diversification
- Strategizing for a globalized environment
- Modes of entry and expansion: organic, acquisitive and cooperative modes
- Changing organizational and locational configurations: shared services, re-structuring, divestment and off-shoring
- Managing dispersed knowledge assets
- The differentiated multinational corporation
- Subsidiary roles and initiatives
- Control in multinational companies

Computer-based tools

Blackboard

Learning process and workload

The course will be a combination of lectures and class discussions. On a regular basis, small cases will be handed out or posted on

Blackboard and used as the starting point for discussions in class. Active student participation is expected.

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 final grade is composed of a 25% in-class component, a two-hour closed-book school exam counting for 25%, and a term paper that counts for 50%.

The term paper should empirically analyze a corporate strategy decision made by a company. The paper, which should preferably be written by groups of maximum three students, will present, discuss and assess the company case chosen by the students.

In their papers, students should demonstrate knowledge of relevant theories and frameworks and show their applicability to the analysis of corporate strategy decisions.

Students' choice, use and discussion of research methods will also be emphasized when grading the paper.

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)

GRA68281 accounts for 100 % of the final grade in the course GRA6828.

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.