

SYLLABI

Basic data of the subject	
Academic unit:	Faculty of Management
Program:	Business Management and Entrepreneurship
Course title:	Business Strategy and Sustainable Development
Level:	Bachelor
Subject status:	O
Year of studies:	III
Semester:	V
Number of hours per week:	3
Credit value - ECTS:	5
Time / location:	UAS
Subject professor:	
Contact details:	
Course Description:	<p>This course aims to equip students with advanced knowledge and practical skills for developing and implementing sustainable strategies within a dynamic and globalized business environment. During the course, students will understand the importance of integrating sustainability principles into decision-making processes, with the aim of increasing competitive advantage, expanding market share and maximizing shareholder value. The program covers the fundamental concepts of strategic management, including vision and mission formulation, analysis of the external and internal environment, drafting various strategies, and addressing global challenges affecting multinational organizations. A special focus is given to business ethics, corporate social responsibility and sustainable environmental development, promoting practices that are in line with contemporary market trends, such as market segmentation and strategic product positioning. Through case studies and practical analysis, students will develop the ability to generate new business ideas and build sustainable and innovative models, contributing to the creation of a more responsible, competitive and future-oriented business ecosystem.</p>
Purpose of the course:	<p>At the end of this course, students are expected to have developed a strong foundation of strategic thinking and a deep awareness of the importance of sustainable development in the modern business environment. The course aims to guide them towards an advanced understanding of the role that vision and mission play in the strategic direction of organizations, while emphasizing the importance of analyzing the external and internal environment, as well as adapting strategies that address contemporary environmental and economic challenges. A central objective of the course is to promote business ethics and corporate social responsibility as fundamental pillars for building responsible and long-term business models. Through a comprehensive approach, students will be encouraged to develop skills for creating innovative</p>

	strategies, to face the challenges of globalization and to build leadership competencies based on responsibility, integrity and long-term vision.		
Expected learning outcomes:	<i>After completing the course, students are expected to be able to:</i> <div><div>1.</div><div>Explain the basic concepts of strategic management and argue the importance of sustainable development in the contemporary business environment. ECTS: 0.75</div></div> <div><div>2.</div><div>Critically analyze the external and internal environment of organizations, identifying opportunities and challenges for the formulation of effective strategies. ECTS: 0.75</div></div> <div><div>3.</div><div>Apply the principles and practices of sustainability to design innovative and competitive strategies. ECTS: 0.75</div></div> <div><div>4.</div><div>Integrate business ethics and corporate social responsibility into decision-making processes and organizational development models. ECTS: 0.50</div></div> <div><div>5.</div><div>Evaluate and develop international strategies that address the advantages and challenges of operating in global markets. ECTS: 0.75</div></div> <div><div>6.</div><div>Use analytical tools and practical techniques to implement effective and long-term solutions in strategic management. ECTS: 1</div></div> <div><div>7.</div><div>Interpret and apply theories and best practices to address market trends and meet demands for sustainable products and services. ECTS: 0.50</div></div>		
Contribution to the student workload (which should correspond to the student's learning outcomes)			
Activity	Hours	Day/week	Total
Lectures	2	15	30
Theoretical exercises/tasks	1	15	15
Practical work	5	1	5
Contacts with teachers – consultations	1	5	5
Preparation for project assignments	1	5	5
Course project - Test (planning + implementation)	1	2	2
Homework	1	10	10
Student's own study time (in the library or at home)			25
Final exam preparation	2	10	20
Time spent on assessment (tests, final exam)	1	3	3
Projects, presentations, etc.	1	5	5
Total			125
Teaching and learning methodology:	The course is held over a 15-week period, with 3 hours of lectures and/or exercises each week, organized both		

