



Country BULGARIA	Institution Vasil Levski National Military University	Course Strategic Management	ECTS 3.0
Service All	Minimum Qualification for Lecturers		
Languages English, Bulgarian	<ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 2. • Adequate physical training and medical condition. • Adequate pedagogical and psychological competences. • Thorough knowledge of the topic taught. 		
<p style="text-align: center;">Prerequisites for international participants:</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. • The end of the 1st year of national (military) higher education. • Adequate physical and psychological preparation and good medical condition. 	<p style="text-align: center;">Goal of the Course:</p> <p>In a global context, the strategy is the art and science of developing and using political, economic, and socio-psychological and information resources to create effects that protect national and international interests in cooperation between all stakeholders - government, business, and society. At national level, it is a set of specific instruments of power to achieve the political goals of the state.</p> <p>Nowadays, the environment is characterized by instability, uncertainty, complexity and ambiguity. It is always in a state of dynamic instability and the role of strategy is to exert influence on volatility, to manage uncertainty, simplify complexity and to resolve the ambiguity, so that the system to be able to survive and develop itself in the ease of chaos. Therefore, the strategy suggests, predicts, examines and assesses the strategic environment in varying degrees, to manipulate it according to certain goals.</p> <p>In the 80s of 20th century business strategists realize that there is a huge knowledge base that extends thousands of years back in time and turning to military strategies. Today, the main business strategies significantly closer to the military strategies. As examples can be mentioned offensive marketing strategies; defensive marketing strategies; accompanying marketing strategies, strategies of guerrilla warfare, etc.</p> <p style="text-align: center;">Practical orientation of the current curriculum</p> <p>Modern organizations operate in an environment comprising expansion of integration processes, formation of financial-industrial groups and globalization of business. Global companies view the world as a single market in which volatility and unpredictability constantly increasing. In this situation, it is extremely important to use this type of management that will ensure to the company way to adapt to rapid changes in the environment.</p> <p>Strategic management is the process of determining where the organization wants to be and how quickly to go there. It is connected to:</p> <ul style="list-style-type: none"> • Reveal the perspectives to the organization, risks, obstacles and challenges facing it; 		



	<ul style="list-style-type: none"> • Choose the path of development; • Prepare and implement actions necessary to achieve organizational goals; • Distribute, use and control of the organization resources; • Assess and report on organizational progress. <p>Strategic management is a critical success factor in the survival of the organization in increasingly difficult market conditions. It is a philosophy and ideology of the business and is a symbiosis between the intuition of leadership, etc. professionalism and creativity of employees and their active participation in search of the best ways to achieve the organizational goal.</p>
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Learning outcomes	Know-ledge	<p>As a result of the training under this program, learners should acquire new knowledge about:</p> <p>2.2.1. The essence and key features of key concepts in strategic management</p> <p>2.2.2. The history of Strategic Management</p> <p>2.2.3. Methods of strategic analysis and diagnostics of the internal and external environment of the organization</p> <p>2.2.4. The mission and vision of the organization</p> <p>2.2.5. The main types of business strategies.</p>
	Skills	<p>As a result of the exercises foreseen in the program, learners should build new skills:</p> <p>2.3.1. To perform strategic analysis and diagnostics of the organization's internal and external environment</p> <p>2.3.2. To formulate mission and vision of the organization</p> <p>2.3.3. To analyze competition in business and the competitive advantages of organizations</p> <p>2.3.4. To use different types of strategic analysis</p> <p>2.3.5. To use different methods of strategic management</p> <p>2.3.6. To formulate a business organization strategy</p> <p>2.3.7. To select and apply different types of strategies in business.</p>
	Competences	<p>In response to the need of managerial knowledge, skills and competences, the Strategic Management examines the prerequisites for the emergence and development of strategic management, its essential characteristic, the definition of the missions and objectives of the organization. There is a place of strategic analysis and the methods by which it is realized, as well as of the main types of strategies used in different spheres of management. For this purpose the structuring of the classes in the discipline presupposes a logical connection between the theoretical material and the practical directions in the studied field.</p>

Verification of learning outcomes

The main academic methods of giving knowledge are lectures and seminar sessions, which are held in mix training courses of both students and cadets.

Evaluation on results of the course is built on the current curriculum. For this purpose, it is provided a semester examination as a preparation course project on a topic of curriculum.



