



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Business Strategies	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: assoc. prof. Žilvinas Židonis Other(s):	Faculty of Economics and Business Administration Sauletekio ave. 9, II building, LT 10222 Vilnius

Study cycle	Type of the course unit (module)
First	Elective

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to-face / on-line	Autumn semester	English

Requirements for students
Prerequisites: Management

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	48	82

Purpose of the course unit (module): programme competences to be developed
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This course aims to provide students the fundamentals about strategic management concepts and techniques, emphasizing the creation, implementation and evaluation of business strategy in organizations. The course introduces business strategy through case analyses, and focuses on the basic direction and goals of an organization, the environment analysis (social, political, technological, economic factors), industry and market structure, and organizational strengths and weaknesses. The course is structured to enhance student's analytical, reflective and verbal skills, and to expose student to the peculiarities of strategic decision-making in the context of global market unpredictability and turbulence.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Students will understand the basic vocabulary of strategy, the nature, principles and processes of strategic management in business organizations. Students will know basic concepts of classical and modern strategic management theories.	Class activities include traditional and interactive lectures on the text content materials combined with in-class assignments such as case analyses, in-class teamwork, discussions with guest lecturers, videos, and students'	Group project: strategic analysis of selected company. The project is divided into separate assignments, assignments presented during in-class seminars. Presentations, discussions.
Students will be able to analyze organization's micro and macro environments; to conduct industry analysis; and to apply models and tools to evaluate the strategic importance of resources, core competences and dynamic capabilities.		
Students will learn how to apply different strategic design models to create and to sustain company's competitive advantage. Students will be trained how		

different techniques can be used to identify and to evaluate strategic options.	presentations of teamwork assignments.	Short in-class case studies. Presentations, discussions Mid-term test. Quiz of multiple choice, true/false type questions. Final test. Quiz of multiple choice, true/false type questions.
Students will be able to analyze and to evaluate critically real-life company situations, and to develop creative solutions by employing models and tools of strategic management.		
Students will acquire skills to apply a systematic, critical and constructive thinking in problem identification and solving. Students will be able to work in teams, to make teamwork presentations and to present results of individual assignments in oral or/and written form, to contribute constructively to discussions, to formulate and to communicate critical comments.		

	Content: breakdown of the topics	Contact hours						Self-study work: time and assignments			
		Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments
1.	Introduction to Business Strategies. The characteristics of strategic decisions and what is meant by strategy and strategic management.	4							4	5	Literature readings (Chapter 1), case studies, oral presentations.
2.	The Basic Vocabulary of Strategy. How strategic priorities vary by: corporate, business and operational level; what distinguishes strategic management from operational management. Company's vision and mission.	4							4	5	Literature readings (Chapter 1), case studies, oral presentations.
3.	Environment Analysis. The forces in the macro-environment of an organisation, PESTEL and other frameworks. 5 forces framework to identify the sources of competition, strategic groups, market segments and critical success factors.	4		4					8	12	Literature readings (Chapter 2), case studies, group project work presentations, discussions
4.	Internal Analysis. Competitive advantage of organisations, the strategic importance of resources, competences, core competences and dynamic capabilities, VRIO model.	4		4					8	12	Literature readings (Chapter 4), case studies, group project work presentations, discussions
5.	Strategic Choices. Different bases of achieving competitive advantage in terms of 'routes' on the strategy clock: price-based strategies; differentiation strategies; hybrid and focus strategies. The factors influencing the sustainability of competitive advantage	4		4					8	12	Literature readings (Chapter 7), case studies, group project work presentations, discussions

6.	International Strategies. Organisation's product and geographic diversity. Internationalization modes, Born Globals. International value chains. The difference between multi-domestic and global strategies.	4						4	12	Literature readings (Chapter 9), case studies, oral presentations.
7.	Value Innovation. Red Oceans vs Blue Oceans. Value innovation: the cornerstone of Blue Ocean strategy. The six principles of Blue Ocean strategy. The Strategy Canvas model.	4		4				8	12	Literature readings (Chapter 3), case studies, group project work presentations, discussions
8.	Strategy development. Intended processes of strategy development: strategic planning systems, externally imposed strategy. Emergent processes of strategy development: logical incrementalism, resource allocation, cultural processes, organizational politics.	4						4	12	Literature readings (Chapter 13), case studies, oral presentations.
Total		32		16				48	82	

Assessment strategy	Weight %	Deadline	Assessment criteria
Group project	40 %	During the semester according to seminars schedule	Students make group project presentations during the seminars. Group member receives the same grade unless objections from peers regarding member's contribution are declared. Groups size should be up to 4 or 5 people. The group have to make 6 presentations in total: 1. Short descriptions of selected company 2. Company's mission and vision. Mission statement evaluation based on 6 elements model. 3. External assessment. 10 external forces. Industry analysis according Porter's 5 forces model. 4. Internal assessment. The value of company's resources. VRIO analysis 5. Identification of bases of competitive advantage. "Strategy Clock" model. 6. Evaluation of strategic choices. TOWNS matrix Evaluation criteria of group project presentations: 40 % the depth and precision of analysis, information and data quality 40 % presentation of findings and design quality 20 % participation in discussion and provided argumentation
Mid term test	20 %	In mid of the semester	10 multiple choice or true/false questions. One correct answer = 1, incorrect answer = 0.
Final test	40 %	During the Session week	10 multiple choice or true/false questions. One correct answer = 1, incorrect answer = 0. For example: the grade is 8 if 8 correct answers out of 10 are received.
The assessment strategy for an external exam	Weight, %	Deadline	Assessment criteria
Individual project	40 %	Exam day	A student make project presentation that will include. 1. Short descriptions of selected company 2. Company's mission and vision. Mission statement evaluation based on 6 elements model. 3. External assessment. 10 external forces. Industry analysis according Porter's 5 forces model. 4. Internal assessment. The value of company's resources. VRIO analysis 5. Identification of bases of competitive advantage. "Strategy Clock" model. 6. Evaluation of strategic choices. TOWNS matrix

			Evaluation criteria of group project presentations: 60 % the depth and precision of analysis, information and data quality 40 % presentation of findings and design quality
A test	60 %	Exam day	20 multiple choice or true/false questions. One correct answer = 1, incorrect answer = 0. For example: the grade is 8 if 8 correct answers out of 10 are received.

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
Compulsory reading				
Whittington R., Regnér P., Angwin D., Johnson G., Scholes K.	2020	Exploring Strategy. Text and cases	12 th ed	Pearson Education
Supplementary reading				
Rothaermel, Frank T	2021	Strategic Management: Concepts	5 th ed	New York: McGraw- Hill, Irwin
Dess, G. G., Lumpkin, G. T., Eisner, A. B., McNamara, G.	2013	Strategic Management: Creating Competitive Advantages	7 th ed	McGraw-Hill/Irwin
Mintzberg, H., Ahlstrand, B. W., & Lampel, J.	1998	Strategy safari: A guided tour through the wilds of strategic management.		New York: Free Press
Porter, M. E.	1996	What is strategy?	Harvard Business Review 74 (6): p. 61-78.	