	<p>individually and in groups. The exercises aim to encourage active participation of students in discussions on concrete examples, deepening both theoretical and practical knowledge. Regular participation and active contribution to lectures and exercises constitute a key component of the course, being considered essential for the development of students' critical, analytical and collaborative skills. Students are encouraged to engage in discussions, share ideas and work collaboratively to build a more complete understanding of the concepts covered.</p> <p><i>The course methodology combines:</i></p> <ul style="list-style-type: none"> • Theoretical lectures to introduce basic and advanced concepts and principles. • Practical exercises to apply concepts in real situations. • Analysis of case studies to link the literature with best practices. • Seminar papers and structured assignments for the development of research and presentation skills. • Periodic assessments to measure progress and level of knowledge acquisition. <p>Teaching materials will be presented in audio-visual formats using modern technologies, including Windows Office programs and other supporting digital tools. In the theoretical aspect, the course provides knowledge based on the latest scientific literature, while the practical part focuses on concrete applications, case analyses from international practice and solving analytical tasks with interpretation of results. This combination aims to create an interactive environment that strengthens cooperation between professors and students, as well as between students themselves, increasing the quality of learning and the ability to apply knowledge in real business situations.</p>
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Assessment methods and passing criteria:

The assessment method - is based on three activities - on the basis of which the final grade will be built:

- **Activity and Engagement in Learning.....max 20 points (%)**,
- **Project Design/Presentation/Seminar Paper.....max 10 points (%)**,
- **Final Exam (or two tests).....max 70 points (%)**,

Passing criteria - related to the activities foreseen by the assessment method:

1. Activity and Engagement in learning - assessed with 20 points (%) out of 100 points (%) possible:

- **Activity in learning (10 points (%))** - means that the student is active and involved in interactive discussions between professors and students, students and students, opening new topics that are related to the subject, giving ideas, opinions, critical thoughts in order to stimulate debate during lectures.
- **Engagement (10 points (%))** - means that the student completes and presents the tasks that are assigned at the end of each lecture and then discussed at the beginning of the next lecture.

Purpose: Encouraging critical thinking and creative solutions to real situations related to the problems posed - related to teaching and learning in the subject module.

2. Drafting and presenting a project/seminar paper - is evaluated with 10 points out of 100 points (%) possible,

Within the semester, the student (can be a group of students - no more than 3 students) must prepare a project/seminar paper (Word and PowerPoint), the same paper must be presented during the hours designated for presentation. The presentation will last a maximum of 15 minutes.

The topic of the paper can be proposed by the professor and by the student - the topic proposed by the student must be approved by the professor, and the same must be in full correlation with the course.

The paper is presented in front of the group and evaluated based on the quality of content, analysis, creativity and ability to present it clearly.

Project/seminar paper evaluation criteria		
Component		Points
Structure and Purpose of the paper		3
Content/elaboration of the paper		4
Conclusions drawn and presentation of the paper		3
Total:		10

Goal: developing research, analytical and scientific skills, through addressing a specific topic independently and academically - related to teaching and learning in the subject module.

	<p>3. The final exam test is evaluated with 70 points (%) out of 100 points (%) possible,</p> <p>Within the semester, two tests (2 x 35 points (%)) are planned to be held for students actively engaged in lectures, the first test in the 7th or 8th week and the second test at the end of the lectures, the student passes the test if he has at least 18 points (%), after the student is evaluated as having passed the first test, then the student can take the second test the student has the right to directly take the final exam - oral or written. The student will take the final exam test after the end of the course lectures and within the exam deadlines determined by the University Senate. The purpose of the exam is to assess the student's knowledge, skills, abilities and competencies, related to the learning outcomes foreseen in the material of the lectured course.</p> <p>The exam test (question form) must be completed individually by the student and is evaluated according to the criteria and contains:</p> <ul style="list-style-type: none">➤ Objective multiple-choice questions, the same will be used to assess the student's ability to recall and recognize the concepts and material of the course.....30 points (%),➤ Subjective questions of the type of topic for explanation/written answer/tasks - for which the student himself must be able to give answers related to the material of the lectured course, the same answers will be used to assess the student's understanding and ability to apply the knowledge acquired in the analysis, synthesis/evaluation of the problem....40 points (%) <p>Purpose of the test: to assess the acquisition of learning outcomes and the ability to apply them in practical situations.</p> <p>The student passes the exam if he/she collects 50 points (%) from all activities foreseen by the assessment method,</p> <p>Grades in UASF:</p> <table><tr><th>Grading</th><th>ECTS/Grade</th><th>Percentage (%)</th><th>Definition</th></tr><tr><td>10</td><td>A</td><td>90 - 100</td><td>Excellent</td></tr><tr><td>9</td><td>B</td><td>80 - 89</td><td>Excellent</td></tr><tr><td>8</td><td>C</td><td>70 - 79</td><td>Very good</td></tr><tr><td>7</td><td>D</td><td>60 - 69</td><td>Good</td></tr><tr><td>6</td><td>E</td><td>50 - 59</td><td>Pass</td></tr><tr><td>5</td><td>FX/F</td><td>0 - 49</td><td>Fail</td></tr></table>	Grading	ECTS/Grade	Percentage (%)	Definition	10	A	90 - 100	Excellent	9	B	80 - 89	Excellent	8	C	70 - 79	Very good	7	D	60 - 69	Good	6	E	50 - 59	Pass	5	FX/F	0 - 49	Fail
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Concretization tools – IT	Use of tables, the Internet, wireless technology, computers, projectors, PowerPoint, use of online platforms and tools to support communication and teamwork, etc.																												
The ratio between the theoretical and practical part of the study:	The structure of this module is built on a careful balance between the theoretical and practical components, with the aim of providing a comprehensive and effective experience. The integrated approach aims for students to initially build a solid																												

