



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Strategy Management	

Lecturer(s)	Department(s) where the course unit (module) is delivered
<b>Coordinator:</b> associate prof. Eglė Dauniėnė <b>Other(s):</b>	Vilnius University Business School Saulėtekio ave. 22, Vilnius

Study cycle	Type of the course unit (module)
Second	compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to-face	Spring	English

Requirements for students	
<b>Prerequisites:</b> none	<b>Additional requirements (if any):</b>

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	32	98

Purpose of the course unit (module): programme competences to be developed		
<p>The objective of this course is to develop Project Management knowledge and practice competences, with particular focus on competences<sup>1</sup> in Strategy (4.3.1) specific to PM as well as social competencies in PM.</p>		
Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Be able to demonstrate knowledge and comprehension in fundamental concepts and theories in strategic management, develop skills to apply this knowledge to strengthen competitive advantages of companies.	Scientific literature analysis, cases studies, group analysis, Individual analysis	Written case analysis
Be capable to make key strategic decisions, to provide performance optimization recommendations as well as identify success criteria which will be used in strategic monitoring. Be able to demonstrate knowledge, comprehension	Case analysis, analytical workshops, discussions and application of Strategic management models and frameworks, peer consulting, interviewing top managers.	Working papers Written case analysis

<sup>1</sup> Numbers are references to Individual Competence Baseline (ICB) for Project, Programme and Portfolio Management issued by International Project Management Association (IPMA),

and application of the following Key competence indicators: Align with organizational mission and vision (4.3.1.1), Develop and ensure the ongoing validity of the business / organisational justification (4.3.1.3).		
Be capable to apply international business intelligence techniques in business as well as to combine various strategies (marketing, innovation, business, HR, and etc.) in order to improve competitive advantages of selected organizations. Be able to demonstrate knowledge, comprehension and application of the following Key competence indicators: Identify and exploit opportunities to influence organisational strategy (4.3.1.2).	Case analysis, analytical workshops, discussions and application of Strategic management models and frameworks, peer consulting, interviewing top managers.	Working papers Written case analysis

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	Contact hours	Self-study hours	Assignments
1. Strategy management: concepts and theories, AFI strategy framework	1		1				1	3	Individual study of literature
2. Competitive Advantage, Firm Performance, and Business Models:	1		2				2	12	Individual study of literature, choose the company for case analysis
3. Strategic Leadership: Managing the Strategy Process	1		1				1	7	Individual study of literature, start working of 1 <sup>st</sup> written paper.
4. External Analysis: Industry Structure, Competitive Forces, and Strategic Groups	1		3				4	10	Individual study of literature. Complete 1 <sup>st</sup> written paper
5. Internal Analysis: Resources, Capabilities, and Core Competencies	1		3				4	10	Individual study of literature start working of 2 <sup>nd</sup> written paper.
6. Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	1		3				4	10	Individual study of literature Complete 2 <sup>nd</sup> written paper
7. Business Strategy: Innovation and Entrepreneurship	1		2				3	10	Individual study of literature, start working on Written case analysis
8. Corporate Strategy: Vertical Integration and Diversification	1		2				3	10	Individual study of literature, keep on working on Written case analysis
9. Corporate Strategy: Strategic Alliances, Mergers & Acquisitions	1		1				2	8	Individual study of literature, keep on

									working on Written case analysis
10. Global Strategy: Competing Around the World	1		1				2	8	Individual study of literature, keep on working on Written case analysis
11. Organisational Design: Structure, Culture, and Controls	1		2				3	10	Individual study of literature, complete the Written case analysis
<b>Total: 130</b>	<b>11</b>		<b>21</b>				<b>32</b>	<b>98</b>	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Working papers	30	During the module	The students will have to develop 2 written papers using the specifically assigned management models or framework. Each paper has a potential to earn 15% of final grade. The papers have to be downloaded upon the date set in the e-learning system. Late papers will not be accepted and earn 0% of the final mark.
Written case analysis of selected international company	70	At the end of the module	<p>In doing the case analysis of a selected company, the students will be assessed to the extent they are able to demonstrate how they follow the steps of the Strategic Management Process. The written report should demonstrate the ability to use the key models and frameworks of Strategic Management Process:</p> <ol style="list-style-type: none"> <li>1. Perform a <b>external environment analysis</b> and answer the question: what is <b>the competitive challenge</b> the company faces currently. Use at least two of the following: <ul style="list-style-type: none"> <li>• Macro-level environment (PESTEL analysis)</li> <li>• Industry environment (eg. Porter's five forces)</li> <li>• Competitive environment (eg. Strategic groups)</li> </ul> </li> <li>2. Perform an <b>internal analysis</b> of the company using the resource based view. Use at least two of the following: <ul style="list-style-type: none"> <li>• What are the company's resources, capabilities and competencies?</li> <li>• Does the company possess valuable, rare, costly to imitate resources, and is it organized to capture value from these resources (VRIO analysis)</li> <li>• What is the company's value chain?</li> </ul> </li> <li>3. Summarise the findings of external and internal analysis using SWOT and <b>identify key strategic questions</b> the company faces today.</li> <li>4. Analyse the company's current business-level and corporate-level strategies: <ul style="list-style-type: none"> <li>• Business-level strategy (product market positioning)</li> <li>• Corporate-level strategies (diversification)</li> <li>• International strategy (geographic scope and mode of entry)</li> <li>• How are these strategies being implemented?</li> </ul> </li> <li>5. Analyse the company's performance and: <ul style="list-style-type: none"> <li>• Use both financial and market-based measures;</li> <li>• How does the company compare to its competitors as well as industry average?</li> <li>• What trends are evident over the past three years?</li> </ul> </li> <li>6. Develop a guiding policy for the company for the next 3</li> </ol>

			<p>year period to improve and/ or sustain its competitive advantage:</p> <ul style="list-style-type: none"> <li>• What activities need to be performed?</li> <li>• What is the time line?</li> <li>• How do you suggest to finance your proposed activities?</li> <li>• What outcomes is your plan likely to achieve?</li> </ul> <p>The papers have to be downloaded upon the date set in the e-learning system. Late papers will not be accepted and earn 0% of the final mark.</p>
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Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
<b>Compulsory reading</b>				
Frank T. Rothaermel	2018	„Strategic management 4e“		McGrawHill Education
<b>Optional reading</b>				
Board of Innovation	2017	50+ Business Models you should copy today		www.boardofinnovation.com
Kaplan R.S., Morton D.P.	1996	“Using the Balanced Scorecard as a Strategic management System”		Harvard Business Review
Mintzberg H.	1994	“The Fall and Rise of Strategic Planning”		Harvard Business Review