

COURSE SYLLABUS

Course title: Strategic management 2

ECTS: 9

Programme: Management

Level: master

Course purpose: To train students to critically evaluate and apply different models of strategic management within four strategic dimensions: process, context, content and mission, and thus to train them for later professional and research work in the field of strategic management.

Content (Syllabus outline):

1. *Core elements of strategic management:* Strategic Management: process, context and content. Strategic paradoxes (dualities).
2. *Strategy design:* Stakeholder theory. Vision and mission development. Planned vs. Emergent strategy.
3. *External Analysis:* Industry Analysis & Trends, VUCA environment, PEST Analysis, 5 Forces Analysis.
4. *Internal Analysis:* Competitive Advantage, Core Competence, Organizational Structure, Process, Culture.
5. *Designing Business Level Strategies:* Cost Leadership, Differentiation.
6. *Designing Corporate Level Strategies:* Diversification, Vertical Integration, Portfolio vs Synergy, BCG Matrix.
7. *Network Level Strategies:* Alliances, Joint Ventures, Competition vs Cooperation, Organizational Dependencies.
8. *Strategic innovation:* Incremental vs. Disruptive innovation. Blue Ocean Strategy.
9. *Strategy Implementation & Strategic Change:* Strategy Implementation, Strategic Change and organization identity, strategy and digital technology.
10. *Environment and Corporate Social Responsibility:* sustainable business models.

Intended learning outcomes:

Knowledge and understanding:

Student will be able to:

- shape their own understanding of strategic management in today society;
- capitalize on business opportunities in today's complex world;
- select most effective strategy to achieve social, financial and environmental objectives;
- apply and analyze models, methods and approaches for developing, implementing and controlling strategy at different level from business to corporate to network.