



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Strategic Planning	

Academic staff	Core academic unit(s)
Coordinating: assoc. prof. dr. Giedrė Dzemydaitė Other(s):	Faculty of Economics and Business Administration

Study cycle	Type of the course unit
Second	Compulsory

Mode of delivery	Semester or period when it is delivered	Language of execution
Mixed (auditory and remote)	Fall semester	English

Requisites	
Prerequisites: management knowledge	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 the subject is to make students understand the concept of strategic planning and be able to explain its importance, to acquire theoretical and practical knowledge in the field of strategic planning, which is necessary for the preparation of strategic documents and plans of public sector bodies, supervision (monitoring) of the activities of such bodies. Develop the ability to form strategic decisions and apply modern models and strategic planning methods based on the synthesis of accumulated theoretical knowledge and the analysis of economic, social and institutional indicators.		
Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Will know the purpose of strategic planning, the methods and models to be used	Lectures (problem teaching), learning through problem solving	Exam (test).
Will be able to identify strategic problems, select and apply appropriate strategic analysis techniques and tools	Learning through problem-solving, case studies, group discussions, reflection, preparation of a group task using research methods (search for information, preparation and presentation of a report), independent and group work	Exam (test). Performance and presentation of individual and group tasks. Analysis of the selected case and presentation of the results.
Will be able to define, analyse and evaluate the philosophy of activity, values, vision, mission, strategic goals and objectives		
Will be able to assess the risks of economic activity and propose strategic solutions and alternatives to them during discussions		
Will be able to select evaluation criteria for evaluating the results of strategic planning		
They will be able to work in a team, accumulate and analyse information, identify and fill gaps in their knowledge and allocate working time when preparing a group task; prepare it by the set deadline and present it to the audience in the form of a message	Exploratory methods (search for information, preparation and presentation of the report)	Analysis of the selected case and presentation of the results.

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Internship	Laboratory work	Contact hours, total	Individual work	Tasks for individual work
<b>1. The concept and importance of strategic planning in the implementation of the economic policy of the state.</b> Purpose, functions, elements and stages of strategic planning. The difference in strategic planning from tactical and operational decisions	2		1				3	10	Reading the specified literature by deepening the concept, elements, and stages of strategic planning and preparing for the discussion
<b>2. Strategic planning experience in the European Union, Lithuania and the USA.</b> The system of strategic planning, its formation, documents and directions	2		1				3	10	Reading the referenced literature, analysing the strategic planning practices of different countries, the EU and preparing for the discussion
<b>3. Strategic problems and their identification. Strategic analysis tools and their application.</b> Strategic analysis of internal and external factors, interest groups, competencies and the economic environment; identification of problems	4		6				10	22	Reading the indicated literature, identifying strategic problems and analyzing examples, performing tasks for strategic analysis, preparing for presentation and discussion
<b>4. Making strategic decisions.</b> Ways to make strategic decisions, the search for alternatives to strategic decisions	1		1				2	8	Case studies of the formation of strategic decisions and preparation for discussion
<b>5. Strategic orientation: values, philosophy, mission, vision, goals and objectives.</b> Matrix of goals, objectives, means. Forms of drawing up strategies. The theory of the impact of the program. Programmatic budget system. Programming. The system of balanced indicators.	4		6				10	22	Reading the indicated literature, analysis and evaluation of examples and cases of strategic orientation, preparation for the presentation of results and discussion
<b>6. Monitoring and evaluation of the implementation of the strategic plan.</b> Types of evaluation criteria, selection, examples of good practice	1		3				4	10	Case studies and evaluation of the application of evaluation criteria, preparation for the presentation of the results and discussion
Preparing for the final test (exam)							1	16	View and repeat course materials
<b>Total</b>	<b>14</b>		<b>18</b>				<b>32</b>	<b>98</b>	

Assessment strategy	Weight %	Deadline	Assessment criteria
Analysis of the selected case and presentation of the results	20	At the end of the subject, during the last classes	2 points: The student analyses the selected case (the case is agreed upon with the curatorial tutor), presents the results obtained and makes reasoned proposals for improving strategic planning. The student can explain the purpose of the applied methods of strategic analysis and present the results obtained, identify strategic

