

Course description form (syllabus form) – for 1st and 2nd cycle studies

A. General data

Name of the field	Content
Course title	Strategic Management
Organizational unit:	Faculty of Management
Organizational unit where the course is offered:	Faculty of Management
Course ID	-----
Erasmus code / ISCED	-----
Course groups	-----
Period when the course is offered	Winter semester 2026
Short description	This course gives an overview of all essential business policy and strategic management aspects. The intention is to provide students with strategy insights, reflect on strategic dilemmas, and practice strategy tools to enable students to become strategic thinkers. The course will cover Strategy analysis, formulation of strategies at different levels of the organization, and strategy implementation. This course also reflects on organizations' purpose, governance, and role toward shareholders, stakeholders, and society. The main topics include the Strategic Management Process and key terms in strategic management. Moreover, students will learn about the Nature of strategy formulation, implementation, and evaluation activities. Students will implement practical case studies and class discussion sessions to understand the concept of strategic management.
Type of course:	Seminar/conversation
Full description	This course is designed as a capstone experience, meaning it ties together everything you have learned in other business disciplines (like marketing, finance, operations, and human resources) and applies them to the "big picture" of an organization. It moves beyond day-to-day operations to focus on the long-term direction and success of a company. The description emphasizes that this is not just a theoretical course. It aims to change how you think. The goal is to develop "Strategic Thinkers", individuals who can see the forest and the trees, anticipate future challenges, and make informed decisions that benefit the entire organization. Topics covered. 1. Strategic Management Process, Key terms in strategic management, Nature of strategy formulation, implementation, and evaluation activities. The Agile Strategic-Management Model: Present the classic model (Formulation, Implementation, Evaluation).

	2. Strategy Formulation: Nature and role of vision and mission statements in strategic management. Process of developing a mission statement. Components of mission statements. Evaluate mission statements. The modern "Strategic Direction", a triad of Vision, Mission, and Values (VMV). 3. Strategic Analysis in a Dynamic World. The Purpose and Nature of an External Audit, Key External Forces, The Process of Performing an External Audit, External Forces That Affect Organizations: Economic Forces, Social, Cultural, Demographic, and Natural Environment Forces, Political, Governmental, and Legal Forces, Technological Forces, Competitive Forces. 4. Industry analysis. Porter's Five-Forces Model. Sources of External Information, Forecasting Tools and Techniques, The Competitive Profile Matrix, Scenario Planning, Trend analysis, The External Factor Evaluation Matrix, How to conduct an external strategic-management audit. 5. The Internal Audit & Resource-Based View (RBV), The Nature of an Internal Audit, Integrating Strategy and Culture, Microenvironment analysis, Internal Factor Evaluation (IFE) Matrix, The Grand Strategy Matrix, Practical Case study. 6. Boston Consulting Group (BCG) Matrix. Functional areas like Finance/Accounting, Marketing, R&D, and Management Information Systems (MIS), Practical Case study. 7. Implementing Strategies: Management and Operations Issues, Importance of annual objectives and policies. Marketing, Finance/Accounting, R&D, and MIS Issues, Market segmentation and product positioning as strategy-implementation tools. 8. Implementing Strategies: Management and Operations Issues, Importance of annual objectives and policies. Marketing, Finance/Accounting, R&D, and MIS Issues, Market segmentation and product positioning as strategy-implementation tools. 9. Strategy Evaluation: Strategy Review, Evaluation, and Control, The Strategy-Evaluation Process, Criteria, and Methods. The Three Strategy-Evaluation Activities, The Balanced Scorecard, Twenty-first-century challenges in strategic management. Practical Case study. 10. Business Ethics, Social Responsibility, and Environmental Sustainability. Artificial intelligence and the changing sources of competitive advantage. Final evaluation.
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Prerequisites	Formal	
	Initial	
Learning outcomes	Knowledge - knows and understands at an advanced level the core principles of strategic management and is able to apply advanced methods of strategic analysis, such as macro- and microenvironment assessment, EFE/IFE matrices, BCG matrix, and comprehensive strategic audits, to evaluate an organization and its environment in practical contexts. - knows and understands at an advanced level the role of leadership as essential elements of strategy formulation and implementation, recognizing their importance in guiding teams, shaping strategic choices, and supporting effective decision-making in real business situations. Skills - is able to observe organizational processes and strategic activities, interprets their implications, and anticipates outcomes using structured analytical tools, forecasting techniques, and strategic-management frameworks discussed in class. - is able to identify strategic challenges and organizational problems, analyzes them using models such as RBV, QSPM, and internal/external audits, and develops practical, risk-aware solutions. Social Competence - is willing to use expert advice when facing complex strategic issues, recognizing the value of professional insight in situations where independent problem-solving is insufficient.	
ECTS credit allocation (and other scores)	ECTS	
Assessment methods and assessment criteria	Class participation, Case study analysis – 40 percent Final Project with presentation - 60 percent	
Examination	Graded credit	
Type of class	2nd cycle, year 2 Full-time mode	
Method of implementation of the subject	Lecture, Case Studies, and discussion	
Language	English	
Bibliography	Core book. Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition. Fred David, Forest David. 2022.	

	Additional readings. Krakowski, S., Luger, J., & Raisch, S. (2023). Artificial intelligence and the changing sources of competitive advantage. <i>Strategic Management Journal</i>, 44(6), 1425-1452. https://doi.org/10.1002/smj.3387 Pu, Y., Li, H., Hou, W., & Pan, X. (2025). The analysis of strategic management decisions and corporate competitiveness based on artificial intelligence. <i>Scientific Reports</i>, 15(1), 17942. https://doi.org/10.1038/s41598-025-02842-x
Internship as part of the course	No
Coordinators	Dr. Muhammad Kamran
Group instructors	Dr. Muhammad Kamran
Notes	