

Course title	Strategic Management				
Course code	STM201				
Course type	Compulsory				
Level	Postgraduate				
Year / Semester	1 st /2 nd				
Teacher's name	Dr Polys Votsis, Pavlos Josephides				
ECTS	7.5	Lectures / week	1-2	Laboratories / week	0
Course purpose and objectives	<p>The course aims at providing an understanding of strategic analysis, strategic decision-making and strategic process within and between organizations. Case studies and real business examples will be used so that students will be exposed to current developments and latest trends in strategic management in order to gain realistic insight, understanding and knowledge of the fast-changing business environment and the evolving needs of the business industry. The course aims also at enhancing the students' ability to develop their entrepreneurial mindset and be better prepared to be successful in their employer organisations. In particular they will gain the soft skills and versatility needed in terms of effective leadership, trust and delegation, agility to be proactive instead of reactive, and be strategic thinkers.</p>				
Learning outcomes	<p>By completing the course, the students should be able to:</p> <ul style="list-style-type: none"> ▪ Critically appraise the competitive environment and the impact this will have on strategic choice for enterprises. ▪ Critically evaluate long-term planning decisions and the potential these hold for business to exploit their distinctive competitiveness ▪ Critically evaluate the fit, in terms of the design of strategic plans in relation to the contemporary business environment ▪ Discuss the management challenges involved in managing change in the implementation of strategic plans. ▪ Infuse entrepreneurship into the student's learning experience by making them more creative, opportunity oriented in order to create value for the organization and its customers. ▪ Learn how to strategically pursue disruptive innovation in every area of the business in order to ensure sustainable growth, progress and success. ▪ Develop soft skills based on trustful leadership, empowered teamwork, versatility and learn how to interpret information through data analysis integration for strategic decision-making. 				

Prerequisites	None	Required	None
Course content	<ul style="list-style-type: none"> ▪ Introduction to Strategic Management – Contemporary Practices and New Trends ▪ Formulation of Strategy: Mission, Vision, Values, Strategic Objectives of the Organisation ▪ Formulation of Strategy - External Assessment ▪ Formulation of Strategy - Internal Assessment ▪ Case Study A': Strategic Management Tools in SMEs in Cyprus – Group Work ▪ Strategy in Action development of entrepreneurial spirit, leadership skills in the area of strategic analysis and strategic choices – Development of Team working skills ▪ Business Strategy and Models ▪ Entrepreneurship and Innovation for Sustainable Growth ▪ Strategic Planning - Strategic Tools ▪ Strategic Planning – Strategic Tools ▪ Data Analysis, collaboration and teamwork for the implementation of the methodology to determine the Strategic position of the Company. Development of teamwork and critical thinking skills ▪ Implementation of Strategy and Data Analysis (Key Performance Indicators) for Decision Making ▪ New Approach to Effective Leadership ▪ Stakeholders and Governance ▪ History and Culture: Major Strategy Influencing Factors ▪ Case Study B': Strategic Management Tools in SMEs in the EU Countries – Group Work 		
Teaching methodology	Face to Face		
Bibliography	<ol style="list-style-type: none"> 1. Johnson, Gerry; Whittington, Richard; Regner, Patrick; Scholes, Kevan; Angwin, Duncan. Exploring Strategy: Text and Cases. 11th ed. 2017. (p. 3). Pearson. 2. Barringer, Bruce, Ireland Duane, (2019). Entrepreneurship-Successfully Launching New Ventures. 6th ed, Global ed. Pearson. 3. Kim, Chan. Mauborgne, Renee. (2017). Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth. Macmillan. 4. Parmenter, David. (2019). Key Performance Indicators: Developing, Implementing, and Using Winning KPIs. 4th ed. Wiley. 		

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	<p>23. Fred R. David Strategic Management: Concept and Cases. 9th edition</p> <p>24. G. Arnold, Corporate Financial Management, 5th edn, Financial Times Prentice Hall, 2012; P. Atrill, Financial Management for Decision Makers, 7th edn, Pearson, 2014.</p> <p>25. R.S. Kaplan and D.P. Norton, 'Transforming the balanced score card from performance measurement to strategic management: Part I', Accounting Horizons, vol. 15, no. 1 (2001), pp. 87–104.</p> <p>26. S. Benn and D. Bolton, Key Concepts in Corporate Responsibility, Sage, 2011.</p> <p>27. B. Tricker, Corporate Governance: Principles, Policies and Practices, 2nd edn, Oxford University Press, 2012.</p> <p>28. Manuel Hensmans, Gerry Johnson and George Yip, Strategic Transformation: Changing while Winning, Palgrave Macmillan, 2013.</p> <p>29. John T. Seaman Jr and George David Smith, 'Your company's history as a leadership tool', Harvard Business Review (December 2012), pp. 1–10.</p>
Assessment	<p>Final Exam: 60%</p> <p>Assignments: 30%</p> <p>Attendance and Participation: 10%</p>
Language	<p>English</p>