			problems in the chosen area, and give a critical approach to the issues being analysed. The recommended questions for conducting a case study are taken into account. 1 point: if the student performs the task superficially and answers only part of the questions posed, no proposals are made for improving the strategic plan.
Performing and presenting individual and group tasks	20	During classes and VU VMA	2 points: the student presents all individual and group tasks; answers problematic questions argumentatively; makes reasonable suggestions; actively participates in discussions; asks questions to colleagues; can properly apply strategic planning tools and methods of strategic analysis and explain their choice. After completing not all tasks, the score is reduced accordingly. A score is not awarded if the tasks performed and presented account for less than 50% of the total tasks.
Exam (test)	60	During the exam session	The test consists of open and closed questions of varying complexity. The student's knowledge is assessed with a positive grade if the correct answers account for at least 50% of all questions submitted to him
			The final grade is the sum of the assessments of the auditory work, task presentation, and exam. A 10-point scale is applied to the assessment: - more than 95% or brilliantly, 10; - more than 85% or very well, 9; - more than 75% or well, 8; - more than 65% or average, 7; - more than 55% or satisfactorily, 6; - more than 45% or weakly, 5. Less than 45% or unsatisfactory when the minimum requirements are unmet: 4, 3, 2, 1.
When reporting a subject by externship, the same assessment strategy is applied as when listening to a subject normally. The tutor supervising the subject agrees upon the case chosen for examination and the tasks.			

Author (-s)	Publishing year	Title	Issue, volume	Publisher
<b>Mandatory literature</b>				
Frank Rothaermel	2023	Strategic Management	6 <sup>st</sup> Edition	McGraw Hill
Joyce, Paul Drumaux, Anne	2014	Strategic Management in Public Organizations: European Practices and Perspectives	1 <sup>st</sup> Edition	New York, NY: Routledge
Lietuvos Respublikos Vyriausybė	2024 (See. current consolidated version)	Strateginio valdymo įstatymas ir susiję nutarimai		<a href="https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/90386d20bab711ea9a12d0dada3ca61b/asr">https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/90386d20bab711ea9a12d0dada3ca61b/asr</a> <a href="https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/5e3aa191a8e511eb98ccba226c8a14d7/asr">https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/5e3aa191a8e511eb98ccba226c8a14d7/asr</a>
Cases for analysis are presented in the VU VMA environment.				
<b>Further reading</b>				
Aleksandras Vasiliauskas	2015	Strateginis valdymas: įmonių ir nacionalinės ekonomikos strategijų sintezė		Vilniaus universiteto leidykla
George Boyne	2010	Public Service Improvement: Theories and Evidence. Skyrius – „Strategic Planning“ (61-77 psl.)		Oxford University Press (Provided in VU VMA)

Kaplan, Robert S. Norton, David P.	2006	Strategy Scorecards in Nonprofit, Government and Health Care Organizations		Harvard Business School Press (Provided in VU VMA)
Kaplan, Robert S. Reisen de Pinho, Ricardo	2014	Volkswagen do Brasil: Driving Strategy with Balanced Scorecard		Harvard Business School Press
Gwen Swinburn, Soraya Goga, Fergus Murphy	2006	Local Economic Development: a primer developing and implementing local economic development strategies and action plans		World Bank (Provided in VU VMA)
Arlett Stojanović	2010	Strategic Planning and Policy Development. Strategic Planning Manual		United Nations Development Programme (Provided in VU VMA)
Ulrich Maas, Éva Várnai, János Matolcsy	2007	Strategic Planning for Governments in the 'New Europe' – a methodological handbook		KPMG (Provided in VU VMA)
Valstybės kontrolė	2007-2017	Auditai: "Programinis biudžetas: strateginių veiklos planų sudarymas ir įgyvendinimo stebėsenai", "Programinio biudžeto sistema"		Prieinamas internete <a href="https://www.vkontrole.lt/audito_ataskaitos.aspx?tipas=2">https://www.vkontrole.lt/audito_ataskaitos.aspx?tipas=2</a>
Europos Komisija	2014	Guidance document on monitoring and evaluation.	Concepts and recommendations	<a href="https://op.europa.eu/en/publication-detail/-/publication/0466859a-d08a-11e5-a4b5-01aa75ed71a1/language-en">https://op.europa.eu/en/publication-detail/-/publication/0466859a-d08a-11e5-a4b5-01aa75ed71a1/language-en</a>
Juozas Bivainis Živilė Tunčikienė	2009	Strateginis planavimas viešojo sektoriaus institucijose		Vilnius: Technika
Jung, Chan Su Lee, Geon	2013	Goals, Strategic Planning, and Performance in Government Agencies	Volume 15, Issue 6, 787-815	Public Management Review
Dzemydaitė, G.	Nuo 2019 m.	Strateginis planavimas – mokomoji studijų medžiaga	Atnaujinama kasmet	VU Virtual Learning Environment