

Syllabus

1. Programme information

1.1. Institution	THE 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 of studies	Master Studies
1.6. Education type	Full-time
1.7. Study programme	Digital business and innovation
1.8. Language of study	English
1.9. Academic year	2023-2024

2. Information on the discipline

2.1. Name	Strategic management								
2.2. Code	23.0295IF1.1-0001								
2.3. Year of study	1	2.4. Semester	1	2.5. Type of assessment	Exam	2.6. Status of the discipline	O	2.7. Number of ECTS credits	6
2.8. Leaders	C(C)	conf.univ.dr. NISTOREANU BOGDAN-GABRIEL				bogdan.nistoreanu@fabiz.ase.ro			
	C(C)	Cadru asoc Conf.dr. WAHL MIKE FRANZ							
	S(S)	conf.univ.dr. NISTOREANU BOGDAN-GABRIEL				bogdan.nistoreanu@fabiz.ase.ro			
	S(S)	Cadru asoc Conf.dr. WAHL MIKE FRANZ							

3. Estimated Total Time

3.1. Number of weeks	14.00
3.2. Number of hours per week	3.00 of which
	S(S) 1.00
	C(C) 2.00
3.3. Total hours from curriculum	42.00 of which
	S(S) 14.00
	C(C) 28.00
3.4. Total hours of study per semester (ECTS*25)	150.00
3.5. Total hours of individual study	108.00
<i>Distribution of time for individual study</i>	
Study by the textbook, lecture notes, bibliography and student's own notes	50.00
Additional documentation in the library, on specialized online platforms and in the field	25.00
Preparation of seminars, labs, assignments, portfolios and essays	25.00
Tutorials	3.00
Examinations	4.00
Other activities	1.00

4. Prerequisites

4.1. of curriculum	Management, Management Operational Management, Human resource management
4.2. of competences	Analytic skills, Future openness

5. Conditions

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

6. Acquired specific competences

PREFESSIONAL	C1	
PREFESSIONAL	C2	
PREFESSIONAL	C5	

7. Objectives of the discipline

7.1. General objective	The course aims to develop among students the knowledge and skills necessary for a manager position or a strategic planner in an enterprise
7.2. Specific objectives	At the end of this course the students will be ready to: <ul style="list-style-type: none"> - Explain why "doing" strategy is considered "the high point of managerial activity" (Mintzberg); - Recognize and avoid the old, tired ideas about strategy that are still out there, so you can adopt fresher, better ideas; - Point out how doing strategy has changed because of advancing technology and globalization; - Explain what managing a firm strategically implies - Analyzes the industry in which a firm competes - Create competitive advantage for a firm - Sustain the competitive advantage

8. Contents

8.1. C(C)		Teaching/Work methods	Recommendations for students
1	Introduction to Strategy and Strategic Management Addresses particularly the meaning of 'strategy' and 'strategic management', why they are so important and what distinguishes them from other organisational challenges, tasks and decisions. It also introduces the kind of work that different types of managers involved in strategy may do, whether as general managers, in-house specialists or as strategy consultants	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	
2	The environment Analysing the broad macro-environment of organisations in terms of political, economic, social, technological, environmental (green) and legal factors (PESTEL); identifying key drivers in this macro-environment and using these key drivers to construct alternative scenarios with regard to environmental change. Using five forces analysis in order to define the attractiveness of industries and sectors for investment and to identify their potential for change. Identify strategic groups, market segments and critical success factors, and use them in order to recognise strategic gaps and opportunities in the market.	- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;	

3	<p>Strategic Capability Distinguishing elements of strategic capability in organisations: resources, competences, core competences and dynamic capabilities. Analyse how strategic capabilities might provide sustainable competitive advantage on the basis of their value, rarity, inimitability and nonsubstitutability. Diagnose strategic capability by means of value chain analysis, activity mapping, benchmarking and SWOT analysis. Consider how managers can develop strategic capabilities of organisations</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
4	<p>Stakeholders and Governance Identify the components of the governance chain of an organisation. Identify differences in the corporate social responsibility stances taken by organisations and how ethical issues relate to strategic purpose. Undertake stakeholder analysis as a means of identifying the influence of different stakeholder groups in terms of their power and interest.</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
5	<p>Culture and Strategy Identify organisations that have experienced strategic drift and the symptoms of strategic drift. Analyse the influence of an organisation's culture on its strategy. Recognise the importance of strategists questioning the taken-for-granted aspects of a culture</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
6	<p>Business-Level Strategy Identify strategic business units (SBUs) in organisations. Explain bases of achieving competitive advantage in terms of 'routes' on the strategy clock. Identify strategies suited to hypercompetitive conditions. Explain the relationship between competition and collaboration. Employ principles of game theory in relation to competitive strategy</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
7	<p>Corporate-Level Strategy Identify alternative directions for strategy, including market penetration or consolidation, product development, market development and diversification. Distinguish between different diversification strategies (related and unrelated) and identify conditions under which they work best. Analyse the ways in which a corporate parent can add or destroy value for its portfolio of business units. Analyse portfolios of business units and judge which to invest in and which to divest.</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
8	<p>International Strategy Assess the internationalisation potential of different markets, sensitive to variations over time. Identify sources of competitive advantage in international strategy Rank markets for entry or expansion, taking into account attractiveness, cultural and other forms of distance and competitor retaliation threats. Assess the relative merits of different market entry modes, including joint ventures, licensing and foreign direct investment.</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
9	<p>Innovation and Entrepreneurship Identify and respond to key innovation dilemmas, such as the relative emphases to place on technologies or markets, product or process innovations, and the broad business model. Decide when being a first-mover or a follower is most appropriate in innovation, and how an incumbent organisation should respond to innovative challengers. Evaluate opportunities and choices facing social entrepreneurs as they create new ventures to address social problems.</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	
10	<p>The Company's Operating Model in the Digital World The platform revolution. Open Innovation Industry 4.0 Operational excellence and Business Digitalization</p>	<p>- lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies;</p>	