	<p>conceptual foundation, to then enable them to apply knowledge in practical contexts and situations close to professional reality.</p> <p>In this regard, the module is structured according to the ratio of 60% theory and 40% practice, as follows:</p> <p>27 hours (60%) are dedicated to theoretical lectures, through which students gain knowledge on basic management concepts, theoretical approaches, contemporary methodologies and professional standards, all reflected in the modular content.</p> <p>18 hours (40%) are oriented towards practical activities, including:</p> <ul style="list-style-type: none"> ➤ Classroom exercises, ➤ Analysis of concrete cases, ➤ Group work and development of simulation projects, ➤ Thematic quizzes and structured reflections in the field of management. <p>In accordance with this hour structure, the distribution of 5 ECTS is also done proportionally:</p> <p>2.75 ECTS (55%) are dedicated to theoretical content, which focuses on building academic knowledge and a deep understanding of management topics.</p> <p>2.25 ECTS (45%) are dedicated to practical content, guiding students towards developing analytical, practical and critical thinking skills through the application of concepts in concrete cases.</p> <p>This division represents a contemporary model of integrating theory with practice and aims to prepare students comprehensively for professional challenges in the field of management.</p>
Literature	
Basic literature	<ol style="list-style-type: none"> 1. Vasilika Kume “<i>Manaxhimi Strategjik</i>”, <i>Teori, koncepte ,zbatime</i>, 2019, Tiranë, Shqipëri 2. Grant, A. (2023). <i>Hidden Potential: The Science of Achieving Greater Things</i>. New York, NY: Viking
Additional literature	<ol style="list-style-type: none"> 1. Christensen, C. M. (1997). <i>The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail</i>. Boston, MA: Harvard Business School Press 1. Naçi, V., & Bici, A. (2021) „<i>Our path, the path to success in business</i>”. Tiranë: Agna Leadership Academy.
<u>Additional information – Scientific Paper from the course professor:</u>	<ol style="list-style-type: none"> 1. A. Loku & R.Temjanovski; Paper: “<i>Fostering Economic Cooperation for Enhanced Benefits in The Western Balkans: Needs, Practices and values</i>”; 2024, Journal: Journal of Educational and Social Research, ISSN: 2239-978X Paper Link: https://doi.org/10.36941/jesr-2024-0128
Designed lesson plan:	
Week	The lecture that will be held
First week	Presentation – informing students of the course syllabus, Description (presentation) of the course,

