

COURSE OUTLINE

(1) GENERAL

SCHOOL	School of Engineering		
ACADEMIC UNIT	Department of Financial and Management Engineering		
LEVEL OF STUDIES	Undergraduate		
COURSE CODE	ΔΕ0104	SEMESTER	6 th
COURSE TITLE	Strategic Management and Planning		
INDEPENDENT TEACHING ACTIVITIES <i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>		WEEKLY TEACHING HOURS	CREDITS
		3	5
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
COURSE TYPE <i>general background, special background, specialised general knowledge, skills development</i>	General Background		
PREREQUISITE COURSES:			
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	Greek		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	no		
COURSE WEBSITE (URL)	http://www.fme.aegean.gr/en/c/strategic-management		

(2) LEARNING OUTCOMES

Learning outcomes <i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.</i> <i>Consult Appendix A</i> <ul style="list-style-type: none"> • Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area • Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B • Guidelines for writing Learning Outcomes
On successful completion of the course, students will be able to: <ul style="list-style-type: none"> • Understand what strategy is and why it matters • Think strategically about a company, its position, the long-term direction, resources and competitive capabilities, the caliber of its strategy, and the opportunities to acquire a sustainable competitive advantage. • Prepare strategic analysis across various sectors and analyze the conditions of competition and the competitive challenges in the global environment. • Analyze the process of developing and implementing a business strategy • Apply the concepts and analytical tools to assess the strategic status of a company • Understand the ethical and socially responsible dimension of a business strategy • Identify the key points for successful execution of the selected strategy and the

administrative tasks associated with its implementation in order to be able to promote the proper execution of the strategy, and work effectively as members of an execution team.

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

<i>Search for, analysis and synthesis of data and information, with the use of the necessary technology</i>	<i>Project planning and management</i>
<i>Adapting to new situations</i>	<i>Respect for difference and multiculturalism</i>
<i>Decision-making</i>	<i>Respect for the natural environment</i>
<i>Working independently</i>	<i>Showing social, professional and ethical responsibility and sensitivity to gender issues</i>
<i>Team work</i>	<i>Criticism and self-criticism</i>
<i>Working in an international environment</i>	<i>Production of free, creative and inductive thinking</i>
<i>Working in an interdisciplinary environment</i>	<i>.....</i>
<i>Production of new research ideas</i>	<i>Others...</i>
	<i>.....</i>

Search for, analysis and synthesis of data and information, with the use of the necessary technology
Adapting to new situations
Decision-making
Team work
Showing social, professional and ethical responsibility and sensitivity to gender issues
Criticism and self-criticism
Production of free, creative and inductive thinking

(3) SYLLABUS

The course focuses on the theory and practice of business strategy and aims to provide a framework through which students will be able to recognize and respond to the strategic challenges businesses face today. The course begins with a set of basic concepts and terms that are necessary for understanding the meaning of strategy and strategic management. Then, it presents the framework, methods and tools for strategic analysis of a company, investigates a large number of strategic problems, including the creation of alternative strategies, and the shaping of a strategic plan. Some of the questions addressed are how a company can better position itself against the forces of the market, how a company can innovate strategically and "change the rules of the game" in its favor, how a company can create those unique skills necessary to achieve competitive advantage and maintain and improve its market position. Finally, it focuses on how these strategic choices

can be 'tied' to the daily activities of the company in order to create an organization with a great ability to adapt to challenges over time.

Using case studies from the Greek and international business arena students are expected to understand the complex processes that take place in the business environment and contribute to the critical evaluation of various methods and approaches that are proposed and implemented.

1. Introduction - Basic concepts, definitions and scope of Strategy
2. The tools of strategic analysis I: Analysis of the External Environment
3. The tools of strategic analysis II: Analysis of the Internal Environment, Resources & Capabilities
4. Competitive Advantage I: Analysis and options
5. Competitive Advantage II: Implementation and evaluation
6. Strategic Analysis in Practice: Lessons from case studies
7. Implementation Strategy I: Organization and Structures
8. Implementation Strategy II: Control
9. Implementation Strategy III: Managing Strategic Change
10. Implementation Strategy: Lessons learned from case studies
11. Strategic Issues for SME
12. Current Trends in Strategic Management
13. Overview – Presentation of work assignments

(4) TEACHING and LEARNING METHODS - EVALUATION

<p>DELIVERY <i>Face-to-face, Distance learning, etc.</i></p>	<p>Face to face. Teaching methods for this course are based on lectures and presentation / discussion of case studies. Active student participation is essential and helps students understand the basic concepts and tools of the course. Furthermore, the presentation of case studies from the Greek and international business scenes enables students to understand the complex processes that occur in business environments and contributes to the critical evaluation of the various methods and approaches proposed and implemented</p>	
<p>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY <i>Use of ICT in teaching, laboratory education, communication with students</i></p>		
<p>TEACHING METHODS <i>The manner and methods of teaching are described in detail.</i> <i>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</i></p> <p><i>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</i></p>	<p>Activity</p>	<p>Semester workload</p>
	Lectures	39
	Study and Analysis of bibliography	20
	Project work	20
	Essay writing	28
	Hours of non-directed study	30
	Exams	3
<p>STUDENT PERFORMANCE EVALUATION <i>Description of the evaluation procedure</i></p> <p><i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i></p> <p><i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i></p>	<p>Language of evaluation: Greek</p> <p>Student assessment is made as follows:</p> <ul style="list-style-type: none"> Final exam: 70% Group Work Assignment: 30% <p>A necessary prerequisite for taking into consideration the score of the Work Assignment in the final mark is that students should receive at least 5/10 in the final exams.</p> <p>The work assignments aim to familiarize students with the theoretical issues discussed in the lectures and the case studies. All work will be delivered to the instructor in electronic form. The work assignment may involve (a) a Strategic Analysis of a company where students can have access to, and</p>	

	<p>an evaluation of its existing strategy, or (b) the presentation of a case study or of a scientific article from the international academic literature. The themes of the work assignments will be defined in consultation with the instructor.</p>
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(5) ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

A) Main Reference:

1. Β. Παπαδάκης: *Στρατηγική των Επιχειρήσεων: Ελληνική και Διεθνής Εμπειρία, Τόμος Α: Θεωρία, Εκδόσεις Μπένου, (Ε' Έκδοση), Αθήνα 2007 (in Greek)*
2. Thompson, A. Strickland, A.J. & Gamble, J.E. (2010) *Σχεδιασμός και Υλοποίηση Επιχειρησιακής Στρατηγικής, 16η Αμερικανική Έκδοση, 1η Ελληνική Έκδοση, Επιστημονική Επιμέλεια: Γ. Πολλάλης, Εκδόσεις Utopia (in Greek)*

B) Additional References:

- Johnson G. and K. Scholes, *Exploring Corporate Strategy: Text and Cases, London, Prentice Hall Europe (the most contemporary edition).*
- Grant R.M., *Contemporary Strategy Analysis: Concepts, Techniques Applications, Blackwell Business, (the most contemporary edition).*