

## SYLLABI

Basic data of the subject	
<b>Academic unit:</b>	<b>Faculty of Management</b>
<b>Program:</b>	<b>Business Management and Entrepreneurship</b>
<b>Course title:</b>	<b>Strategic Management</b>
<b>Level:</b>	<b>Bachelor</b>
<b>Subject status:</b>	<b>O</b>
<b>Year of studies:</b>	<b>III</b>
<b>Semester:</b>	<b>V</b>
<b>Number of hours per week:</b>	<b>3</b>
<b>Credit value - ECTS:</b>	<b>5</b>
<b>Time / location:</b>	<b>UASF</b>
<b>Subject professor:</b>	
<b>Contact details:</b>	
<b>Course Description:</b>	<p>The Strategic Management course aims to provide an in-depth understanding of the role and importance of strategic management in the functioning and development of modern enterprises and organizations. Through contemporary literature and approaches, students are provided with knowledge of the basic concepts of strategic management and its main models, including: organizational vision and mission, assessment of the external and internal environment, integration and intensive strategies, diversification and defensive strategies, as well as the process of strategy analysis and selection. It also addresses current marketing issues such as market segmentation and product positioning, generation of new ideas and business models, ethics and social responsibility of business, environmental sustainability, as well as the challenges of international operations of multinational organizations. The course provides a broad theoretical and practical basis, which helps students understand the dynamism and complexity of the global competitive environment.</p>
<b>Purpose of the course:</b>	<p>The main objective of this course is to develop students' analytical, critical and practical skills to understand and apply strategic management in different organizational contexts. Students are guided step by step through the key stages of strategic management, becoming familiar with the challenges and decision-making of a strategic manager. At the end of the course, students are expected to be able to formulate and implement effective strategies aimed at achieving sustainable competitive advantage and increasing the overall performance of the organization, both locally and globally.</p>

Expected learning outcomes:	After completing the course, students are expected to be able to:		
	1. Explain the basic concepts and models of strategic management, and argue the importance of vision, mission and analysis of the external and internal environment for the development of organizations. ECTS: 1		
	2. Analyze and evaluate the strategic position of organizations, using strategic management tools and techniques to identify opportunities, challenges and competitive resources. ECTS: 1		
	3. Develop and compare strategic alternatives, proposing growth, innovation, diversification or defense strategies, and drafting proposals for future repositioning. ECTS: 1		
	4. Formulate and justify strategic decisions individually and in groups, communicating them effectively in writing and orally, through analytical and critical argumentation. ECTS: 1		
	5. Apply the concepts and tools of strategic management in practical contexts, recommending and defending appropriate strategies for specific organizations and demonstrating professional competences for active participation in the process of formulating, implementing and evaluating strategies. ECTS: 1		
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)	2	2	4
Homework	1	10	10
Student's own study time (in the library or at home)			30
Final exam preparation	2	5	10
Time spent on assessment (tests, final exam)	2	3	6
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 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><i>The course methodology combines:</i> 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> <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>
<p><b>Assessment methods and passing criteria:</b></p>	<p><b>The assessment method</b> - is based on three activities - on the basis of which the final grade will be built:</p> <ul style="list-style-type: none"> <li>➤ Activity and Engagement in Learning.....<b>max 20 points (%)</b>,</li> <li>➤ Project Presentation/Seminar Paper.....<b>max 10 points (%)</b>,</li> <li>➤ Final Exam (or two tests).....<b>max 70 points (%)</b>,</li> </ul> <p><b>Passing criteria</b> - related to the activities foreseen by the assessment method:</p> <p><b>1. Activity and Engagement in learning</b> - assessed with 20 points (%) out of 100 points (%) possible:</p> <ul style="list-style-type: none"> <li>• Activity in learning (<b>10 points (%)</b>) - 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.</li> <li>• Engagement (<b>10 points (%)</b>) - 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.</li> </ul> <p><b>Purpose:</b> Encouraging critical thinking and creative solutions to real situations related to the problems posed - related to teaching and learning in the subject module.</p> <p><b>2. Drafting and presenting a project/seminar paper</b> - is evaluated with <b>10 points out of 100 points (%) possible</b>,  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.</p> <p>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.</p> <p>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.</p>

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
<b>Total:</b>	<b>10</b>

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

**3. The final exam test is evaluated with 70 points (%) out of 100 points (%) possible,**

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.