	<p>Basic concepts and brief history of Strategic Management and its importance in business development</p> <p>Literature:</p> <p>Vasilika Kume “Strategic Management”, Theory, concepts, applications, 2019, Tirana, Albania</p> <p>Pp. 5 & 27</p> <p>Expected result no. 1&4</p>
Second week	<p>Creating a company philosophy and mission</p> <p>Defining the philosophy of the organization</p> <p>Formulating the mission</p> <p>Company goals</p> <p>Organizational stakeholders</p> <p>Literature:</p> <p>Same book</p> <p>Pp. 45 – 73</p> <p>Expected result 1, 3 & 6</p>
Third week	<p>Environmental Study and Forecasting, Competitive and Environmental Analysis</p> <p>Increasing the Sharpness of Your Business</p> <p>External Environment</p> <p>Assessing the Nature of the Environment</p> <p>Recognizing and Predicting Environmental Influences</p> <p>Factor Priority Matrix</p> <p>Literature:</p> <p>Same Book</p> <p>Pp. 79 – 156</p> <p>Expected Result No. 1, 2, 3 & 6</p>
Fourth week	<p>Economic development and competitiveness in the Western Balkan countries and Artificial Intelligence; Western Balkans trade relations with the EU and other key partners, Structural reforms and open labor markets, benefits of economic cooperation and integration with the EU.</p> <p>Literature: A.Loku & R.Temjanovski, Paper:“Fostering Economic Cooperation for Enhanced Benefits in The Western Balkans: Needs, Practices and values”; 2024</p> <p>Expected result no. 2, 5 and 6</p>
Fifth week	<p>Internal Environment Analysis</p> <p>Organizational Structure and Culture</p> <p>Organizational Resources</p> <p>SWOT Analysis</p> <p>Literature:</p> <p>Same Book</p> <p>Pp. 137 - 156</p> <p>Expected Result No. 1, 2 and 6</p>
Sixth week	<p>Formulation of Objectives and Identification of Alternatives</p> <p>Organizational Objectives</p> <p>Types of Strategies</p> <p>Competitive Strategy</p> <p>Market-Based Competitive Strategy</p> <p>Literature:</p> <p>Same Book</p> <p>Pp. 177 - 194</p>

	Expected Result No. 1, 3 and 6
Seventh week	Identifying strategic alternatives Alternative methods for strategy development Strategies to avoid References: Same book Pp. 200 - 217 Expected result no. 3, 5 and 6
Week eight	First test
Week nine	Selecting and evaluating strategic alternatives Strategy evaluation criteria Selecting strategic alternatives Evaluating and selecting alternatives at the business level Literature: Same book Pp. 225 - 256 Expected result no. 2, 3, 6 and 7
Tenth week	Industrial Environment and Strategic Choice Strategy Implementation Organizational Structure Concrete Testing of Solutions Literature: Same Book Pp. 257 - 272 Expected Result No. 1, 3, 6 and 7
Week eleven	Organizational Processes Organizational Behavior Linking Culture to MS Which Tools Fit Which Fundamental Attitude? Literature: Same Book Pp. 277 - 290 Expected Result No. 1, 3, 4 and 6
Twelfth week	Development of functional strategies Strategy control Strategic control process Measuring organizational results Strategic review Literature: Same book Pp. 291 – 306 Expected result no. 2, 6 and 7
Thirteenth week	Problems in measuring results Guidelines for accurate control Strategic incentive management Problems to study 10 principles of design thinking that are redefining business management Literature: Same book Pp. 307 – 312 Expected result no. 2, 4, 6 and 7

Week fourteen	Problems to be studied in the activities of organizations Business Model Design, A strategic plan is guided by the mission of the organization, Latest tips for a strategic plan, Error analysis Success analysis Literature: Same book Pp. 313 – 350 Expected result no. 1, 2, 6 and 7
Week fifteen	Second Test and Final Presentations Final group project documentation and reflections Expected Outcome No. 1 - 7
Academic policies and rules of conduct	
Regular attendance, maintaining silence, and active participation in discussions during lectures and exercises are mandatory. During lectures and exercises, eating, whispering that disrupts classroom activities, and the use of mobile phones are strictly PROHIBITED . Mobile phones must be turned off or set to silent mode and may not be used during lectures or exercises. One of the key indicators that the course material has been properly understood is honesty in completing assignments. Lack of academic integrity (including plagiarism, copying another person's work, using unauthorized aids during exams, cheating, etc.) will not be tolerated. If there is any doubt regarding the authenticity of submitted work, the instructor reserves the right to request the student to verify their work. This may include: repeating the work, a written or oral test, a surprise quiz, or any other action deemed necessary by the instructor.	