



APPLIES TO ACADEMIC YEAR 2011/2012

DRE 3002 Strategy II: Fundamental issues in Strategic Management

Programme

Strategic Management

Responsible for the course

Bente Løwendahl

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

This course is **mandatory** for students majoring in strategy, and a **prerequisite** for all students planning to take Strategy 3 – Research Frontiers in Strategic Management. (DRE 3003)

Learning outcome

Upon successful completion of this course, the students should

- have acquired in-depth knowledge and understanding of foundational references within a number of central topics in strategic management
- have acquired a good understanding of the early ideas and research approaches underlying these topics
- have understood the roots of current research in these central topics
- have gained a better understanding of where to search for the foundations of their own research

Prerequisites

The course is the second in the sequence of three core courses in strategic management. The first, which covers classic books that are still frequently cited in the field, is strongly recommended as a prerequisite, but not required. However, as some of the “modules” will build on basic knowledge from e.g. Porter and Williamson, students who have not taken Strategy I – Foundations of Strategic Management – are advised to contact the course coordinator as early as possible prior to signing up for the course. This course is a prerequisite for Strategy 3 – Research Frontiers in Strategic Management.

Admission to a PhD Programme is a general requirement for participation in PhD courses at BI Norwegian Business School.

External candidates are kindly asked to attach confirmation of admission to a PhD programme when signing up for a course with the doctoral administration. Other candidates may be allowed to sit in on courses by approval of the course leader. Sitting in on courses does not permit registration for courses, handing in exams or gaining credits for the course. Course certificates or confirmation letters will not be issued for sitting in on courses

Compulsory reading

Collection of articles:

A detailed list of articles will be provided by the course coordinator.

Recommended reading

Course outline

The course is taught primarily as research seminars, where students and faculty interact in a combination of presentations and discussions of key contributions by outstanding scholars in the field. Each session focuses on one key issue, and includes 5-7 key contributions selected by the faculty member responsible

for that session. 3-5 articles are required, the other 2-4 articles are recommended. For students wanting to continue doing research within a specific topic, the recommended articles are a good starting point.

Key issues discussed include, but are not limited to the following:

- What is a firm or an organization?
- How do firms compete and how do some firms gain competitive advantage?
- What are the boundaries of organizations?
- How is value created?
- What is an activity based view of the firm, and how does that affect strategy?
- What is a resource based view of the firm, what are resources, and how do they affect competitive advantage?
- What are the implications of a transaction cost or agency theory perspective on firms and competition?
- The role of knowledge in strategy and organizations
- What is the "best" organizational structure?
- The role of leadership in strategic management
- What is performance?
- Where do strategies "come from" and how are they "implemented"?
- Why and how do firms internationalize?

The course is taught by a number of BI faculty members, with different academic specialties.

Computer-based tools

None

Learning process and workload

Required articles are listed in a detailed syllabus, and are mostly available from the library. Book chapters and articles not available from the library will be provided on It's Learning or in a reader. Recommended readings can be acquired from the library or online sources. Students will be informed about who the other participants are, and recommended to collaborate on collecting and distributing copies of the articles. Detailed reading list will be available from the course coordinator.

Examination

Academic term paper, 15-25 pages long, graded (pass/fail), on one selected topic from the ten key issues covered in the course. The paper should be original work, and be written specifically for this course. The paper must be submitted according to the guidelines in the PhD handbook. Please see the PhD handbook for deadline for the academic term paper. In addition, oral presentations and active participation in the seminars is required.

Examination code(s)

DRE 30021 accounts for 100% of the grade

Examination support materials

Re-sit examination

Next time the course is offered.

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.