



EFFECTUS
University of Applied
Sciences

DESCRIPTION OF THE COURSE

GENERAL INFORMATION		
Course Holder	dr.sc. Đuro Horvat	
The name of the college	Strategic Management	
	Professional Graduate Study of Business Management - MBA	
	Mandatory	
	1st Year	
	ECTS coefficient of student workload	7
	Number of hours (P+V+S)	28+28+0

DESCRIPTION OF THE COURSE
1.1. <i>Objectives of the course</i>
<i>The course Strategic Management aims to give students a complete overview of the modern theory of strategic management and its relevant factors. Students are trained to think strategically, analyze and diagnose the state of the company, recognize the characteristics of the modern environment, shape and implement the company's strategy.</i>
1.2. <i>Requirements for enrolment in the course</i>
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1.3. <i>Expected learning outcomes for the course</i>
Students should be able to: <ol style="list-style-type: none">1. Analyze the impact of the global environment and structural changes on the company and the strategic management process.2. Valorize the phases of the strategic management process.



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3. Critically assess the impact of key elements of strategic management on the operation and performance of the company.
4. Analyze resource creation, organizational and competitive capabilities.
5. Explain the types and sustainability of competitive advantage and the impact of the company's environment on the competitiveness of the company.
6. Interpret competitiveness strategies, value chain, and business portfolio analysis tools.

1.4. *Course content*

Introduction to the College

The impact of the global environment and structural changes on the company and the strategic management process.

Introduction to structural changes and trends of global change.

Croatian Managers as Conscious Globalists

Learning Organization

Ethics in Business and Exchange

Change and Strategic Management.

Stages of the Strategic Management Process

The Concept, Meaning and Phases of Strategic Management

The process of formulating a strategy.

The Impact of Key Elements of Strategic Leadership on Company Operations and Performance

Key competencies and competitive position of the company

Growth models and forms of cooperation between enterprises.

Strategic leadership, business vision and mission, shared values.

Company strategy (concept and types of corporate strategies)

Creation of resources, organizational and competitive capabilities

A Strategy-Driven Organization

Logistics

Quality

The function of strategic control management.

Types and sustainability of competitive advantage and the impact of the company's environment on the competitiveness of the company

The concept, types and sustainability of competitive advantage.

<p>Recording the company's environment (SWOT, PESTLE, Porter's 5 forces) Competitiveness strategies, value chain and business portfolio analysis tools Generic company strategies. Analysis of the general value chain of the company.</p>		
<p>1.5. <i>Types of teaching (put X)</i></p>	<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> Distance education <input type="checkbox"/> Field Teaching	<input type="checkbox"/> Independent tasks <input type="checkbox"/> Multimedia & Network <input type="checkbox"/> laboratory <input type="checkbox"/> Mentoring work <input type="checkbox"/> Other _____
<p>1.6. <i>Student obligations</i></p> <p><i>The obligations of students are prescribed in detail by the Statute, Study Regulations, and Student Obligations Guidelines. The key obligations of students are:</i></p> <p><i>ATTENDANCE AT CLASSES: students are obliged to attend classes, actively follow lectures and exercises, and participate constructively in classes, and in order to acquire the right to take the exam, it is necessary to attend classes in the percentages prescribed by the Study Regulations. For each student, their presence in class is recorded through the Infoeduka digital office system. The minimum obligations are;</i></p> <ul style="list-style-type: none"> <i>Full-time students must attend at least 70% of the total number of classes to be eligible to sign.</i> <i>Part-time students need to attend at least 50% of the total number of classes to be eligible to sign.</i> <p><i>PASSING EXAMS: in order to achieve a positive grade in the subject, it is necessary to achieve at least 54 points in the subject, but also at least 50% of points for each learning outcome. The method of taking the exam is described in more detail in the item Assessment and evaluation of students' work during classes and at the final exam.</i></p> <p><i>CONTINUOUS KNOWLEDGE ASSESSMENT: In order to make students progress more efficiently in class, continuous examinations are carried out (2 intermediate exams). In this way, students acquire smaller teaching units and master the subject material more easily.</i></p> <p><i>FINAL EXAM – a student who has not met the conditions for passing the exam during the continuous examination of knowledge (has achieved a total of at least 54 points in the course and has met the lower point threshold of adoption of each learning outcome, i.e. a minimum of 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.</i></p>		



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1.7. Student Work Tracking (Add X to the appropriate tracking format)							
Attending classes	x	Teaching activity		Seminar paper		Experimental work	
Written exam	x	Oral exam		Essay		Research	
Project		Continuous Assessment*		Report		Practical work	
Portfolio							
1.8. Assessment and evaluation of students' work during classes and at the final exam							
<p><i>Evaluation and evaluation of students' work during classes and at the final exam is carried out on the basis of the Regulations on Studying of the EFFECTUS University of Applied Sciences. The linking of learning outcomes, teaching methods and assessment of learning outcomes is carried out as follows:</i></p>							
	Attending classes	Written exam	Project	Practical work	Altogether		
11		16			16		
12		16			16		
13		16			16		
14		16			16		
15		16			16		
16		16			16		
OUT OF OUTCOME	4				4		
ALTOGETHER	4	96			100		



