

Syllabus

1. Program information

1.1. Institution	BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	Business Administration in Foreign Languages
1.3. Departments	Department of Business Administration in foreign languages (UNESCO chair)
1.4. Field of study	Business Administration
1.5. Cycle studies	Master Studies
1.6. Education type	Full-time
1.7. Program study	Digital Business and Innovation
1.8. Language study	English
1.9. Academic year	2020-2021

2. Course information

2.1. Name	Strategic Management								
2.2. Code									
2.3. Years of studies	1	2.4. Semester	1	2.5. Assessment type	Exam	2.6. Course type	O (Mandatory)	2.7. No. of ECTS	6
2.8. Instructors	Sorin Anagnoste								

3. Total estimated time

3.1. Number of weeks	14.00		
3.2. Number of hours per week	3.00	of which	
		C (C)	2.00
		S (S)	1.00
3.3. Total hours from curriculum	42.00	of which	
		C (C)	28.00
		S (S)	14.00
3.4. Total hours of study per semester (ECTS*25)	150.00		
3.5. Total hours of individual	108.00		
Time distribution for individual study			
Study the textbook, course support, bibliography and notes	40.00		
Further reading in the library, on the online platforms and field	40.00		
Preparing seminars, labs, homework, portfolios and essays	20.00		
Tutoring	3.00		
Examinations	4.00		
Other activities	1.00		

4. Prerequisites

4.1. About curriculum	<ul style="list-style-type: none"> - Business management - Business strategies - Change management
4.2. About skills	<ul style="list-style-type: none"> - Explication and interpretation of relations between organization entities. - Using adequate methods for problem solutions concerning organizations structures.

5. Requirements

for C(C)	The lectures will be sustained in room equipped with teaching multimedia and connected to internet.
for S(S)	The lectures will be sustained in room equipped with teaching multimedia and connected to internet.

6. Skills covered

Professionals	C1	Identification, in-depth analysis, interpretation and development of concepts within the business administration field, in correlation with information technology trends
	C2	Critical constructive research, generation, projection and implementation of business ideas and processes, within the context of business digitalization.
	C5	Substantiation, implementation and optimization of strategic and tactical management decisions within organizations, using computer applications

7. Course objective

7.1. General objective	The course aims to develop among students the knowledge and skills necessary for elaboration and implementation of business strategies in order to achieve competitive advantage.
7.2. Specific objectives	<ul style="list-style-type: none"> - Strategic thinking development - Capacity development for elaboration of business strategies - Capacity development for implementation of business strategies

8. Course contents

8.1. C(C)		Teaching methods	Advices
1	What is strategy?	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	

2	Strategic Leadership: Managing the strategy process	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	
3	External analysis: industry structure, competitive forces and strategic groups	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	
4	Internal Analysis: Resources, Capabilities and Core competences	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	
5	Competitive Advantage, Firm Performance and Business Models	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	
6	Business Strategy: Differentiation, Cost Leadership and Blue Oceans	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	
7	Business Strategy: Innovation and Entrepreneurship	<ul style="list-style-type: none"> - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; 	
8	Corporate Strategy: Vertical Integration and Diversification	<ul style="list-style-type: none"> - lectures and student involvement in lectures 	

		with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
9	Corporate Strategy: Strategic Alliances, Mergers and Acquisitions	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
10	Global Strategy: Competing in all markets	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
11	Organizational Design: Structure, Culture and Control	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
12	Competitive strategy in declining industries: - structural determinants of competition decline - strategic alternatives in decline - choosing a strategy for decline - pitfalls in decline - preparing for decline	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
13	Entry in new businesses: - Entry through Internal Development - Entry through Acquisition - Sequenced entry	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
14	Corporate Governance and Business Ethics	- lectures and student involvement in lectures with questions, comments, examples;	

		- interactive presentations, debates, simulations, mini-case studies;	
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Bibliography:

1. Rothaermel, F.T., Strategic management. McGraw-Hill Publishing, 4th Edition, 2016
2. Johnson, G., Whittington, R., Scholes, K. , Exploring strategy. Text & Cases, 9th Edition, Prentice Hall, Harlow, 2011
3. Carpenter, M.A., Sanders, Wm.G, Strategic management. Concepts and cases., Pearson/Prentice Hall, Upper Saddle River, NJ, 2007
4. David, R.F. , Strategic management. Concepts and cases. 11th edition, Pearson/Prentice Hall, Upper Saddle River, NJ, 2007
5. Wheelen, T.L., Hunger, J.D. , Strategic management and busienss policy, 11th edition, Pearson/Prentice Hall, Upper Saddle River, NJ,2008
6. Porter, M. , Competitive advantage. Creating and sustaining superior performance, The Free Press, New York, 1998

8.2. S(S)		Teaching methods	Advices
1	What is strategy? – debates and a case study	- overall seminar presentation; - first student interaction - seminar requirement presentation; - presentation of evaluation system at the seminar; - exercises for the financial objectives of an organization	
2	Strategic leadership: managing the strategy process (Case study)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
3	External analysis: industry structure, competitive forces and strategic groups (Case study)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
4	Internal Analysis: Resources, Capabilities and Core competences (Case study)	- discussing various case studies and specific exercises - student involvement in	

		preparing and discussing case studies and the related exercises;	
5	Competitive Advantage, Firm Performance and Business Models (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises; 	
6	Business Strategy: Differentiation, Cost Leadership and Blue Oceans (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises; 	
7	Business Strategy: Differentiation, Cost Leadership and Blue Oceans (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises; 	
8	Corporate Strategy: Vertical Integration and Diversification (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises; 	
9	Corporate Strategy: Strategic Alliances, Mergers and Acquisitions (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises; 	
10	Global Strategy: Competing in all markets (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises; 	
11	Organizational Design: Structure, Culture and Control (Case study)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing 	

		case studies and the related exercises;	
12	Competitive strategy in declining industries (Case study)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
13	Entry in new businesses (Case study)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
14	Corporate Governance and Business Ethics (Case study)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises - final conclusions for the seminar - grades communication to each student - grades explanations, if requested	

Bibliography:

1. Rothaermel, F.T., Strategic management. McGraw-Hill Publishing, 4th Edition, 2016
2. Johnson, G., Whittington, R., Scholes, K. , Exploring strategy. Text & Cases, 9th Edition, Prentice Hall, Harlow, 2011
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5. Wheelen, T.L., Hunger, J.D. , Strategic management and busienss policy, 11th edition, Pearson/Prentice Hall, Upper Saddle River, NJ,2008
6. Porter, M. , Competitive advantage. Creating and sustaining superior performance, The Free Press, New York, 1998

1. Course contents corroboration with the demands of epistemic community representatives, professional associations and representative employers

The course content was correlated with local business requirements and International during various professional meetings and debates where the Lecturer took part Lecturer.

2. Assessment

Activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. S(S)	Progressive assessment	Active participation, simulations, case studies	40.00
10.2. Final assessment	Summative assessment	Exam	60.00
10.3. Grading scale	Whole notes 1-10		
10.4. Minimum performance standard	Obtaining minimum 50 points		

Competition date,
15.09.2018

Instructors,

Approval of date of department,

Director of department,