

Subject	Strategic Management			
	Type	Semester	ECTS	Code
	Elective	3	4	
Course Lecturer	Prof. Ass. Dr. Ermira Shehu			
Aims and Objectives	<p>The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in public sector/organisations/business. The Strategic Management course is designed to explore vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation of effective strategic leadership.</p> <p>The quality of the courses will be continuously evaluated based</p>			

	<p>upon discussions between the professor and students. The Strategic Management course focuses on managerial challenges and tools for analysis and action.</p> <p>As a final part of the course, students will conduct their own research and demonstrate their ability to independently apply the different ideas and theories introduced in this course.</p> <p>The objectives of the course are:</p> <ul style="list-style-type: none"> - Understand and critically appraise the major concepts and tools behind strategy in the public sector, knowledge-based strategic capability, and value creation through diversification. - Integrate advanced strategy topics in the overall strategic analysis of the environment and organisation - Develop a flexible strategy to take into consideration the evolving nature of the organisation - Align the strategy with the organizational culture and leadership - Competently apply concepts and tools within the varying contexts in practices. - Describe and effectively communicate strategic analysis, alternatives and recommendations.
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Learning Outcomes	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> - Demonstrate knowledge and understanding within strategic management, including both a broad range of the field and deeper knowledge of certain parts of the field, which will reflect into research and development work; - Demonstrate an ability to integrate knowledge and to analyse, assess and deal with complex phenomena, issues and situations, even when limited information is available; - Demonstrate an ability to independently identify and formulate issues and to plan and, using appropriate methods, carry out advanced tasks within specified time limits; - To practise the implementation strategies using the best leadership skills; - To evaluate factors that contribute to failure and success; - To know how to mitigate risks; - Demonstrate an ability to clearly present and discuss their conclusions and the knowledge and arguments behind them, in dialogue with different groups; - Demonstrate the skill required to participate in research and development work or to work in other advanced contexts. 	
	Course Content	Course Plan
The scope and dimension of strategic		1
Formulating Strategy to Achieve Vision, Mission		2
Structures, Processes and Procedures		3
Environmental Analysis/Industrial Analysis		4
Competitive Analysis/Internal Analysis of the		5
Measurement and Reporting		6
Stakeholder Identification		7

	Case studies			8	
	Systematic Strategic Communication			9	
	Leadership and Strategic Decision-Making			10	
	Operational, marketing, and Human Resource			11	
	Budget, Risk and Crisis Management			12	
	Strategic evaluation and control			13	
	Presentations			14	
	Presentations			15	
Teaching/Learning Methods	Teaching/Learning Activity			Weight (%)	
	1. Lectures			20%	
	2. Practical exercises, case studies and			20%	
	3. Discussions/Critique			10%	
	4. Individual research			45%	
	5. Individual research presentation			5%	
Assessment Methods	Assessment Activity		Number	Week	Weight (%)
	1. Individual research	1	15	50%	
	2. Final exam	1	16	50%	
Course resources	Resources			Number	
	1. Literature			Multiple	
	2. Practical exercises, case studies and			Multiple	
	3. Moodle			1	
	4. Projector			1	
ECTS Workload	Activity		Weekly	Total	
	1. Lectures and discussions		2	30	
	2. Preparing and presenting		2	30	
	3. Case study, class activity		1	15	
	4. Independent Learning		3	25	

Literature/References	<p>Basic literature</p> <ol style="list-style-type: none">1. Rothaermel, Frank (2014). <i>Strategic Management: Concepts</i>, McGrawHill2. Kume, V. (2010). <i>Menaxhimi strategjik</i>. Tirana: Pegi.3. Barca, M. (2006). <i>Economic Foundation of Strategic Management</i>. Ash gate Publishing Limited.4. Baron, M., Ochojski, A. & Polko, A. (2014). <i>Economics and Strategic Management of Local Public Services in Central Europe</i>. Prague: Institute of Sociology, Academy of Sciences of the Czech Republic. <p>Complementary literature</p> <ol style="list-style-type: none">5. Christensen, C. M. (2010). <i>The Innovator's Dilemma</i>. Boston: Harvard Business Review.6. Collis & Andrew. (2010). <i>Business Review on Corporate Strategy</i>. Harvard Business Review– Paperback Series.7. Dougherty, D. (2008). <i>Organizational Capacities for Sustained Product Innovation</i>. OECD.8. Porter, M. (2009). <i>Competitive Strategy: Techniques for Analysing Industries and Competitors</i>. New York: Licensed under Jacobs Foundation Global Text Project.9. Ritson, N. (2011). <i>Strategic Management</i>. Ventus Publishing Aps.
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