



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Strategic management	

Academic staff	Core academic unit(s)
Coordinating: Eva Panetti Other:	

Study cycle	Type of the course unit
Second	Compulsory and optional

Mode of delivery	Semester or period when it is delivered	Language of instruction
Online	Autumn	English

Requisites	
Prerequisites:	Co-requisites (if relevant):

Number of ECTS credits allocated	Student's workload (total)	Contact hours	Individual work
5	130	32	98

Purpose of the course unit		
The purpose of this course unit is to equip students with a dynamic set of strategic management skills and frameworks, enabling them to navigate complex business landscapes with confidence. Through a combination of experiential learning, analytical tools, and innovative thinking, students will learn to formulate and execute strategies that drive sustainable value creation and adaptability in an ever-evolving market environment.		
Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Students will be able to employ an experimental approach to formulate and refine strategic initiatives, fostering adaptability and innovation within the organization.	Case studies, Simulations, Group Projects, Debates and Discussions	Exam (test): open and closed questions  Group written work and oral presentation
Students will proficiently design and assess value propositions, aligning them with customer needs and market dynamics to create sustainable competitive advantage.	Market research Exercises, Case Analysis	
Students will gain expertise in utilizing business model analytics tools to critically analyze and optimize organizational structures for enhanced performance and profitability.	Tutorials, Group exercises; Case-based learnings; Trend analysis	
Students will develop the capability to cultivate business model innovation (BMI) by leveraging emerging trends, technologies, and market shifts to drive long-term growth and resilience	Tutorials, Group exercises; Case-based learnings.	

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
1. Experimental Approach to Strategy	3						6	14	Individual Task, Business Game
2. Value Proposition Design	3						4	14	Group Task
3. Business Model Analytics Tools	3		4				4	14	Case-study analysis; Group exercises
4. Business Model Innovation (BMI)	3		4				4	14	Case-study analysis; Group exercises
5. Transient Competitive Advantage Strategy	3						4	14	Case-study analysis, Individual Task
6. Managing Black Swan Events & Disruptive Technologies	3						4	14	Case-study analysis, Individual Task
7. SPRINT Methodology	6						6	14	Group Task, Design Challenge
	24		8				32	98	

Assessment strategy	Weight %	Deadline	Assessment criteria
Group essay work	40	During the semester	Group work is written and presented orally to an audience. The relevance of the chosen topic, the level of research, the consistency and impressiveness of the presentation, the participation of students in the discussions, the number of questions answered, are evaluated
Examination (test)	60	During the session	The test is negatively scored if less than 50% of the total number of questions are answered correctly.
			<p>Group work and the Examination are scored on a 10-point scale:</p> <ul style="list-style-type: none"> <li>- more than 95% or excellent, 10 points;</li> <li>- more than 85 % or very good, 9 points;</li> <li>- more than 75 % or good, 8 points;</li> <li>- more than 65 % or average, 7 points;</li> <li>- more than 55 % or satisfactory, 6 points;</li> <li>- more than 45 % or weak, 5 points.</li> </ul> <p>Less than 45 % or unsatisfactory when the minimum requirements are not met: 4, 3, 2, 1.</p> <p>The final grade for the course is a pass mark when the arithmetic average of the group work and the exam (the only references must be at least 50%) is at least 5 points</p>

Author (-s)	Publishing year	Title	Issue of a periodical or volume of a publication	Publishing house or web link
<b>Required reading</b>				
Steve Blank	2013	Why the Lean Start-Up Changes Everything	Harvard Business Review	<a href="https://hbr.org/2013/05/why-the-lean-start-up-changes-everything">https://hbr.org/2013/05/why-the-lean-start-up-changes-everything</a>
Osterwalder, A., Pigneur, Y., & Tucci, C. L.	2005	Clarifying business models: Origins, present, and future of the concept.	Communications of the association for Information Systems 16(1)	<a href="https://aisel.aisnet.org/cais/vol16/iss1/1/">https://aisel.aisnet.org/cais/vol16/iss1/1/</a>
McGrath, R. G. (2013).	2013	Transient advantage	Harvard business review, 91(6), 62-70.	<a href="https://hbr.org/2013/06/transient-advantage">https://hbr.org/2013/06/transient-advantage</a>
Larry Prusak	2007	The Black Swan	Harvard business review	<a href="https://hbr.org/2007/06/the-black-swan-1">https://hbr.org/2007/06/the-black-swan-1</a>

Darrell Rigby, Jeff Sutherland, and Hirotaka Takeuchi	2016	Embracing Agile	Harvard business review	<a href="https://hbr.org/2016/05/embracing-agile">https://hbr.org/2016/05/embracing-agile</a>
<b>Recommended reading</b>				
Osterwalder, A., & Pigneur, Y.	2010	Business model generation: a handbook for visionaries, game changers, and challengers (Vol. 1).	Vol.1	John Wiley & Sons.
Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A	2015	Value proposition design: How to create products and services customers want	Vol. 2	John Wiley & Sons.
Eric Ries	2017	The Lean Startup		Crown
Jake Knapp, John Zeratsky, Braden Kowitz	2016	Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days		Simon & Schuster