



APPLIES TO ACADEMIC YEAR 2011/2012

GRA 6833 Corporate & Global Strategies

Programme

Master of Science in Business and Economics

Responsible for the course

Gabriel R G Benito

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

The course essentially deals with the strategic issues that corporate headquarters face with respect to achieving sustainable competitive advantage in an increasingly global competition arena.

The domain of corporate and global strategies comprises: (i) defining appropriate boundaries for the corporation; (ii) restructuring the corporation (for example diversification and divestment decisions); (iii) the allocation of decision rights between corporate headquarters, division and SBU headquarters, and subsidiary units; (iv) managing inter-unit relationships in complex and spatially dispersed corporations.

Learning outcome

This is an academically ambitious and challenging course that aims to enhance:

- (i) acquired knowledge, i.e. provide students knowledge about core parts of the research-based literature about corporate and global strategies (acquired knowledge);
- (ii) acquired skills, i.e. develop students' competence in analyzing and assessing the scope of corporations ;
- (iii) reflection, i.e. develop students' understanding of the challenges involved in formulating and implementing corporate strategies, especially those that entail extending companies' activities across national borders.

Prerequisites

A bachelor degree qualifying for admission into the MSc in Business and Economics programme.

Compulsory reading

Articles:

The literature in the course is comprised of selected articles published in major journals in the fields of strategic management and international business such as Journal of International Business Studies, Journal of Management Studies, and Strategic Management Journal.

Other:

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

Recommended reading

Course outline

The course will focus on:

- Key issues in corporate and global strategies

- The scope of the corporation
- Modes of entry, operation, and expansion
- Diversification, restructuring and divestment
- Organizing the complex corporation
- Managing the complex corporation

Computer-based tools

It's learning and library literature search and retrieval tools.

Learning process and workload

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

The course is a combination of lectures, student presentations and class discussions. Occasionally, small cases will be handed out and used as a starting point for discussions in class. Students will also be asked to present academic articles in groups.

Active student participation is generally expected. Students should read all required literature before sessions and come well prepared to class. The amount of readings for each session is typically 3 to 4 academic articles.

Required course literature is a collection of articles. Most articles are available through BI library databases. Students are responsible for downloading articles that are accessible through the BI library and the It's learning. Other readings will be made available to students on a successive basis.

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 or in the required readings.

Examination

The final grade is composed of a 25 per cent in-class component based on presentations and contributions during classes, a written individual assignment counting for 25 per cent, and a term paper written in groups of 3-4 students that counts for 50 per cent.

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.

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 68331 accounts for 100% of the final grade in the course GRA 6833

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.