



## COURSE OUTLINE

### 1. Information about the program

1.1 Higher education institution	“Alexandru Ioan Cuza” University of Iași
1.2 Faculty	Faculty of Economics and Business Administration
1.3 Department	Management, Marketing and Business Administration
1.4 Field of study	Business Administration
1.5 Cycle of study	bachelor
1.6 Study program / Qualification	Business Administration

### 2. Information about the course

2.1 Course title		Strategic Management					
2.2 Course coordinator		Associate professor <b>Ruxandra Ciulu</b> , PhD					
2.3 Seminar coordinator		Associate professor <b>Ruxandra Ciulu</b> , PhD					
2.4 Year of study	3	2.5 Semester	1	2.6 Type of evaluation*	E	2.7 Course status**	C

\* MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; \*\* C-compulsory/O-optional/E-elective

### 3. Estimated time allocation (hours per semester and teaching activities)

3.1 Number of hours per week	3	out of which: 3.2 course	2	3.3 seminar / laboratory	1
3.4 Total number of hours per semester	42	out of which: 3.5 course	28	3.6 seminar / laboratory	14
Time allocation					h
Study based on course book, course materials, bibliography and other					34
Supplementary study in the library, on electronic platforms and on the field					30
Preparing seminars/laboratories, assignments, papers, portfolios and essays					35
Tutorship					6
Examination					3
Other activities .....					
3.7 Total hours of individual study					108
3.8 Total hours per semester					150
3.9 Number of credits					5

### 4. Prerequisites (if applicable)

4.1 Referring to curriculum	Not necessary
4.2 Referring to competences	Not necessary

### 5. Conditions (if applicable)

5.1 For the course	Internet connection, laptop, MS Teams
5.2 For the seminar / laboratory	Internet connection, laptop, MS Teams, Moodle



## 6. Specific competences accumulated

<b>Professional competencies</b>	C1 – Gathering, processing and analysing information about external environment – firm/organization interaction (1.5 credits) C2 – Assistance for administring the entire firm/organization (2 credits) C3 – Administring the activity of a subdivision within the structure of the firm/organization (1 credit)
<b>Transversal competencies</b>	CT2 – Identifying roles and responsibilities within a multispecialized team and applying relational techniques and efficient work techniques within the team (0.5 credits)

## 7. Course objectives (based on specific competencies accumulated)

<b>7.1 General objective</b>	Analyze the activity of the organization from a strategic point of view.
<b>7.2 Specific objectives</b>	After successfully finalizing this course, students will be able to: <ul style="list-style-type: none"><li>▪ Understand and use the basic notions in the field.</li><li>▪ Understand, identify and use types of potential strategies.</li><li>▪ Identify organizational position compared to competitors and identify competitive alternatives based on organizational objectives.</li><li>▪ Present strategies used by organizations based on field of activity and market position.</li></ul>

## 8. Content

<b>8.1</b>	<b>Course</b>	<b>Teaching methods</b>	<b>Observations</b> (time and bibliography)
1.	Introducing strategy	Interactive course, heuristic conversation, problem solving method	2 hours (chap 1 from the course book)
2.	The environment	Interactive course, heuristic conversation, problem solving method	2 hours (chap 2 from the course book)
3.	Strategic capabilities	Interactive course, heuristic conversation, problem solving method	2 hours (chap 3 from the course book)
4.	Strategic purpose	Interactive course, heuristic conversation, problem solving method	2 hours (chap 4 from the course book)
5.	Culture and strategy	Interactive course, heuristic conversation, problem solving method	2 hours (chap 5 from the course book)
6.	Business strategy	Interactive course, heuristic conversation, problem solving method	2 hours (chap 6 from the course book)



