

NAME OF THE COURSE	STRATEGIC MANAGEMENT					
Course professor	Anita Talaja, Full Professor	Credits (ECTS)		6		
Associates		Method of teaching (number of hours)	Guided process of teaching			
			L	S	E	F
			20		20	
			Independent student activities			
			20%			
Status of the course /educational activity	Mandatory	E-learning percentage of application		20%		
COURSE DESCRIPTION						
Course/educational activity objectives	The main objective of this course is to provide students with concepts and tools to manage the strategy formulation process in line with the evolution of the competitive environment.					
Course/educational activity enrolment requirements and entry competences required	None					
Learning outcomes expected at the level of course/ educational activity (4 to 10 outcomes)	<p>Completing this course/educational activity, students will be able to:</p> <ol style="list-style-type: none"> 1. Appraise strategy's contribution to successful performance and be aware of how views on strategy have changed over time. 2. Analyze the firm's external environment and understand how the structural features of the industry influence competition and profitability. 3. Evaluate the potential of the firm's resources and capabilities for achieving sustainable competitive advantage. 4. Compare business strategies, i.e., cost leadership, differentiation, and focus, and choose the one appropriate for a specific situation. 5. Determine the types and characteristics of different corporate strategies. 6. Understand the advantages and disadvantages of external growth strategies: strategic alliances and M&As. 7. Analyze the company's competitive advantage in the international context and choose an appropriate multinational strategy. 8. Determine the main issues related to the strategy implementation process. 9. Understand the debates surrounding sustainability and social responsibility and their link to strategy. 					
Course/educational activity's syllabus broken down in detail by weekly class schedule		Lectures		Excercises		
		Topic	Hours	Topic	Hours	
	1	What is strategy? History of strategy, strategy today	2	The role of strategy in success	2	
	2	The external environment: general environment, defining an industry	2	Analyzing industry attractiveness, Five competitive forces framework	2	
	3	The internal environment: identifying and appraising resources and capabilities, resource-based view, the dynamic capabilities perspective	2	Analyzing resources and capabilities – VRIO framework	2	
	4	Business-level strategy: how competitive advantage emerges and is sustained	2	Porter's generic strategies: cost leadership, differentiation, focus	2	
	5	Competitive rivalry and competitive dynamics: A model of competitive rivalry	2	Competitor analysis, drivers of competitive actions and responses	2	
	6	Corporate strategies: internal growth: concentrations, integration, and diversification; stability and renewal	2	Case study - Integration and diversification	2	
	7	External growth strategies: Mergers, acquisitions, and strategic alliances	2	Case study – Strategic alliances	2	
	8	Global strategies and multinational corporation: the implications of international competition for industry analysis, multinational strategies	2	Analyzing competitive advantage in an international context	2	
	9	Strategy implementation: structure, culture, and control	2	Presentacion and discussion of individual assignments	2	
10	Strategy and sustainability: the role of corporate social responsibility	2	Presentacion and discussion of individual assignments	2		

Format of instruction	<input type="checkbox"/> lectures <input type="checkbox"/> seminars <input type="checkbox"/> workshops <input type="checkbox"/> exercises <input type="checkbox"/> <i>on line</i> in entirety <input type="checkbox"/> partial e-learning <input type="checkbox"/> field work	<input type="checkbox"/> independent assignments <input type="checkbox"/> multimedia <input type="checkbox"/> laboratory <input type="checkbox"/> work with mentor <input type="checkbox"/> group assignments				
Student responsibilities	<p>To successfully complete the course, a minimum of 50% of class attendance is required. Students will have to participate in an individual assignment, i.e. write a paper and give a presentation on a topic of their choice. Practical group assignments and case studies will be organized during classes. Active participation in class discussions is a prerequisite for a positive work assessment.</p>					
Student work-participation (name the proportion of ECTS credits for each activity, so that the total number of ECTS credits matches the ECTS value of the course/educational activity)	Class attendance	1	Research		Practical work	
	Experimental work		Workshop		Group assignments	1
	Essay		Seminar paper	2	(Other)	
	Tests		Oral exam		(Other)	
	Written exam	2	Project		(Other)	
Grading and evaluating student work and accomplishments	<p>The grading breakdown follows (percentage of final grade): final exam 40%, individual assignment 30%, and group assignments and discussions 30%. Grading scale: <50% Insufficient, 50-59% Sufficient, 60-74% Good, 75-89% Very Good, 90-100% Excellent.</p>					
Required literature	<p><u>Required:</u></p> <ul style="list-style-type: none"> - Rothaermel, F.T. (2024). Strategic Management, McGraw Hill Education, New York - Hitt, M.A., Ireland, D., Hoskisson, R.E. (2019). Strategic Management: Competitiveness and Globalization, Cengage Learning, Boston - Grant, R.M., Jordan, J. (2015). Foundations of strategy, Wiley, West Sussex - Barney, J.B., Hesterly, W.S. (2020). Strategic management and competitive advantage, Pearson, London - Thompson A., Peteraf, M., Gamble, J., Strickland, A (2022). Crafting and executing strategy: The quest for competitive advantage, Mc Graw Hill, New York <p><u>Additional:</u></p> <ul style="list-style-type: none"> - Mintzberg, H., Lampel, J., Ahlstrand, B. (2005). Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, Free Press - Teece, D. J. (2020). Fundamental issues in strategy: Time to reassess, Strategic Management Review, 1(1), 103-144. - Porter, M.A. (1997). How Competitive Forces Shape Strategy, Harvard Business Review, July-August - Helfat, C. E., Kaul, A., Ketchen Jr, D. J., Barney, J. B., Chatain, O., Singh, H. (2023). Renewing the resource-based view: New contexts, new concepts, and new methods, Strategic Management Journal, 44(6), 1357-1390. - Teece, D.J.; Pisano, G.; Shuen, A. (1997). Dynamic Capabilities and Strategic Management, Strategic Management Journal, 18(7), 509-533. - Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage, Journal of Management, 17(1), 99-120. - Porter, M. (1998). Competitive strategy, The Free Press, New York - Kumar, P., Liu, X., Zaheer, A. (2022). How much does the firm's alliance network matter?, Strategic Management Journal, 43(8), 1433-1468. - Teece, D. J. (2022). A wider-aperture lens for global strategic management: The multinational enterprise in a bifurcated global economy, Global Strategy Journal, 12(3), 488-519. - Porter, M. E. et al. (2019). Creating shared value: Managing sustainable business, Harvard Business Review, 1-17. 					