

STRATEGIC MANAGEMENT 2

COURSE LEVEL: Master

ECTS CREDITS: 8 ECTS

COURSE COORDINATOR: Tomaž Čater Ph.D.
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COURSE GOALS: To provide students with the knowledge about the relationship between strategic management and corporate governance, the theories about the sources of competitive advantage, the theory of growth strategies, the theory of retrenchment strategies, the role of environmental strategies and corporate social responsibility, selected topics on strategy implementation and strategic control, and the process of strategic management in non-profit organizations.

To teach students how to use and critically evaluate the literature in the field of strategic management, link the acquired knowledge with current practical problems (the result of this is the preparation of a high-quality practically oriented or research oriented seminar project) and enable them for further professional and research work in the field of strategic management.

To help students actually understand the discussed theoretical concepts, methodological tools and practical examples, so that they can better implement them in practice and become, with some additional work experience, top experts in the field of strategic management.

COURSE CONTENT:

- 1. Introduction to strategic management**
 - 1.1. Strategic management process
 - 1.2. The essence of strategy
 - 1.3. Strategic management paradoxes
 - 1.4. Strategic management schools
- 2. Corporate governance**
 - 2.1. Differences between governance and management
 - 2.2. Principal-agent theory
 - 2.3. Corporate governance systems
 - 2.4. Ethics and values of owners and managers
- 3. Sources and forms of competitive advantage**
 - 3.1. Forms of competitive advantage
 - 3.2. Theories on the sources of competitive advantage
- 4. Advanced topics on strategic analysis**
- 5. Advanced topics on corporate strategies**
 - 5.1. Theory of the growth strategies (with an emphasis on diversification, mergers and acquisitions and strategic partnerships)
 - 5.2. Theory of the retrenchment strategies
- 6. Advanced topics on business strategies**

7. Environmental strategies and corporate social responsibility

8. Advanced topics on strategy implementation and strategic control

- 8.1. Activities for improved strategy implementation
- 8.2. Traditional and contemporary performance measurement systems
- 8.3. Linking performance measurement to strategic goals
- 8.4. Linking compensation systems to performance measurement
- 8.5. Managing strategic change

9. Strategic management in non-profit organizations

COURSE WORK PLAN:

Work is organized as lectures and seminars. Main topics are discussed within lectures, whereas more specific discussion on selected topics is organized within seminars. At least 75% attendance at lectures and seminars is obligatory for all full-time students.

COURSE GRADE SYSTEM:

Examination consists of three parts:

- active classroom participation: +5% (these are bonus points which are added to a student's total score when a student achieves positive grade at written exam and seminar project)
- Seminar project: 30%
- Written exam: 70%

PREREQUISITS:

Prerequisite for taking part at the exam is the formal enrolment into the study program and successful defense of the seminar project. Additional prerequisite for taking part at the exam for full-time students is at least 75% obligatory presence at lectures and seminars.