



STRATEGIC MANAGEMENT

Basic data of the subject			
Academic Unit:	Faculty of Life and Environmental Sciences		
Course title:	Strategic management		
Study program:	Agribusiness Management		
Level:	Master (MSc)		
Course status:	Obligatory (O)		
Study year:	2 year / 3 semester		
Number of hours per week:	3 + 2		
Credit value – ECTS:	6 ECTS		
Time / location:	To be announced		
Lecturer:	Prof. Ass. Dr. Kushtrim Gashi		
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Course description:	The course provides specific knowledge on issues of strategic business development that are primarily related to the study and evaluation of competition and the internal environment, company structure and dimensions of company structure including the implementation of positioning analysis. Further, the course provides knowledge on the formulation of objectives and strategic alternatives at the company level, including vertical integration strategies. Lastly, the course addresses the problems of selecting and evaluating strategic alternatives, implementing the selected strategy, and the implementation process strategy.		
Course objectives:	This course will provide students with knowledge, skills, qualities and competencies to assess the business situation, resources, strengths, weaknesses, threats, opportunities, to formulate business strategies, to enable the implementation of these strategies and to make the final assessment of their long-term impact on business. This course enables to students building a clear roadmap on the methods that businesses shall follow to develop strategically.		
Learning outcomes:	After completing the course, students will be able to: ▪ Recognize and interpret the variables of the internal business environment ▪ Recognize and interpret the variables of the external environment ▪ Identify and evaluate strategic alternatives ▪ Formulate the best strategy for the business ▪ Implement the business strategy ▪ Assess the impact on long-term business development		
Contribution on student load (must correspond with learning outcomes)			
Activity	Hours	Days/week	Total
Lectures	3	13	39
Exercise theoretical/laboratory	2	13	26
Practice work	/	/	/



Contact with lecturer/consultations	1	15	15
Field exercises	/	/	/
Mid-terms, seminars	3	1	3
Homework	1	13	13
Individual time spent studying (at the library or home)	2	12	24
Final preparation for the exam	2	10	20
Time spent in evaluation (tests, quiz, final exam)	5	1	5
Projects, presentations, etc.	5	1	5
Total			150 hours (6 ECTS)
Teaching methods:	Lectures, exercises, discussions, consultations, course projects, homework, midterm exam, final exam.		
Evaluation methods:	▪ Midterm exam (colloquium): 20%, ▪ Course project: 20%, ▪ Final exam: 60%.		
Literature			
Basic Literature:	Musabelliu, B., Kërçini, D., & Bejko, A. (2018). Drejtimi Strategjik. Maluka, Tirana. Hill, C. W., Schilling, M., & Jones, G. R. (2020). Strategic Management: An Integrated Approach. Cenage Learning. Hanson, D., Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). Strategic management: Competitiveness and globalisation. Cengage AU. David, F. R. (2011). Strategic management concepts and cases. Pearson.		
Additional Literature:	Jeston, J. (2022). Business Process Management: Practical Guidelines to Successful Implementations. Routledge Zanoni, A. B. (2011). Strategic analysis: Processes and tools. Routledge. May, M. (2003). Business process management: Integration in a web-enabled environment. Pearson Education.		

Designed study plan:		
Week	Lectures	Exercises
<i>First week:</i>	Introduction to the key terms and concepts of the strategic management	Module description, objectives, requirements, procedures, etc.

