



APPLIES TO ACADEMIC YEAR 2010/2011

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 Strategy 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 and innovation. 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. 2004. 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

It's learning

Learning process and workload

A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

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

Please note that it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/It's learning 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% term 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.

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

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course. You will find detailed information about the point system and the cut off points with reference to the letter grades on the course site in It's learning.

Examination 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

It is only possible to retake an examination when the course is next taught.

The assessment in some courses is based on more than one exam code.

Where this is the case, you may retake only the assessed components of one of these exam codes.

Where this is not the case, all of the assessed components of the course must be retaken.

All retaken examinations will incur an additional 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.