



STRATEGIC MANAGEMENT AND LEADERSHIP

General data

Course code:	M23VFA03E
ECTS credits:	9
Type of the course:	general core course
Semester:	Fall, Semester 2
Course restrictions:	-
Course leader (with availabilities):	<i>Dr. Márta SOMOGYVÁRI, Associate Professor</i> +36 72 501-599/63384 somogyvari.marta@tkk.pte.hu office: B121
Further lecturer(s) (with availabilities):	<i>Judit PÓTÓ, Assistant Lecturer</i> +36 72 501-599/23369 poto.judit@tkk.pte.hu office: B220

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. Ways of Conceptualizing Leadership, Trait Approach
2. Three-Skill Approach; Skills Model, Style Approach
3. Team Leadership Model
4. Contingency Theory: Leadership styles and situational factors, Leader-member exchange theory
5. Leadership and Culture, Ethics in Leadership
6. Transformational leadership, Servant leadership
7. Authentic Leadership; Self-reflection and self-development
8. Strategic risk management. Black Swans and grey rhinos.
9. External environment. Artificial Intelligence
10. Scenario Analysis. Big Data.
11. Industry analysis, Blue Ocean Strategy, Automation and Robotics.
12. Business Canvas. Disruptive innovation. Virtual reality.
13. Circular Economy
14. Business Wargame

4. Learning and teaching strategy, methodology

Students will have to engage in individual and teamwork as well. (CILO 3.4) 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.(CILO 1-3) There are seminar-like theoretical classes with management exercises and simulations to strengthen leadership skills. (CILO 3-6) The course will use videos, short cases and one longer group work with case study to support critical thinking, argumentation, and problem-solving. (CILO 2-6)



5. Assessment

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

Summative assessment elements:

Individual Assessment		% 60	Group Assessment		% 40	
Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CIOs
Course work	30	oral and written	simulations, collaborative worksheets, presentations	Yes	no	CILO 1-6
Semester Paper	60	written		Yes. Students who fail the semester paper are provided two further opportunities to write a comprehensive exam from the semester topics.	yes	CILO 1-6
Business Wargame	10	oral and written	simulation	No	no	

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

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