

Subject title: Strategic Management			
Subject status	Semester	Credit value	Teaching load
Compulsory	II	6	1L+2T
Study programme: MBA in Management, Finance and Agribusiness			
Responsible staff: Andras Nabradi, UD and Slobodanka Krivokapic, UM			
Pre-requisite: Nil			
Objectives: To get the students acquainted with the strategic decisions which determine the future direction and competitive position of an enterprise in the long term			
Learning approach:			
Lectures:	15 hours		
Individual work/team work:	30 hours		
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	45 hours		
Assessment:			
Oral: presentation			
Written: Prepare a Strategic Management Case			
SYLLABUS:			
<ul style="list-style-type: none"> • The nature of strategic management. Defining strategic management, key terms in strategic management. • Strategy Formulation: The business vision and mission, characteristic of a mission statement. • Strategy Formulation: Components of a mission statement, writing and evaluating mission statements. • Strategy Formulation: The external assessment, social, demographic, environmental sources, political, governmental and legal forces. • Strategy Formulation: Technological and competitive forces, Competitive analysis Porter's Five-Forces, External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM). • Strategy Formulation: The internal assessment, nature of an internal audit, the Resource Based View (RBV), Integrating strategy and culture, management, marketing, finance/accounting, production/operation. • Strategy Formulation: Research and development, MIS, the value chain, The Internal Factor Evaluation (IFE) Matrix. • Strategy Formulation: Strategies in action, Types of strategies, Integration strategy, Intensive strategies, Diversification strategies. • Strategy Formulation: Michael Porter's Generic strategies, Means for achieving strategies, First Mover Advantages, , Strategic management in Nonprofit and Governmental Organizations. • Strategy Formulation: Strategy Analysis and Choice, The input stage, the matching stage, the decision stage. • Strategy Formulation: Cultural aspects of strategy choice, Politics of Strategy Choice, Governance issues. • Strategy Implementation: Implementing strategies, management and operations Issues. The Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation. 			

- Strategy Implementation: Implementing strategies, management and operations Issues. Managing Conflict, Matching Structure with Strategy, Restructuring, Reengineering, and E-engineering.
- Strategy Implementation: Implementing strategies, management and operations Issues. Linking performance and Pay to Strategies, Managing Resistance to Change, Managing the Natural Environment.
- Strategy Implementation: Implementing strategies, management and operations Issues.: Creating a Strategy-Supportive Culture, Production/operation Concerns When Implementing Strategies.
- Strategy Implementation: Implementing strategies, Marketing, Finance/accounting, R&D, and MIS Issues: Nature of Strategy implementation Marketing Issues, market segmentation, product positioning.
- Strategy Implementation: Implementing strategies, Marketing, Finance/accounting, R&D, and MIS Issues: Finance/Accounting Issues, Acquiring Capital to Implement Strategies, Financial Budget, R&D Issues, Management Information Systems.
- Strategy Evaluation: Strategy Review, Evaluation and Control, The process of Evaluating Strategies, Strategy Evaluation Framework.
- Strategy Evaluation: The Balanced Scorecard, Published Sources of Strategy-Evaluation Information,
- Strategy Evaluation: Characteristics of an Effective-Evaluation System, Contingency Planning, Auditing, Twenty-First Century Challenges in Strategic Management.

Reading list and references:

Compulsory literature:

Fred R. David: Strategic Management, Concept and Cases, Tenth Edition, Pearson Prentice Hall Education LTD. (2005), ISBN 0-13-127675-1.

Recommended literature:

Gerry Johnson-Kevan Scales: Exploring Corporate Strategy Text and Cases, Prentice Hall International ISBN 0-13-296419-8.