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<i>FORMS OF TRACKING</i>	<i>NAME OF LEARNING OUTCOMES</i>	<i>TEACHING METHOD</i>	<i>KNOWLEDGE ASSESSMENT METHOD</i>	<i>Maximum number of points</i>
<i>Written exam</i>	<p><i>OUTCOME 1</i> Analyze the impact of the global environment and structural changes on the company and the strategic management process</p>	<i>lecture</i>	<p><i>Exam with essay-problem questions to which an answer is sought, demonstrating the identification and definition of key terms, their connection and appropriate argumentation of a higher degree of complexity</i></p>	96
		<i>Case Studies</i>		
		<i>discussion</i>		
	<p><i>OUTCOME 2</i> Valorize the phases of the strategic management process</p>	<i>lecture</i>		
		<i>Discussion</i>		
		<i>simulation</i>		
	<p><i>OUTCOME 3</i> Critically assess the impact of key elements of strategic management on the operation and performance of the company.</p>	<i>lecture</i>		
		<i>Scenario analysis</i>		
	<i>OUTCOME 4</i>	<i>lecture</i>		



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	Analyze resource creation, organizational and competitive capabilities	<i>Discussion</i>			
	<i>OUTCOME 5</i> Explain the types and sustainability of competitive advantage and the impact of the company's environment on the competitiveness of the company	<i>Lecture</i>			
		<i>Asking open-ended questions</i>			
		<i>lecture</i>			
	<i>OUTCOME 6</i> Interpret competitiveness strategies, value chain and business portfolio analysis tools	<i>discussion</i>			
<i>Attending classes</i>	<i>All outcomes</i>	<i>Lectures and exercises</i>	<i>Attendance records</i>	<i>4</i>	
				TOTAL POINTS	100



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<i>Type of student workload</i>	<i>Student Load Hours</i>	<i>ECTS credits</i>
Attending contact classes	56	1,9
Field Trips/Visits Outside the College	0	0
Independent study/research	70	2,3
Out-of-classroom preparation and preparation of seminars/presentations	0	0
Work on an out-of-classroom project assignment	0	0
Independent preparation for exams and exam time	69	2,3
Consultation activities	15	0,5
Other	0	0
TOTAL ECTS credits	210	7

RATING:

In order to achieve a positive grade in the course, the student must cumulatively meet two conditions: achieve a total of at least 54 (fifty-four) points in the course and meet the lower point threshold for the adoption of each individual learning outcome, which is 50% of the total points of the learning outcomes.



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Grades are calculated based on the following distribution of points:

<i>SCORE</i>	<i>RATING</i>
<i>0,00 – 53,90</i>	<i>Insufficient (1)</i>
<i>54,00 – 64,90</i>	<i>Sufficient (2)</i>
<i>65,00 – 79,90</i>	<i>Good (3)</i>
<i>80,00 – 89,90</i>	<i>Very good (4)</i>
<i>90.00 and more</i>	<i>Excellent (5)</i>

Grading is carried out in a transparent manner by collecting points. The course is evaluated with 100.00 points (with the possibility of achieving an additional 8 points on the Challenge learning outcome).

CHALLENGE LEARNING OUTCOME - the student has the opportunity to earn an additional maximum of 8 points through the Challenge learning outcome; The student independently chooses one of the activities proposed in the first lesson, and has the opportunity to independently propose an activity with which he wants to increase the number of points and, with the consent of the course holder, achieves them according to the criteria of the course. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved makes an additional number of points to the total number of points achieved according to the learning outcomes.

Before taking the final written exam, each student must meet the prescribed conditions, which primarily means that they have attended the % of classes determined by the Study Regulations and that they have received an electronically encrypted permission to take the exam.



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<i>1.9. Required reading and number of copies in relation to the number of students currently attending classes in the course</i>		
<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<i>1. Horvat, Đ., Perkov, D., Trojak, N.: Strategic Management and Competitiveness in the New Economy, EFFECTUS Study of Finance and Law - University College, Zagreb, 2017.</i>	<i>5*</i> <i>*students receive compulsory literature in permanent ownership</i>	<i>60</i>
<i>1.10. Supplementary literature</i>		
<i>1. Lecture presentations</i>		
<i>2. Case studies presented in exercises</i>		
<i>1.11. Ways of quality monitoring that ensure the acquisition of output knowledge, skills and competencies</i>		
<ul style="list-style-type: none"><i>analysis of exam results, level of understanding and knowledge during exercises and practical tasks,</i><i>conducting a survey among students,</i><i>The evaluation of the teacher,</i><i>achieved results and level of knowledge presented during the preparation and defense of the final thesis (students who choose a graduate thesis in this course),</i><i>analysis of the Quality Centre's reports and</i><i>Feedback from students who have already graduated on the usefulness of the content of this course in the performance of the work they do.</i>		