

SYLLABI

Basic data of the subject	
Academic unit	Faculty of Management
Subject	Strategic Management
Level	Bachelor
Course status	Obligatory
Year of studies	III
Semester	V
Number of hours per week	3
Value of credits - ECTS	5
Time/ Location	USHAF
Course lecturer	Prof. As. Dr. Artan Veseli
Contact details	artan.veseli@ushaf.net
Course description	
Course description	The course offers the meaning and importance of strategic management in the life of an enterprise and organization. Scientific literature is adequate for students through the topics - Understanding of key terms in strategic management and strategic management model, Understanding the importance of Vision and Mission, External Environment Assessment, Integration strategies; intensive strategies; diversification strategies; Defense Strategies, Strategy Analysis and Selection, Understanding Current Marketing Issues - Market Segmentation and Product Positioning, Generating New Business Ideas and Business Models, Business Ethics, Social Responsibility, Environmental Sustainability, Multinational Organizations; advantages and disadvantages of international operations; global challenges,
Course objectives	Through this course it is intended that the student touches step by step all the stages of strategic management that make an organization effective. The student must be accustomed to the various situations faced by a strategic manager which must be finalized in decision making and realize the goal of any business: achieving sustainable competitive advantage in the market.
Expected learning outcomes	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • gain basic knowledge of strategic management in the enterprise, • evaluate the strategic position of an organization, • develop strategic alternatives and communicate future strategic repositioning. • make strategic group decisions and justify those decisions through oral and written communication. • demonstrate that they have understood how strategic decisions can be successfully implemented. • make strategic group decisions and advocate specific strategies that they define as the best, based on the tools and concepts in this course. • implement strategic concepts and tools in teams by recommending strategies that are most appropriate for

	<p>the organizations they study.</p> <ul style="list-style-type: none"> • competent to be part of the team where they formulate, implement and evaluate enterprise strategies. 		
Contribution to the student load (which must correspond with learning outcomes)			
Activity	Hours	Days/Weeks	Total
Lectures	2	15	30
Theoretical exercises / laboratory	1	15	15
Internship			
Contacts with teacher / consultations	1	5	5
Field exercises	5	1	5
Midterm, seminars and projects.			
Homework	1	5	5
Studying (at the library or at home)			45
Final preparation for the exam	2	5	10
Time spent on evaluation (tests, quiz and final exam)	2	2	4
Projects and presentations	1	6	6
Total			125
Teaching methodology	<p>The course takes place in 15 weeks with a load of 2 hours of lectures in which theoretical concepts will be addressed and explanations will be given regarding the process of strategic management of enterprises, as well as 1 hour of group exercises per week. The exercises will be developed in group form in which concrete examples will be discussed. This way of organizing the exercises will serve the students to logically assimilate the theoretical concepts and to organically connect the theory with the practical aspects of the business activity. Students will undergo a control exam during the year (seminar paper of the case study) and a final exam at the end of the full cycle of this course.</p>		
Assessment methods	<p>Assessment method (Criteria): 10 points - engagement in lectures and attendance, 40 points - seminar paper, case study, 50 points - final exam, Exam Test (written / oral test) - contains various multiple choice questions and open-ended questions, The student passes the exam if he collects 50 points from all the evaluation criteria,</p>		
Teaching tools	<p>Whiteboard, Internet, wireless, computer, projector, PowerPoint, etc.</p>		
Theory vs. practice ratio	<p>70% Theory 30% Practice work with case studies Seminar paper, case studies, essays or research project</p>		
Literature			
Basic literature	<p>1. Vasilika Kume “Manaxhimi Strategjik” 2007,</p>		

	2. Fred David – “Strategic Menagment” 2010
Additional literature	1. Johnson, Whittington & Scholes, “ <i>Exploring Strategy</i> ”. 9th Edition 2011. Pearson Education, 2. Grup autoresh – “Menaxhmenti Strategjik” 2008
Designed learning plan	
Week	Lecture
Week one	Nature of Strategic Management Understanding of strategic enterprise management, understanding of key terms in strategic management and strategic management model.
Week two	Business Vision and Mission Understanding the importance of Vision and Mission; what is our job and what do we want to become; vision characteristics and mission statements; writing and evaluating mission statements.
Week three	External Environment Assessment Understanding the impact of environmental social, cultural, demographic and natural forces; political, governmental and legal forces; technological forces; competitive forces; competitive analysis: Porter's five-force model; industry analysis; and the competitive profile matrix.
Week four	Internal Environment Assessment Resource-based perspective; integration of strategy and culture; understanding key business functions such as marketing, finance / accounting, manufacturing / operations, research and development; Information Systems Management; value chain analysis; and evaluation of other internal factors.
Week five	Strategies in Action Formulation of long-term objectives; understanding the types of strategies: integration strategies; intensive strategies; diversification strategies; defense strategies; Porter's generic strategies; strategic management in non-profit and governmental organizations; and strategic management in the enterprise.
Week six	Understanding the nature of analysis and strategy choice; understanding of a comprehensive strategy formulation framework; cultural aspects of strategy choice; strategy choice policy; and various governance issues.
Week seven	Implementing Strategies: Management and Operations Issues Understanding the nature of strategy implementation; policy making; resource allocation; compliance of the structure with the strategy; restructuring and reengineering; linking performance and pay to strategies; change resistance management; and creating a supportive culture of strategy.
Week eight	Implementing Strategies: Marketing, Finance / Accounting, R&D and MIS Issues Understanding current marketing issues - market segmentation and product positioning; understanding of finance / accounting issues - capital acquisition to implement strategies; research and development (R&D) issues; management information systems (MIS) issues.
Week nine	Innovation and Entrepreneurship Introduction to Innovation focuses on the drive of technology and

	the need for product innovation; generating new business ideas and business models and open business models; entrepreneurship growth and relationships.
Week ten	Study visit / lecturer invited by industry partners
Week eleven	Strategy Review, Evaluation and Control A strategy evaluation framework; characteristics of an effective evaluation system; case planning; audits; 21st Century Challenges in Strategic Management.
Week twelve	Business Ethics / Social Responsibility / Environmental Sustainability Business Ethics; Social responsibility; and Environmental Sustainability.
Week thirteen	Global / international issues Multinational organizations; advantages and disadvantages of international operations; global challenges, etc.
Week fourteen	How to prepare and present a case study analysis What is a strategic management case; preparing a case for class discussion; preparation of a written case study, etc. Preparing an oral presentation
Week fifteen	Preparing an oral presentation Organizing the presentation; voice control; body language management; construction of visual aids; answering questions; summary of case study analysis.
Academic policies and rules of conduct	
The student is required to attend the lectures regularly and to have appropriate behavior towards the colleagues and the staff of the University, as well as to maintain order in the classroom and actively participate in lectures and exercises.	