



Strategic Management and Leadership

General data

Course code:	M23VFA03E
ECTS credits:	9
Type of the course:	Core Module
Semester:	Fall
Course restrictions:	no
Course leader (with availabilities):	Márta Somogyvári, somogyvari.marta@tkk.pte.hu Office hour: Tuesday 15:00-16:00
Further lecturer(s) (with availabilities):	Potó Judit poto.judit@tkk.pte.hu

1. Description and aims

The Strategic Management part of the course focuses on important current issues in strategic management. It will concentrate on modern analytical approaches with an emphasis on scenario analysis and system theory. The course is intended to provide the students with a holistic view and a pragmatic approach that will guide the formulation and implementation of corporate, business, and functional strategies in order to develop sustainable competitive advantage in a changing and challenging international business environment. The Leadership part of the course provides students with the essential theoretical and practical knowledge of leadership, that enables them to develop themselves to become effective leaders. The course aims to enable students to apply Leadership knowledge to improve organizational effectiveness.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

CILO 1: understand the importance of strategy, know the internal and external factors that shape the strategy of a company and/or whole industries, know the strategy formulation and implementation process, know methods to describe the future strategic environment, know 4th IR key technologies and business opportunities (PILO 1,2,3)

CILO 2: have a holistic view of a company as a value creating system with functional subsystems connected to society and environment (PILO 3, 4)

CILO 3: apply important analytical methods that underlie business strategy
understand new business models that transform how organizations create and harness value
work effectively as a team (PILO 6,8)

CILO 4 have a complex set of skills to meet the challenges of managing people (PILO5).

CILO 5 exercise ethical behaviour and a commitment to sustainable business operations (PILO7).

CILO 6 advocate the principles of diversity, responsible, value-based management, equal opportunities, legality, and international management standards (PILO7 and PILO8).



(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

- 1 Strat Man Introduction, Leadership Introduction
- 2 Strat Man.: 4th industrial revolution introduction
- 3 Leadership: Three-Skill Approach; Skills Model
Strat Man.: Strategy and Business Models, Business level strat.
- 4 Innovation in business level str. Blue ocean str.
- 5 Strat Man.: Scenario Analysis, STEEPLE01
- 6 Leadership: Team Leadership Model
- 7 Strat Man.: STEEPLE 02
- 8 Presentation of the scenarios, Innovation
Break
- 9 Leadership: Leadership and Culture and Ethics, Midterm
- 10 Strat Man.: Simulation Cup
- 11 Leadership: Transformational, servant, authentic leadership
Strat Man.: Automation, VR and Business Process Automation,
- 12 Business Wargame
- 13 Strat Man.: Presentations of the semester paper

4. Learning and teaching strategy, methodology

Students will have to engage in individual and teamwork as well. It is expected that students read for the classes ahead the selected papers, cases, and/or textbook chapters in order to participate in class discussion. There are seminar-like theoretical classes with management exercises and simulations to strengthen leadership skills. The course will use videos, short cases and one longer group work with case study to support critical thinking, argumentation, and problem-solving.

5. Assessment

Formative assessment elements: Continuous tutoring, consultation about the semester paper,

Summative assessment elements:

Individual Assessment	% 46	Group Assessment	% 64
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Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Leadership midterm	14	written exam		yes	yes	CILO 1-6
Leadership Final Exam	22	written exam		yes	yes	CILO 1-6
Strat Man: Coursework	39	class activity	Individual and group presentations,	no	yes	CILO 1-6



			Business Wargame, Simulation Cup			
Strat Man.: Semester Paper	<u>25</u>	written paper	group work: strategy for a new company	yes	yes	CILO 1-5
SUM	100					

* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

N.B. 51% on each grading criterion has to be reached to qualify for a grade at the end of the course.

6. Learning materials

- Essential
 - Peter G. Northaus (2013): Leadership: Theory and practice. 6th edition. SAGE
 - Witcher B. (2020): Absolute Essentials of Strategic Management. Routledge
 - Hill. et. al. (2008) Strategic Management Theory. Houghton Mifflin Company Boston New York
- Recommended
 - Heijden, K. (2005) Scenarios : The art of strategic conversation 2nd ed. John Wiley & Sons Ltd
 - Hitt at al: The Blackwell Handbook of Strategic Management. eISBN: 9780631218616. Print publication date: 2006
 - Kim, W. Chan. (2005) Blue ocean strategy: how to create uncontested market space and make the competition irrelevant . Harvard Business School Publishing Corporation
 - Lacy et al(2020): The Circular Economy Handbook. Palgrave

7. Further information

International aspects embedded with the course
International cases, international teams completing the coursework
Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course
Ethical behaviour and sustainability in Leadership, circular economy as a topic, proposal for introduction of circular methods for a real company (semester paper)
Connections to the world of practice of the course
Real cases and visit in companies in a chosen industry, the second part of the semester paper is based on an interview with a strategic leader of a real company