

DESCRIPTION OF THE COLLEGE

GENERAL INFORMATION		
Course Holder	Ph.D. Sanja Gutić Martinčić	
Name of the College	Strategic Management	
Study program	Professional Graduate Study - Business Management - MBA	
Status of the College	Mandatory	
Code	MBA-SM-18	
Year	Year 1	
Point value and method of teaching	ECTS Student Workload Coefficient	7
	Number of hours (P+H+S)	28+28

DESCRIPTION OF THE COLLEGE
1.1. <i>Objectives of the course</i>
<i>The Strategic Management course aims to provide students with a comprehensive overview of the contemporary theory of strategic management and its relevant factors. Students are trained for strategic thinking, analysis and diagnosis of the state of the company, recognizing the characteristics of the modern environment, shaping and implementing 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:

1. Analyze the impact of the global environment and structural changes on the company and the strategic management process.
2. Evaluate the phases of the strategic management process.
3. Critically assess the impact of key elements of the company's strategic management on the company's operations and performance.
4. Analyze the creation of resources, 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. *The content of the course*

Introduction to the course

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

Introduction to structural change and trends of global change.

Croatian Managers as Conscious Globalists

Learning organization

Ethics in Business and Exchange

Change and strategic management.

The Stages of the Strategic Management Process

Concept, Meaning and Stages of Strategic Management

The process of formulating a strategy.

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

Key competencies and competitive position of the company

Growth models and forms of cooperation between companies.

Strategic leadership, business vision and mission, shared values.

Enterprise strategy (concept and types of corporate strategies)

Creating Resources, Organizational and Competitive Capabilities

Strategy-driven organization

Logistics

Quality

The function of strategic control.

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. Recording the environment of the company (SWOT, PESTLE, 5 Porter forces) Competitiveness strategies, value chain and business portfolio analysis tools Generic enterprise strategies. Analysis of the general value chain of the company.							
1.5. Types of teaching (put X)				☒ Lectures ☐ Seminars and workshops ☒ Exercises ☐ Distance education ☐ Field Teaching		☐ Independent tasks ☐ Multimedia & Network ☐ Laboratory ☐ mentoring work ☐ other _____	
1.6. Obligations of students							
<i>Student obligations are prescribed in detail by the Statute, the Study Regulations and the Instructions on Student Obligations. The key obligations of students are:</i> ATTENDANCE AT CLASSES: <i>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 commitments are;</i> <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 teaching hours to be eligible to sign.</i> EXAM: <i>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> CONTINUOUS EXAMINATION: <i>In order to improve the efficiency of students in teaching, continuous examinations (2 intermediate exams) are carried out. In this way, students acquire smaller teaching units and master the subject material more easily.</i> FINAL EXAM – <i>a student who has not met the conditions for passing the exam during the continuous examination (has achieved a total of at least 54 points in the course and has met the lower point threshold for the acquisition of each learning outcome, i.e. at least 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.</i>							
1.7. Monitoring of student work (add X with the appropriate form of monitoring)							
Attendance	x	Teaching activity		Term paper		Experimental work	

Written exam	x	Oral exam		Essay		Research	
Design		Continuous assessment*		Paper		Practical work	
Portfolio							

1.8. Assessment and evaluation of students' work during classes and at the final exam

Assessment and evaluation of students' work during classes and at the final exam is carried out on the basis of the Study Regulations of the EFFECTUS University of Applied Sciences.

The linking of learning outcomes, teaching methods and assessment of learning outcomes is performed as follows:

	Attendance	Written exam	Design	Practical work	Total
I1		16			16
I2		16			16
I3		16			16
I4		16			16
I5		16			16
I6		16			16

	OUT OF THE BOX	4				4	
	TOTAL	4	96	0	0	100	

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

		Analyze resource creation, organizational and competitive capabilities	<i>Discussion</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>	<i>Lecture</i>			
			<i>Asking open-ended questions</i>			
			<i>Lecture</i>			
		OUTCOME 6 Interpret competitiveness strategies, value chain and business portfolio analysis tools	<i>Discussion</i>			
	<i>Attendance</i>	<i>All outcomes</i>	<i>Lectures and exercises</i>	<i>Attendance records</i>	<i>4</i>	
	TOTAL POINTS					100
	Type of student workload		Hours of student workload	ECTS credits		
	Attending face-to-face 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

JUDGING:

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.

Grades are calculated based on the following distribution of points:

NUMBER OF POINTS	RATING
0,00 – 53,90	Insufficient (1)
54,00 – 64,90	Sufficient (2)
65,00 – 79,90	Good (3)
80,00 – 89,90	Very Good (4)
90.00 and more	Excellent (5)

The evaluation is carried out in a transparent manner by collecting points. The course is valued 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 by 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 subject. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved is 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.

1.9. Required literature and number of copies in relation to the number of students currently attending classes in the course

Title	Number of copies	Number of students
1. Horvat, Đ., Perkov, D., Trojak, N.: Strategic Management and Competitiveness in the New Economy, EFFECTUS	5*	60

<i>Study of Finance and Law - University College, Zagreb, 2017.</i>	<i>*students receive compulsory literature in permanent ownership</i>	
<i>1.10. Supplementary literature</i> <i>1. Presentations from lectures</i> <i>2. Case studies presented in exercises</i>		
<i>1.11. Quality monitoring methods that ensure the acquisition of output knowledge, skills and competences</i> <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 teacher's evaluation,</i> <i>the achieved results and the level of knowledge presented during the preparation and defense of the final thesis (of students who choose the graduate thesis in this subject),</i> <i>analysis of the reports of the Quality Center and</i> <i>Feedback from students who have already graduated about the usefulness of the content of this course in the performance of the tasks they are engaged in.</i>		