The exam test (question form) must be completed individually by the student and is evaluated according to the criteria and contains:

- 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 (%)**

**Purpose of the test:** to assess the acquisition of learning outcomes and the ability to apply them in practical situations.

**The student passes the exam if he/she collects 50 points (%) from all activities foreseen by the assessment method,**

**Grades in UAS:**

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	Sufficient
5	FX/F	0 - 49	Insufficient

<b>Concretization tools - IT</b>	Use of Smart-board, the Internet, wireless technology, computers, projectors, PowerPoint, use of online platforms and tools to support communication and teamwork, etc.
<b>The ratio between the theoretical and practical part of the study:</b>	<p>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 conceptual foundation, to then enable them to apply knowledge in practical contexts and situations close to professional reality.</p> <p><b>60% theory and 40% practice,</b></p> <p>75 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>50 hours (40%) are oriented towards practical activities, including:</p> <ul style="list-style-type: none"> <li>➤ Classroom exercises,</li> <li>➤ Analysis of concrete cases,</li> <li>➤ Group work and development of simulation projects,</li> <li>➤ Thematic quizzes and structured reflections in the field of management.</li> </ul> <p>In accordance with this hour structure, the distribution of 5 ECTS is also done proportionally:</p> <ul style="list-style-type: none"> <li>• <b>3 ECTS</b> are dedicated to theoretical content, which focuses on building academic knowledge and a deep understanding of management topics.</li> <li>• <b>2 ECTS</b> are dedicated to practical content, guiding students towards developing analytical, practical and critical thinking skills through the application of concepts in concrete cases.</li> </ul> <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>
<b>Literature</b>	
<b>Basic literature</b>	<ol style="list-style-type: none"> <li>1. <b>Vasilika Kume</b> “<i>Manaxhimi Strategjik</i>”, <i>Teori, koncepte ,zbatime</i>, 2019, Tiranë, Shqipëri</li> <li>2. <b>Grant, A.</b> (2023). <i>Hidden Potential: The Science of Achieving Greater Things</i>. New York, NY: Viking</li> </ol>
<b>Additional literature</b>	<ol style="list-style-type: none"> <li>1. <b>Christensen, C. M.</b> (1997). <i>The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail</i>. Boston, MA: Harvard Business School Press</li> <li>2. <b>Naçi, V., &amp; Bici, A.</b> (2021) „<i>Our path, the path to success in business</i>”. Tiranë: Agna Leadership Academy.</li> </ol>
<b><u>Additional information – Scientific Paper from the course professor:</u></b>	<ol style="list-style-type: none"> <li>1. <b>A. Loku; Paper:</b> “<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: <a href="https://doi.org/10.36941/jesr-2024-0128">https://doi.org/10.36941/jesr-2024-0128</a></li> </ol>
<b>Designed lesson plan:</b>	
<b>Week</b>	<b>The lecture that will be held</b>
<b>First week</b>	<b>Presentation - introducing students to the course syllabus, Description (presentation) of the course,</b>