7.	Corporate strategy and diversification	Interactive course, heuristic conversation, problem solving method	2 hours (chap 7 from the course book)
8.	International strategy	Interactive course, heuristic conversation, problem solving method	2 hours (chap 8 from the course book)
9.	Innovation and entrepreneurship	Interactive course, heuristic conversation, problem solving method	2 hours (chap 9 from the course book)
10.	Mergers, acquisitions and alliances	Interactive course, heuristic conversation, problem solving method	2 hours (chap 10 from the course book)
11.	Evaluating strategies	Interactive course, heuristic conversation, problem solving method	2 hours (chap 11 from the course book)
12.	Strategy development processes	Interactive course, heuristic conversation, problem solving method	2 hours (chap. 12 from the course book)
13.	Organising for success	Interactive course, heuristic conversation, problem solving method	2 hours (chap 13 from the course book)
14.	Leadership and strategic change	Interactive course, heuristic conversation, problem solving method	2 hours (chap 14 from the course book)
<b>Bibliography</b> <b>Compulsory reading:</b> <ul style="list-style-type: none"> <li>G. Johnson, R. Whittington &amp; K. Scholes (2011) <i>Exploring Strategy</i>, 9th edition, Pearson Education Ltd.</li> </ul> <b>Optional reading:</b> <ul style="list-style-type: none"> <li>David, F.R., <i>Strategic Management. Concepts and Cases</i>, Pearson, Prentice Hall, 11<sup>th</sup> ed., 2007</li> <li>Hitt, M.A., R.D. Ireland, R.E. Hoskisson, <i>Strategic Management. Competitiveness and Globalization: Concepts and Cases</i>, 6<sup>th</sup> ed., Thomson, 2005</li> <li>Thomson, H. F. Martin, <i>Strategic Management. Awareness and Change</i>, 5<sup>th</sup> ed., Thomson, 2005</li> <li>Wheelen, T.L., J.D. Hunger, <i>Strategic Management and Business Policy</i>, 10<sup>th</sup> ed., Pearson, Prentice Hall, 2006</li> </ul>			
<b>8.2</b>	<b>Seminar / Laboratory</b>	<b>Teaching methods</b>	<b>Observations</b> (time and bibliography)
1-7.	Read and prepare to discuss the case study indicated at the previous seminar.	Interactive teaching methods, case study method	2 hours (case studies at the end of the course book)
<b>Bibliography</b> <b>Compulsory reading:</b> <ul style="list-style-type: none"> <li>G. Johnson, R. Whittington &amp; K. Scholes (2011) <i>Exploring Strategy</i>, 9th edition, Pearson Education Ltd.</li> </ul> <b>Optional reading:</b> <ul style="list-style-type: none"> <li>David, F.R., <i>Strategic Management. Concepts and Cases</i>, Pearson, Prentice Hall, 11<sup>th</sup> ed., 2007</li> <li>Hitt, M.A., R.D. Ireland, R.E. Hoskisson, <i>Strategic Management. Competitiveness and Globalization: Concepts and Cases</i>, 6<sup>th</sup> ed., Thomson, 2005</li> <li>Thomson, H. F. Martin, <i>Strategic Management. Awareness and Change</i>, 5<sup>th</sup> ed., Thomson, 2005</li> <li>Wheelen, T.L., J.D. Hunger, <i>Strategic Management and Business Policy</i>, 10<sup>th</sup> ed., Pearson, Prentice Hall, 2006</li> </ul>			

**9. Bridging course content with the expectations of the community, professional associations and representative employers in the field of the program**

On an annual basis, the course content is discussed with the representatives of the business environment, who hire or could hire graduates from this program, while students are required to provide feedback (on-line, anonymous) after each semester about the course structure, teaching methods, as well as strengths / weaknesses (after the final evaluation).

**10. Evaluation**

Type of activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Allocation to the final grade (%)
10.4 Course	Theoretical and applied knowledge	exam	50
10.5 Seminar/ Laboratory	Applied / practical knowledge	reading at home, being present in class and discussing case studies	50
<b>10.6 Minimal performance standard</b>			
Obtaining 5 points (out of 10) both for the evaluation along the semester (seminar) and for the final evaluation (exam).			

Date

21 September 2021

Course coordinator

Assoc. prof. **Ruxandra Ciulu**, PhD

Seminar coordinator

Assoc. prof. **Ruxandra Ciulu**, PhD

Date of approval in the department

22 September 2021

Head of department

Assoc. prof. **Andrei Neșțian**, PhD