Module Details		
Main Topic	Recommended WH	Details
Topic One: Genesis of Strategic Management Theories	6	<p>First topic views strategic management by carrying out a historical review of military and business strategies Ancient Chinese, Indian, Japanese, Greek and Byzantine theories for strategy, theories of European Renaissance and strategic thought from the 18th - 19th century, the American influence on the strategic thought are submitted and analysed. The key strategic business schools are discussed in the second part of the topic.</p> <p>DISCUSSION AND WORK TASKS</p>
Topic Two: Strategy and Strategic Management	4	<p>The second topic examines the concepts of "management", the functional areas of modern management, concept of "strategy", and the concepts of strategic management. AND WORK TASKS</p>
Topic Three: Business Environment of an Organization	4	<p>The third topic examines the business environment of the organization, including forms of business operation, performed familiarization with the methods and forms of analysis of the business environment, competition analysis and analysis of competitive advantages.</p> <p>DISCUSSION AND WORK TASKS</p>
Topic Four: Basic Goals Mission and Vision of an Organization	6	<p>The fourth topic shows how to define the objectives, mission and vision of the organization and introduces students to the concept of corporate social responsibility.</p> <p>DISCUSSION AND WORK TASKS</p>
Topic Five: Strategic Market Analysis	6	<p>The fifth topic presents traditional models for strategic market analysis and selection strategy, as well as modern ones.</p> <p>DISCUSSION AND WORK TASKS</p>
Topic Six: Formulating of Strategies and Strategic Partnerships	4	<p>The sixth topic summarizes the types of strategies in business and shows how to formulate strategies in business.</p> <p>DISCUSSION AND WORK TASKS</p>
<p>A variety of existing theoretical knowledge and practical experience was examined and were initiated contacts with the world's leading authors in the field of strategic management during the preparing the curriculum and lectures. One of them is Professor Bruce Ahlstrand, co-author of a leading textbook in the world for training in strategic management in the US and Canada. The same with Henry Mintzberg and Joseph Lampel have developed a system of ten schools in the field of strategic management. "Strategy Safari" A Guided Tour Through the Wilds of Strategic Management by Henry Mintsbarg, Bruce Ahlstrand and Joseph Lempal is a comprehensive review of academic and business researches on strategy. This work presents the diversity of trends in strategic management. Professor Bruce Ahlstrand kindly helped to refine the content of academic hours of seminars and to enrich them with examples, case studies, game situations, as part of the classes are held on methodology sent by him.</p>		



Erasmus Module
Strategic Management
Description

Vasil Levski National Military University
Doc.: ES/2018/08
Date: 09-08-2018
Origin: BG VELIKO02

Academic hours	30	
Additional hours to increase the learning outcomes		
Self-Study	10	<ul style="list-style-type: none">• Enhancing knowledge as a self-preparation on a particular subject for the final exam.• Reflection of the topics issued.
Total	40	

Main available resources from the author:
/in English/

Textbook:

Petrova, E., Brief Introduction to Management, Publishing complex of National Military University, Bulgaria, Veliko Tarnovo, 2015, ISBN 978-954-753-120-8

International Monography:

Petrova, E., Integration of military logistics, chapter entitled: Strategic Partnerships in Business - as an Innovative Solution for the Development of Logistics in the Military Area, "Integration in military logistics", National Defence University 103 Chruściela Alley, 00-910, Poland, Warsaw, 2015.

Monography:

Petrova, E., Genesis of Strategic Management , 1st edition © 2017 Elitsa Petrova & bookboon.com, ISBN 978-87-403-1843-2

International Monography:

Petrova, E., The Contract between Society and Authority in the Context of the Necessity of Education in Social Security , Klaipeda University Press 2017
ISBN 978-9955-18-955-8

Additional resources from the author:
/in English/

- Petrova, E., History of Military Strategic Thought, The Annals of Spiru Haret University, Romania, Volume 6, issue 4, 2015, ISSN 2393-1795, ISSN-L 2068-6900, pp. 35 ÷ 47, 14 p.
- Petrova, E., Historical Review of Strategy and Strategic Business Management, Review of General Management Volume 22, Issue 2, Year 2015 CNCSIS 0 45 pp.17 ÷ 27.
- 11p.
- Petrova, E., Nichev, N., Impact of War on the Economy, International Conference The Knowledge-Based Organization, Nicolae Balcescu Land Forces Academy, Sibiu, Romania, 14-16 June 2012, pp. 233 ÷ 236, ISSN 1843-6722, 4 p.
- Petrova, E., Dimitrova , S., Sustainable Development and National Security, Spiru Haret University, Faculty of Management, Romania, Brasov, Scientific Journal Review of General Management, 2011, Volume 13, Issue 1, pp. 44 ÷ 54, 11 p.
- Petrova, E., Infrastructures and processes - Europe's supranational cultures, Scientific Journal Review of General Management, Spiru Haret University, Faculty of Management, Romaina, Brasov, 2011, Volume 14, Issue 2, p. 97 ÷ 104, 8 p.