<i>Second week:</i>	The nature of strategic management (What is strategic management?, The strategic-management model, Benefits of strategic management, Why some firms do no strategic planning, Pitfalls in strategic planning, Guidelines for effective strategic management, Comparing business and military strategy)	Case studies on strategic management models
<i>Third week:</i>	Strategy formulation (The business vision and mission, What do we want to become?, What is our business?, Importance (benefits) of vision and mission statements, Characteristics of a mission statement, Writing and evaluating mission statements)	Case studies on designing and drafting mission and vision
<i>Fourth week:</i>	The external assessment (The nature of an external audit, The industrial organization (I/O) view, Economic forces, Social, cultural, demographic, and natural environment forces, Political, governmental, and legal forces, Technological forces, Competitive forces, Competitive analysis: Porter's five-forces, Sources of external information, Forecasting tools and techniques, Industry analysis: The external factor evaluation, The competitive profile matrix)	Case studies on external assessment process
<i>Fifth week:</i>	The internal assessment (The nature of an internal audit, The resource-based view (RBV), Integrating strategy and culture, Management, Marketing, Finance/Accounting, Production/Operations, Research and development, Management information systems, Value chain analysis (VCA), The internal factor evaluation (IFE) matrix)	Case studies on internal assessment process
<i>Sixth week:</i>	Strategies in action (Long-term objectives, The balanced scorecard, Types of strategies, Integration strategies, Intensive strategies, Diversification strategies, Defensive strategies, Means for achieving strategies, Strategic management in nonprofit and governmental organizations, Strategic management in small firms)	Case studies on implementation of different types of strategies
<i>Seventh week:</i>	Strategy analysis and choice (The nature of strategy analysis and choice, A comprehensive strategy-formulation framework, The input stage, The matching stage, The decision stage, Cultural aspects of strategy choice, The politics of strategy choice, Governance issues)	Case studies on strategy formulation framework and stages



<i>Eighth week:</i>	Midterm exam	Discussion and review of midterm exam results
<i>Ninth week:</i>	Implementing strategies: Management and operations issues (The nature of strategy implementation, Annual objectives, Policies, Resource allocation, Managing conflict, Matching structure with strategy, Restructuring, reengineering, and e-engineering, Linking performance and pay to strategies, Managing resistance to change, Creating a strategy-supportive culture, Production/operations concerns when implementing strategies, Human resource concerns when implementing strategies)	Case studies on strategy implementation
<i>Tenth week:</i>	Implementing strategies: Marketing, Finance/Accounting, R&D, and MIS issues (The nature of strategy implementation, Market segmentation, Product positioning, Finance/Accounting issues, Acquiring capital to implement strategies, Research and development (R&D), Management Information Systems)	Case studies on strategy implementation and the role of marketing, finance and R&D
<i>Eleventh week:</i>	Strategy review, evaluation, and control (The nature of strategy evaluation, A strategy-evaluation framework, The balanced scorecard, Published sources of strategy-evaluation information, Characteristics of an effective evaluation system, Contingency planning, Auditing, Challenges in strategic management)	Case studies on review, evaluation, and control of the strategic objectives
<i>Twelfth week:</i>	Business ethics/Social responsibility/Environmental sustainability (Business ethics, Code of business ethics, An ethics culture, Bribes, Social responsibility, Environmental sustainability, Managing environmental affairs in the firm)	Case studies on application of ethics in business and the concepts of social responsibility
<i>Thirteenth week:</i>	Global/international issues (Multinational Organizations, Advantages and Disadvantages of international Operations, The Global Challenge, Foreign Business Cultures, Worldwide Tax Rates, Joint Ventures)	Case studies on the strategies of multinational organizations
<i>Fourteenth week:</i>	Strategic-management case analysis (How to prepare and present a case analysis, What is a strategic-management case?, Guidelines for preparing case analyses, Preparing a case for class discussion, Preparing a written case analysis, Making an oral presentation)	Case studies on the preparation of strategic analyzes and guidelines on how to prepare a strategic case analysis
<i>Fifteenth week:</i>	Presentation of the course projects	Presentation of the course projects



Academic policies and rules of conduct:

- Students should be aware of and respect the institution and **Code of ethics**.
- Students should respect the schedule of lectures, and exercises and be attentive.
- It is mandatory to possess and presents a student ID card in the mid-terms and exam,
- During the compilation of course projects, students must adhere to the instructions given by the professor.
- During the exam is forbidden the use of mobile phones.