11	<p>Acquiring, Engaging and Retaining Customers in the Digital World</p> <p>Components of digital marketing</p> <p>Measuring customer acquisition success</p> <p>Personalization and Retargeting</p> <p>Conversion Funnels and Engaging customers</p>	<p>- lectures and student involvement in lectures with questions, comments, examples;</p> <p>- interactive presentations, debates, simulations, mini-case studies;</p>	
12	<p>Strategy Methods and Evaluation</p> <p>Identify the methods by which strategies can be pursued: organic development, mergers and acquisitions and strategic alliances.</p> <p>Use a range of different techniques for evaluating strategic options</p>	<p>- lectures and student involvement in lectures with questions, comments, examples;</p> <p>- interactive presentations, debates, simulations, mini-case studies;</p>	
13	<p>Strategy Development Processes</p> <p>Identify intended processes of strategy development in organisations including the role of vision and command, strategic planning systems and externally imposed strategy.</p> <p>Consider how different processes of strategy development may be found in multiple forms and in different contexts.</p> <p>Explain some of the issues managers face in strategy development including the challenge of managing intended and realised strategy, the development of the learning organisation and strategy development in uncertain and complex conditions</p>	<p>- lectures and student involvement in lectures with questions, comments, examples;</p> <p>- interactive presentations, debates, simulations, mini-case studies;</p>	
14	<p>Resourcing Strategies</p> <p>Analyse the resource management issues that are important to achieving strategic success in four key resource areas:</p> <ul style="list-style-type: none"> - The management of people - Access to and processing of information to build capabilities and change business models and/or management processes. - The management of finance to create financial value, fund strategic developments and address the differing financial expectations of stakeholders. - The management of technology to address changing competitive forces on an organisation and improve strategic capability. 	<p>- lectures and student involvement in lectures with questions, comments, examples;</p> <p>- interactive presentations, debates, simulations, mini-case studies;</p>	

Bibliography

- Marco Iansiti, Karim R. Lakhani , Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World, Harvard Business Review Press , 2020
- Whittington, Angwin, Regner, Johnson and Scholes, Exploring Strategy, Text and Cases, 12th Edition, Pearson, 2019
- Fred R. David Forest R. David, Strategic Management: Concepts and Cases - 16th edition, Pearson, 2017
- W. Chan Kim, Renee Mauborgne, Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth, Macmillan, 2017
- Hitt, Ireland, Hosskison , Strategic Management: Concepts and Cases: Competitiveness and Globalization - 12th edition, Cengage Learning, 2017

8.2. S(S)		Teaching/Work methods	Recommendations for students
1	Strategic management applied to manufacturing companies	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
2	Strategic management applied to business in the education field	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
3	Strategic management applied in the IT area	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
4	Strategic management applied to transportation systems and business	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
5	Strategic management applied to the energy field	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
6	Strategic management applied to agri-business	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	
7	Closing seminar – conclusions, grading	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises;	

Bibliography

- Marco Iansiti, Karim R. Lakhani , Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World, Harvard Business Review Press , 2020
- Whittington, Angwin, Regner, Johnson and Scholes, Exploring Strategy, Text and Cases, 12th Edition, Pearson, 2019
- Fred R. David Forest R. David, Strategic Management: Concepts and Cases - 16th edition, Pearson, 2017
- W. Chan Kim, Renee Mauborgne, Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth, Macmillan, 2017
- Hitt, Ireland, Hoskisson , Strategic Management: Concepts and Cases: Competitiveness and Globalization - 12th edition, Cengage Learning, 2017

9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

Courses will present latest knowledge in the field, a large part of the seminar topics are developed based on current developments in the respective fields and with expert input

10. Assessment

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. C(C)	Default point		10.00
10.2. C(C)	Progressive assessment	Projects, active participation	20.00
10.3. S(S)	Progressive assessment	Active participation, exercises	20.00
10.4. Final assessment	Summative assessment	Exam, Oral exam	50.00
10.5. Modality of grading	Whole notes 1-10		
10.6. Minimum standard of performance	Obtaining minimum 50 points		

Date of listing,
04/26/2024

Signature of the discipline leaders,

Date of approval in the
department

Signature of the Department Director,