

SYLLABUS

Course basic data	
Academic unit:	Faculty of Tourism and Environment
Course title:	Strategic Management
Level:	Master
Course status:	Mandatory
Year of study:	III
Number of hours per week:	3
Value in credits – ECTS:	5
Time / location:	
Course leader:	Prof. As. Dr. Artan Veseli
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Course description	
Course description	The course Strategic Management clearly gives meaning and importance of strategic management in the life of an organization. Formulating the mission, objectives and strategies properly, managers reach effective decisions. This course is designed to help students integrate and apply their earlier functional courses and experiences. The course takes the general management point of view, emphasizing the creation, implementation and evaluation of strategy in organizations. Students will have an opportunity will put themselves in the shoes of top management and make the really important "Big Picture" decisions. They will develop expertise in the analysis of complex business situations and in clearly presenting their findings both orally and in writing. Lectures will be combined with case studies and real examples.
Course aims:	Through this course it is intended to acquaint the student step by step through all stages of strategic management that make an effective organization. Students should become familiar with the various situations that strategic managers are facing, which should be finalized with decision making in order to attain the sustainable competitive advantage in the market, which is the goal of every business.
Learning outcomes:	This course is intended that students become familiar with the basic concepts of strategic management, techniques and criteria for making strategic decisions. It is important that students be able to think strategically about the company, to recognize the current position of the business direction of its long-term resources and competitiveness, and understand that the strategy should be used to gain sustainable competitive advantage. Also, it is necessary to prepare the

	<p>student for carrying out strategic analysis of different industries and competitive situations and in particular their training for a strong understanding of the challenges of a competitive global environment.</p> <p>Upon the successful completion of this course the students should be able to:</p> <ul style="list-style-type: none"> • Integrate knowledge and understanding of key strategic management concepts and its contribution to organisational purpose and development. • Demonstrate an understanding of the problems of making strategic choices from limited data and the limitations of model driven analysis (development of analysis and problem solving skills) • Recognition of the difficulties associated with the planning and implementation of strategies, and the problems for organisations in changing internal beliefs and perceptions to maintain a viable fit within a changing environment (development of communication, knowledge and understanding, problem solving skills)
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Contribution in Student's learning (should correspond with Students learning outcomes)

Activity	Hrs	Days/weeks	Total
Lectures	2	15	30
Theory/Lab exercises	1	15	15
Practical work			
Contact hours/consultatios with lecturer	2	4	8
Exercises in the field (study visits)	4	1	4
Tests, seminars			
Home work			
Student's independent study time (library or home)	3	15	45
Final preparation for exam	6	3	18
Time spent during assessment (tests, quizzes, final exam)	2	1	2
Projects, presentations, etc.	3	1	3
Total			125

Teaching methodology:	The course will take place in duration of 15 weeks, whith 2 hours lectures per week, where the theoretical concepts will be treated and explanation will be provided about the management processes, and 1 hour in clas group exercises. The exercises
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	<p>will be held in group where the real case studies will be analyzed and discussed in group. This way of organizing the exercises will help students to acquire the theoretical concepts logically and organically connect theory and practical aspects of business activity.</p> <p>Students will be subject to assessment at the end of the full cycle of this course with case assignment and in-class exam.</p>
Assessment methods :	<p>Exam 50% (Final exam will be comprised by different multiple choice and open questions)</p> <p>Case assignment 50% (a case study analysis). Detailed instructions for the development of the case assignment will be published on the SMU platform at the beginning of the semester.</p> <p>Learning Outcomes to be assessed:</p> <p>(1) A critical understanding of strategic management and its contribution to organisational development.</p> <p>(2) A thorough grasp of the techniques of strategic appraisal and the exploration and evaluation of strategy options. Also demonstrate an understanding of the problems of making strategic choices from limited data and the limitations of model driven analysis.</p> <p>(3) Recognition of the difficulties associated with planning and implementation of strategies, and problems for organisations in changing internal beliefs and perceptions to maintain viable fit within changing environment.</p>
List of references	
Basic literature:	<p>1. Vasilika Kume “Manaxhimi Strategjik” 2007</p> <p>2. Johnson, Whittignton & Scholes, “<i>Exploring Strategy</i>”. 9th Edition 2011. Pearson Education</p>
Additional literature:	<p>1. Grup autoresh – “Menaxhmenti Strategjik” 2008</p> <p>2. Fred David – “Strategic Menagment” 2010</p>
Lectures timeline:	
Week	Lectures
Fist week:	<p>Introducing strategy</p> <p>What is strategy and why is it important? Exploring the strategic model and the strategy lenses.</p>
Second week:	<p>Strategic Position – Business environment</p> <p>Introduction to The Environment, PESTEL framework, Scenario, Competitive forces, dynamics of industry structure and competitors and markets.</p>
Third week:	<p>Strategic Position – Strategic capabilities</p> <p>Foundations of strategic capability, resources and competencies, threshold and distinctive capabilities,</p>

	organisation knowledge, benchmarking, SWOT, managing people for capability and organisation development.
Fourth week:	Strategic Position – Strategic purpose Organisation purpose values, mission, vision and objectives. Corporate governance and governance structures. Corporate social responsibility, ethics and stakeholder management.
Fifth week:	Strategic Position – Culture and Strategy Why is history and culture important? Strategic change, transformation and change. The cultural web and cultural analysis.
Sixth week:	Strategic Choices – Business strategy What are strategic business units? Basis of competitive advantage, cost leadership, differentiation strategies, strategic clock, co-operative strategy and game theory.
Seventh week:	Strategic Choices – Corporate strategy and diversification Introduction to the concept of strategic direction including diversification the reasons for diversification and performance. Vertical integration and value creation including portfolio metrics BCG growth and share matrix and McKinsey matrix.
Eighth week:	Strategic Choices – International strategy Introduction to International strategic drivers. Geographical sources of advantage. Focus on Porter’s Diamond and international value networks. Internationalisation and drivers of performance.
Ninth week:	Strategic Choices – Innovation and entrepreneurship Introduction to innovation focuses on technology push and the need for product innovation. New ideas of business and business models and Open business models. Entrepreneurial growth and relationships.
Tenth week:	Strategy in Action – Evaluating strategies Suitability, Acceptability and Feasibility. Introduction to screening through scenarios – scenario planning as a source of competitive advantage. Life cycle analysis risk and reward. Financial feasibility and resource integration and stakeholder management.
Eleventh week:	Strategy in Action – Strategic development processes Introduction to intended development strategy. The role of leadership and planning systems. Emergent strategy development and decision making. Implications and challenges for managing strategic development processes.
Twelwth week:	Study visit in Partner Enterprises
Thirteenth week:	Strategy in Action – Organizing for success Introduction structures and structure types. Formal systems of planning and market systems. The use of McKinsey 7S framework.
Fourteenth week:	Strategy in Action – Practicing strategy Introduction to the strategist, who to include in strategic

	development. Strategic decision making and communication. Strategy methodologies, projects and plans.
Fifteenth week:	<ol style="list-style-type: none">1. Review of course2. Case assignment3. Assignment guidance4. Feedback

Academic policies and rules of conduct:

Regular attendance, maintaining the order and active engagement in dialogue during lectures and exercises is compulsory.