



University of Prizren

Faculty of Economics

| Course Program – SYLLABUS |       |  |                |  |  |                        |          |  |
|---------------------------|-------|--|----------------|--|--|------------------------|----------|--|
| Level of studies          |       | Master   | Program        | Bussiness Administration, Accounting and Audit |  | Academic year          | 2019/20  |  |
| COURSE TITLE              |       | Strategic Management   |                |  |  |                        |          |  |
| Year                      | First | Course status  | Mandatory      | Code   |  | ECTS                   | 6        |  |
| Semester                  | Third |  |                |  |  |                        |          |  |
| LECTURING WEEKS           |       | 15   | Teaching weeks |  |  | Lectures               | Seminars |  |
|                           |       |  |                |  |  | 2                      | 1        |  |
| Teaching methodology      |       | Intercative lectures, in-class discussion, seminars, tests, papers, etc. |                |  |  |                        |          |  |
| Consultation              |       |  |                |  |  |                        |          |  |
| Course Lecturer           |       | Prof.Asoc.Dr.Sc.Behxhet Brajshori  |                | e-mail   |  | bbrajshori@hotmail.com |          |  |
|                           |       |  |                | Tel.   |  | 044507018              |          |  |
| Course assistant          |       |  |                | e-mail   |  |                        |          |  |
|                           |       |  |                | Tel.   |  |                        |          |  |

| Course objectives  | Learning Outcomes  |
|--|--|
| <p>The main aim and focus of the course is at enhancing and developing critical understanding of the concepts and definitions such as:</p> <ul style="list-style-type: none"> <li>- What is the strategy of an organization?</li> <li>- Why strategic decisions are important?</li> <li>- Techniques for the formulation and implementation of strategies</li> </ul> | <p>By explaning and treating this subject, students are expected to gain knowledge about how to manage a company, how to be able to create and gain communication skills within a bussiness environment. Another highlighted expectation and aim from this course is to prepare students to create competitive advantages for their company in a high level of competitivness bussiness environment.</p> |

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| The methodology for the realization of course topics:     |
| Lectures, interactive discussions, seminars, papers, etc. |
| Conditions for realization of lecture topics              |
| Basic literature, the usage of TL equipments              |

| Evaluation methods (in %)   |   |               |          |
|---|---|---------------|----------|
| Seminar   | Evaluation in %   | Final grade   |          |
|   | Up to 10 points and those points are evaluated in the total point in final exam   | 51-60%-mark 6 |          |
|   |   | 61-70 7       |          |
|   |   | 71-80 8       |          |
|   |   | 81-90 9       |          |
|   |   | 91-100 10     |          |
|   |   |               |          |
|   | 50% of the exam + 1 point, it is considered that the exam is passed. These points are added by the points from papers. Points gained from paper are included in final calculation of the final grade only in the first term after finishing lectures. |               |          |
|   |   |               |          |
|   |   |               |          |
|   |   |               |          |
|   |   |               |          |
| Final Exam  |   |               |          |
|   |   |               |          |
|   |   |               |          |
|   |   |               |          |
|   |   |               |          |
| Obligations for students  |   |               |          |
| Lectures:   | Seminars:   |               |          |
| Students have to participate regularly in lectures, to be active, to use the basic literature and are highly encouraged to use additional literature as well, to respect the students code of ethics. | To be active and participate in treating and giving solutions to the problems. To be able to take initiatives, demonstrate the knowledge gained in the lectures, etc.   |               |          |
|   |   |               |          |
| Students' workload for the course   |   |               |          |
| Activities  | Hour  | Days/Weeks    | Total:   |
| Lectures  | 2   | 15 week       | 30 hours |
| Seminars  | 1   | 15 week       | 15 hours |
| Internship  |   |               |          |
| Keep contacts with course lecturer/Consultation   |   |               |          |
| Ground trainings  |   |               |          |
| Research work, papers   | 3   | 15 week       | 45       |
| Homework  |   |               |          |
| Koha e studimit vetanak Time of self-learning   | 2   | 15 week       | 30       |
| Final preparation for exam  | 1   | 15 week       | 15       |
| Time spent in evaluation (papers, quizzes, final exam)  | 1   | 5 week        | 5        |
| Projects, presentations..etc  |   |               |          |
| Note: 1 ECTS = 25 hours workload  |   | Total:        | 150      |

| Week | Lecture  |       | Seminar                  |       |
|------|--|-------|--------------------------|-------|
| 1.   | Topic  | Hours | Topic                    | Hours |
|      | Introduction, general overview, strategic management nowadays, organizational planning, the values of strategic management   | 2     | Concrete examples        | 1     |
|      |  |       |                          |       |
| 2.   | The characteristics of strategic decisions, levels of strategies, strategy makers, the process of strategic management, strategic management in various organizations. | 2     | Examples                 | 1     |
|      |  |       |                          |       |
| 3.   | Creation of vision of the organization, philosophy, mission and goals of the organization, the contenders of the organization, business ethics                         | 2     | Examples                 | 1     |
|      |  |       |                          |       |
| 4.   | Assessment of the nature of environment, recognition and prediction of environmental influences, identification of competitive forces through structural analysis.     | 2     | Examples                 | 1     |
|      |  |       |                          |       |
| 5.   | Identifying strategic position through analysis of near environment, priority matrix of factors  | 2     | Questions for discussion | 1     |
|      |  |       |                          |       |
| 6.   | Structure, culture, resources of organization, SWOT analysis   | 2     | Examples                 | 1     |
|      |  |       |                          |       |
| 7.   | Distinctive competencies, competitive advantages, cost competitive dynamics, experience curve  | 2     | Questions for discussion | 1     |
|      |  |       |                          |       |

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|-----|--|---|---------------------------------------|---|
| 8.  | The objectives of the organization, the types of strategies, fight against uncertainty, competitive strategies and those with market-based   | 2 | Examples                              | 1 |
|     |  |   |                                       |   |
| 9.  | The identification of strategic alternatives, alternative methods to the development of strategies, strategies that should be avoided.   | 2 | Questions for discussion              | 1 |
|     |  |   |                                       |   |
| 10. | The strategy evaluation criteria, the choice of strategic alternatives, business-level strategy, industry environment and strategic choice, game theory.                               | 2 | Questions for discussion and examples | 1 |
|     |  |   |                                       |   |
| 11. | Implementation of the strategy, what should be done?, organizational structure, processes and organizational behaviours of the organization, developing strategies of the organization | 2 | Questions for discussion              | 1 |
|     |  |   |                                       |   |
| 12. | The control of strategy, control process, measurements of results, strategic audit, strategic management incentive   | 2 | Questions for discussion and examples | 1 |
|     |  |   |                                       |   |
| 13. | Managing changes, ten key factors.   | 2 | Examples                              | 1 |
| 14. | Managing of phases in changes  | 2 | Examples                              | 1 |
| 15. | Consultation and preparation for exam  | 2 |                                       | 1 |
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| LITERATURE  |
| <p>Dr. Vasilika Kume, “Manaxhimi strategjik, teori koncepte”, zbatime, botimi i tretë, Tiranë, 2010</p> <p>Prof. Dr. Vasilika Kume,”Marrja e vendimeve menaxheriale”, Tirane, 2008</p> <p>Prof. Dr. Justina Pula Shiroka ”Menaxhmenti dhe Vendorsja”, Prishtine, 2008</p> |
| Remarks   |
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