	<p>Strategic management; A general introduction  Brief history of strategic management  Strategic management today and its process  Literature:  Vasilika Kume “Strategic Management”, Theory, Concepts, Applications, 2019, Tirana, Albania  Pp. 5 &amp; 30  Expected Result No. 1 &amp; 4</p>
<b>Second week</b>	<p><b>Company philosophy, vision, mission and organizational goals; Stakeholders; Business ethics.</b></p> <p>Literature:  Same book  Pp. 45 - 73  Expected result 1 &amp; 3</p>
<b>Third week</b>	<p><b>Analysis of the external environment;</b></p> <p>Identification of competitive factors  Forecasting environmental impacts  Literature:  Same book  Pp. 79 - 136  Expected result no. 2 &amp; 3</p>
<b>Fourth week</b>	<p><b>Internal Environment Analysis</b></p> <p>Organizational Structure and Culture  Organizational Resources  SWOT Analysis  Literature:  Same Book  Pp. 137 – 163  Expected result no. 2 &amp; 3</p>
<b>Fifth week</b>	<p><b>Economic development and competitiveness in the Western Balkans; Trade relations with the EU; The role of artificial intelligence; Reforms and economic integration.</b></p> <p>Literature: A.Loku; Paper:“Fostering Economic Cooperation for Enhanced Benefits in The Western Balkans: Needs, Practices and values”; 2024  Expected result no. 2 &amp; 5</p>
<b>Sixth week</b>	<p><b>Objectives and identification of strategic alternatives</b></p> <p>Types of strategies and organizational objectives  Market-based competitive strategy  Alternative methods for strategy development  Strategies to avoid  Literature:  Same book  Pp. 177 - 217  Expected result no. 3</p>
<b>Seventh week</b>	<p><b>Evaluation and selection of strategic alternatives</b></p>

	<p>Evaluation criteria,  Selecting strategic alternatives  Strategic decisions at the business level  Literature:  Same book  Pp. 225 - 260  Expected result no. 2, 3, &amp; 4</p>
<b>Week eight</b>	<b>First test</b>
<b>Week nine</b>	<p><b>Strategy Implementation</b></p> <p>What needs to be done?  Organizational Structure, Processes, and Behavior  Relating culture to SM  Literature:  Same Book  Pp. 267 - 286  Expected Outcome No. 1, 3, &amp; 4</p>
<b>Tenth week</b>	<p><b>Integrated Model of Strategic Planning</b></p> <p>Strategic Messages of the Integrated Model of Cultural Planning  Development of Functional Strategies  How is Strategy Developed in an Organization?  Literature:  Same Book  Pp. 286 - 296  Expected Result No. 3 &amp; 4</p>
<b>Week eleven</b>	<p><b>Strategic Control</b></p> <p>Strategic Control Process  Measuring Organizational Results  Strategic Review  Problems in Measuring Results  Literature:  Same Book  Pp. 297 - 307  Expected Result No. 2 &amp; 5</p>
<b>Twelfth week</b>	<p><b>Guidelines for Accurate Control</b></p> <p>Strategic Incentive Management  Problems to Study  10 Principles of Design Thinking that Redefine Business Management  Literature:  Same Book  Pp. 308 - 312  Expected Result No. 2, 4 &amp; 5</p>
<b>Thirteenth week</b>	<p><b>Problems to be studied in the activities of organizations</b></p> <p>Business Model Design,  Error Analysis  Success Analysis  Literature:</p>

	Same Book Pp. 313 - 316 Expected Result No. 2 & 5
<b>Week fourteen</b>	<b>Strategic planning advice;</b>  Case study preparation; Written case analysis and presentation. Literature: Same book Pp. 317 - 336 Expected result no. 1, 2 & 5
<b>Week fifteen</b>	<b>Final presentations of group projects; Reflections on learning</b>  Second test; Expected result no. 1 - 5
<b>Academic policies and rules of conduct</b>	
The student is obliged to attend lectures regularly and to have correct behavior towards colleagues and University staff, maintaining calm and active engagement in lectures and exercises is mandatory. During lectures and exercises, eating, whispering that hinders work in the classroom and the use of mobile phones are PROHIBITED. At the same time, mobile phones must be turned off or put on silent and not used during lectures or exercises. Lack of academic integrity (including plagiarism, copying another person's work, use of unauthorized aids in exams, cheating, etc.) will not be tolerated. If there are doubts about the authenticity of the work submitted, the professor has the right to ask the student to verify his/her work. This can be done through: repeating the work, written or oral testing, surprise quiz or any other action deemed necessary by the lecturer.	