

Module Code	SMGM
Module Title	Strategic Management and Global Market
Credit	20 (10 ECTS)
Module Leader	prof. dr Vladimir Obradović

Aims

The aim of the module is to provide students with the in-depth knowledge of Strategic Management with the focus on the integration and Global Market. The course will enable students to acquire the basic knowledge of the principles of Strategic Management, and to realise the importance of this field for a successful management of a firm. This module will help students to understand at advanced professional level the challenges and opportunities that these changes create for companies operating internationally. The emphasis is on those aspects of strategy that are particularly salient in global competition. In particular, it aims:

- to develop students' capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage;
- to build skills in conducting strategic analysis in a variety of industries and competitive situations;
- to develop students' powers of systematic understanding of the competitive challenges of a global market environment;
- to give students experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and initiating the changes necessary to keep the strategy responsive to newly emerging market conditions.
- to improve ability to manage the organization process by which strategies get formed and executed.
- to develop students' practical understanding in project appraisal, foreign investments and Project management

Learning Outcomes

Knowledge

On successful completion of this module, the student will be able to demonstrate a systematic understanding informed by current research and relevant professional practice of:

1. key strategic management concepts, theories and issues in practice
2. project management approaches and processes
3. strategic management processes

Skills

On successful completion of this module, the student will be able to demonstrate their ability to:

1. apply appropriately the principles and techniques of management disciplines to assess challenges and develop solutions
2. leverage opportunities presented by changes in the business environment
3. analyze the external environment of a firm
4. assess the resources and capabilities of a firm
5. assess the firm's current strategy
6. propose and justify explicit long-term competitive solutions that are realistic, effective, and efficient
7. undertake critical analysis and use decision-making skills in project appraisal
8. plan effectively for implementation and control of projects
9. conduct research on topics presented in the module and to analyse and critically evaluate findings in an appropriate format
10. collaborate with other and demonstrate teamwork skills

Syllabus

- Cross-country differences in cultural, demographic and market conditions

- Strategic analysis
- Formulation, evaluation and selection of strategies in multinational environment
- Tailoring and implementation of strategies to fit specific industry and global market situation
- Strategic alliances and joint ventures with global partners
- Project appraisal
- Foreign investments
- Project management
- International projects
- Strategy review, evaluation, and control

Learning, Teaching and Assessment Strategies

Classroom-based lectures and seminars (staff-led, interactive, 3 hrs per week) will be used to introduce the key features of the strategic management process and relate these to selected case studies.

Classroom-based seminars will be used to offer students an opportunity to examine problems associated with the strategic management process. Students will work in groups on explanations for various problems.

Lectures, case studies, selected readings, film/video clips and discussions will all be used to explore different approaches to strategic management and to relate broad concepts to the demands of different situations.

Student presentations will investigate contemporary and emerging issues in strategic management.

Assessment Scheme

This module is assessed using coursework and examination.

30% Individual coursework (learning outcomes 1, 2, 3, 4, 5) where students are expected to write an essay. (Due week 5)

20% Group coursework (learning outcomes 1, 3, 6, 7, 8, 9, 10, 11, 12, 13) where students are expected to implement creative problem solving method in small group presentation related to selected case study from practice. (Due week 7)

50% Examination (learning outcomes 1, 2, 3, 4, 6, 7, 8) occurs during the university examination period and is a 2-hour examination. Students are expected to answer on multiple choice questions and open ended questions.

Students need to pass coursework and examination and have minimum 50% in order to pass the module according to the following structure: individual coursework (minimum 15%), group coursework (minimum 10%) and examination (minimum 25%).

For individual coursework students will get feedback on draft versions if submitted two weeks before the due date. After that period, submitted papers will be considered as final versions. Students will have at least one week to correct and improve the paper according to feedback. Students are expected to strictly respect the deadlines.

Assessment Weighting

Coursework 50%

Examination 50%

Learning Materials

Essential

- Mary Coulter, (2012). Strategic Management in Action, 6th Edition, Prentice Hall

Recommended

- Gregory G. Dess, G.T. Lumpkin, Alan B. Eisner, Strategic management: Text and cases, 2007, The McGraw-Hill Companies, Inc

- Thompson, A., Strickland, A., & Gamble, J. Crafting and Executing Strategy, 15th Edition. 2006, New York: McGrawHill.
- Hitt, Ireland, Hoskisson, Strategic Management: Competitiveness and Globalization, 7th Edition, 2007, Thomson South-Western

Total Notional Learning Hours 200