

## COURSE OUTLINE

### 1. GENERAL

SCHOOL	ECONOMIC SCIENCES		
DEPARTMENT	ECONOMICS		
LEVEL OF STUDY	Postgraduate		
COURSE UNIT CODE	Leave blank	SEMESTER	1 <sup>st</sup>
COURSE TITLE	STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP		
COURSEWORK BREAKDOWN		TEACHING WEEKLY HOURS	ECTS Credits
Lectures		2	5
COURSE UNIT TYPE	Compulsory		
PREREQUISITES	NO		
LANGUAGE OF INSTRUCTION/EXAMS:	English		
COURSE DELIVERED TO ERASMUS STUDENTS	NO		
MODULE WEB PAGE (URL)	Leave blank		

### 2. LEARNING OUTCOMES

Learning Outcomes
<p>The course consists of two parts: The first part (strategic management) aims to introduce students to the basic theories and approaches of strategic management, focusing on the tools of strategic evaluation, analysis and decision-making. The course aims to familiarize students with the fundamental concepts related to strategies, strategic management and sustainable competitive advantage and to help them understand an integrated and structured approach to the analysis, formulation and implementation of strategies in the modern competitive environment, to achieve sustainable competitive advantage. Through these basic processes, strategic management provides a comprehensive framework for managing challenges and opportunities, ensuring the continuous development and success of organizations. The second part (entrepreneurship) aims to provide students with the necessary knowledge for the development of innovative start-ups, from the conception of the idea to the creation of a business plan.</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> <li>• Develop critical thinking skills in strategic management.</li> <li>• Demonstrate knowledge of key strategic management models.</li> <li>• Assess an organization's mission, goals, and objectives.</li> <li>• Evaluate organizational resources, core competencies, and dynamic capabilities.</li> <li>• Identify key success factors and different strategy-making approaches.</li> <li>• Analyze competitive forces and stakeholder influence.</li> <li>• Recognize types of competitive advantage and value creation strategies.</li> </ul>

- Understand the role of creativity, innovation, structure, and culture in effective business management.
- Understand entrepreneurship, the entrepreneurial mindset, and its role in economic and social development.
- Identify barriers to entrepreneurship and reasons for entrepreneurial failure.
- Recognize the characteristics, motivations, and social influences on entrepreneurs.
- Differentiate types of entrepreneurs and forms of entrepreneurship.
- Understand founding teams, decision-making, and business models, including the business model canvas.
- Grasp innovation, business ideas, opportunities, and design thinking.
- Apply the principles of lean start-ups and understand funding sources and investor evaluation criteria.
- Identify key components of a business plan.

#### General Skills

- Search, analyze and synthesize data and information, using the necessary technologies
- Adaptation to new situations
- Decision making
- Independent work
- Teamwork
- Exercising criticism and self-criticism
- Promoting free, creative and inductive thinking
- Communication skills in written and oral speech, using arguments in work, presentations and public discussions. Exercising criticism and self-criticism

### 3. COURSE CONTENTS

#### Indicative contents for Part I (Strategic Management):

- Introduction to strategic management (definitions, levels of strategy, strategic management, strategic planning)
- Concept of Strategy and sustainable competitive advantage
- Strategic Analysis: External environment (macro environment, sectors, strategic groups, competitors)
- Strategic Analysis: Internal environment (value chain, resources, capabilities & skills, VRIO analysis)
- Strategic Analysis: Vision mission, values and goals of the business
- Formulating Strategy: Competitive Strategies - Theories of Creating Competitive Advantage - Partnership Strategies
- Strategy Formulation: Corporate strategic direction
- Evaluation - Choice of strategic directions
- Strategy Implementation: Structure, Policies, Culture, Competencies, Management Style.

#### Indicative contents for Part II (Entrepreneurship):

- The entrepreneurial mindset, including the roles and characteristics of entrepreneurs and founding teams.
- Forms of entrepreneurship and types of enterprises.
- Business ideas and opportunities using design thinking.
- Business models and the business model canvas.
- Principles of lean start-ups and strategies

- Entrepreneurial financing.
- The concept of innovation and its role in shaping competitive strategy and technological change.
- Developing and presenting a comprehensive business plan and the lean business plan.

#### 4. TEACHING METHODS - ASSESSMENT

MODE OF DELIVERY	online									
USE OF INFORMATION AND COMMUNICATION TECHNOLOGY	Powerpoint presentations e-class support Communication via e-mail and course discussion group									
TEACHING METHODS	<b>Method description</b> <table border="1"> <tr> <td>lectures</td> <td>26</td> </tr> <tr> <td>Individual Assignments</td> <td>34</td> </tr> <tr> <td>Self study</td> <td>65</td> </tr> <tr> <td><b>Course total (25 hours of work load per credit)</b></td> <td><b>125</b></td> </tr> </table>	lectures	26	Individual Assignments	34	Self study	65	<b>Course total (25 hours of work load per credit)</b>	<b>125</b>	
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ASSESSMENT METHODS	I. Final examination (50%) II. Assignments (50%)									

#### 5. RESOURCES

##### Books

- Hisrich R. D., Peters M. P., & Shepherd D. A. (2024). Entrepreneurship (12th ed). McGraw-Hill Education.
- Bamford C., Bruton G. (2024) Entrepreneurship: The Art, Science, And Process for Success. McGraw-Hill Education.
- Osterwalder, A., Pigneur, Y., Clark, T., & Smith, A. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. Hoboken, New Jersey, Wiley.
- Anthony Henry (2025) Understanding Strategic Management. Oxford University Press, Fifth Edition, ISBN: 9780198910893
- Galpin Timothy (2023) The Strategist's Handbook: Tools, Templates, and Best Practices Across the Strategy Process. Oxford University Press, ISBN:9780192885289
- Duhaime, Irene, Hitt Michael, Lyles, Margorie (2021) Strategic Management Oxford University Press inc.

##### Main Relevant Scientific Journals:

- Business strategy and the environment (<https://onlinelibrary.wiley.com/journal/10990836>)
  - Entrepreneurship Theory and Practice (<https://journals.sagepub.com/home/etp>)
  - Journal of Business Venturing (<https://www.journals.elsevier.com/journal-of-business-venturing>)
  - Journal of Economics and Management Strategy (<https://onlinelibrary.wiley.com/journal/15309134>)
  - Strategic Entrepreneurship Journal (<https://onlinelibrary.wiley.com/journal/1932443x>)
  - Strategic management Journal (<https://onlinelibrary.wiley.com/journal/10970266>)
- Technology Analysis and Strategic Management (<https://www.tandfonline.com/loi/ctas20>)