



APPLIES TO ACADEMIC YEAR 2012/2013

MBA 2390 Corporate Strategy and Global Business Policy

Programme

Master of Business Administration - China

Responsible for the course

Torger Reve

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

4

Language of instruction

English

Introduction

The essence of corporate strategy is the creation of sustainable competitive advantage, i.e. creating products and services that the customers perceive as valuable and unique. The field of strategic management provides a range of models that is useful in the attempts to develop sustainable competitive advantage. In this module the students will get acquainted with several of these models, both through lectures and case applications. On the level of the business unit, we will study both external, environmental conditions and internal resources and activities. External conditions include markets, economic parameters and competitive arenas with players and conditions that together give the conditions that the firm must position within. Internal analysis is a method to understand what resources and activities the firm possesses to take strategic action. On the corporate level, we will study the benefits of organizing several firms under the same corporate leadership. Strategic expansion, and different forms of organizations like alliances and mergers and acquisition will be given specific attention. We will also discuss firms operating across borders, and the specific challenges met by internationalisation. Finally we will look at some challenges related to strategy implementation.

Learning outcome

Prerequisites

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

Compulsory reading

Books:

Thompson, Arthur A ... [et al.]. 2012. Crafting and executing strategy : the quest for competitive advantage: concepts and cases. 18th ed. McGraw-Hill/Irwin

Recommended reading

Course outline

DAY 1

An introduction to strategy. The field of strategy and its developments

Core concepts and approaches

Strategy levels.

External Analysis: The competitive arena and key strategic actors, strategic groups

DAY 2

Internal analysis: Activities and Resources, Strategic Choices

DAY 3

Global and Corporate Strategies

DAY 4

Implementation Strategies

Computer-based tools

None

Learning process and workload

The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours.

Examination

The students are evaluated through 30% class participation and case presentations, and 70% take home case analysis exam, accounting for 4 ECTS credits.

Specific Information regarding any aspect of student evaluation will be provided in class. It is the student's responsibility to obtain this information. Please note that whilst attendance is not compulsory, it is the student's responsibility to obtain any information provided in class that is not included on the course homepage/it's learning or text book. Homepages and/or it's learning are not designed for the purpose of students who choose not to attend class.

Examination code(s)

MBA 23901 - process evaluation; accounts for 100% to pass the program MBA 2390; 4 credits.

The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

Examination support materials**Re-sit examination**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information