

NAME OF THE COURSE		Strategic management				
Code	EUB304	Year of study	1. (graduate)			
Course teacher	Anita Talaja, PhD Nikša Alfirević, PhD	Credits (ECTS)	5			
Associate teachers		Type of instruction (number of hours)	L	S	E	F
			26		26	
Status of the course	Compulsory and elective	Percentage of application of e-learning	40%			
COURSE DESCRIPTION						
Course objectives	After completing this course students will be able to understand theoretical concepts of strategic management and strategic management process.					
Course enrolment requirements and entry competences required for the course	None					
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	<p>Course learning outcome: Compare different strategic management approaches and methods.</p> <ol style="list-style-type: none"> <li>Determine the process and models of strategic management.</li> <li>Classify elements and methods for external environment analysis.</li> <li>Determine industry structure and firm's competitive position.</li> <li>Appraise the role of resources and capabilities in strategy formulation.</li> <li>Compare different types of business strategies, corporate strategies and corporate social responsibility.</li> <li>Determine phases of strategic management, i.e. strategic formulation, implementation and control.</li> </ol>					
Course content broken down in detail by weekly class schedule (syllabus)		Lectures		Exercises		
		Topic	Hours	Topic	Hours	
	1	Foundations of strategy – strategic competitiveness.	2	Opening discussion. Student expectations. Information on the course, requirements and grading.	2	
	2	Strategic corporate social responsibility – characteristics and principles.	2	Case studies/assignments.	2	
	3	The external environment: Segments and analysis of general environment.	2	Case studies/assignments.	2	
	4	Industry structure. Industry environment analysis.	2	Case studies/assignments: 5 forces model.	2	
	5	The internal environment.		Presentation and discussion of student research.	2	
	6	Resources, capabilities, and competitive advantage.	2	Case studies/assignments: VRIO framework.	2	
7	Business-level strategy – definition, types and purpose.	2	Presentation and discussion of student research.	2		

	8	Competitive rivalry and competitive dynamics	2	Case studies/assignments.	2	
	9	Corporate strategies: Vertical integration and corporate diversification.	2	Presentation and discussion of student research.	2	
	10	Strategic alliances; Mergers and acquisitions.	2	Presentation and discussion of student research.	2	
	11	Portfolio matrix and strategic direction.	2	Case studies/assignments.	2	
	12	Strategy implementation and strategic choice.	2	Presentation and discussion of student research.	2	
	13	Strategic control – processes, types and levels of control.	2	Case studies/assignments.	2	
Format of instruction	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises <input type="checkbox"/> <i>on line</i> in entirety <input type="checkbox"/> <u>partial e-learning</u> <input type="checkbox"/> field work		<input type="checkbox"/> <u>independent assignments</u> <input type="checkbox"/> multimedia <input type="checkbox"/> laboratory <input type="checkbox"/> work with mentor <input type="checkbox"/> guest lecturer			
Student responsibilities	Requirement for the successful completion of the course is 50% of class attendance for regular, full-time students. Students should also participate in case studies, assignments and presentations.					
Screening student work ( <i>name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course</i> )	Class attendance	0.5 ECTS	Research	1 ECTS	Practical training	
	Experimental work		Report		Case studies/assignments	1.5 ECTS
	Essay		Seminar essay		Individual evaluations (Other)	2 ECTS
	Tests		Oral exam		(Other)	
	Written exam		Project		(Other)	
Grading and evaluating student work in class and at the final exam	Two individual evaluations are organized during the semester. Final grade is formed following way: two individual evaluations during the semester or the final cumulative individual evaluation at the end of the semester - 50% of the grade, case studies, discussions and presentations – 50% of the grade. In order to pass individual evaluations or final cumulative exam, students must have 50% or more correct answers. Grading intervals: 50-60% pass (2); 61-75% good (3); 76-89% very good (4), 90-100 excellent (5).					
Required literature (available in the library and via other media)	<b>Title</b>			<b>Number of copies in the library</b>	<b>Availability via other media</b>	
	Hitt, M.A., Ireland, D., Hoskisson, R.E.: Strategic Management: Competitiveness and Globalization, Cengage Learning, 2017.			1		

	Thompson A. A. et. Al.: Crafting and executing strategy: The quest for competitive advantage, Mc Graw Hill, 2020.	1	
	Barney, J.B., Hesterly, W.S.: Strategic management and competitive advantage, Pearson, 2015.	1	
Optional literature (at the time of submission of study programme proposal)	<ol style="list-style-type: none"> <li>1. Grant M. Robert: <i>Contemporary Strategy Analysis: Concepts, Techniques, Applications</i>, Blackwell Publishers Inc., Malden, Massachusetts, Third edition, 2001.</li> <li>2. Mintzberg, H., Lampel, J., Ahlstrand, B. (2005): <i>Strategy Safari: A Guided Tour Through The Wilds of Strategic Management</i>, Free Press</li> <li>3. Talaja, A. (2012): Testing VRIN framework: resource value and rareness as sources of competitive advantage and above average performance, <i>Journal of Contemporary Management Issues</i>, 17(2), 51-64.</li> <li>4. Porter, M.A.(1997): How Competitive Forces Shape Strategy, <i>Harvard Business Review</i>, July-August</li> <li>5. Barney, J.B. (1991): Firm Resources and Sustained Competitive Advantage, <i>Journal of Management</i>, 17(1), 99-120.</li> </ol>		
Quality assurance methods that ensure the acquisition of exit competences	<ul style="list-style-type: none"> <li>• Monitoring student's class attendance (teacher)</li> <li>• Class quality supervisions (Vice-Dean for Education and student affairs)</li> <li>• Analysis of student success (Vice-Dean for Education and student affairs )</li> <li>• Student survey on the quality of teachers and teaching (University of Split, Centre for Quality Improvement)</li> <li>• Final exam is relevant for the assessment of course outcomes. The content of exam is reassessed periodically in order to assure fit with course outcomes.</li> </ul>		
Other (as the proposer wishes to add)			