

Study Course Title	Organizational Strategies
Study Course Code	VadZM103
Branch of Science	Economics and business
Sub-branch of science	Business management
Credits (ECTS)	3
Total Number of Contact Hours	24
Number of Lecture Hours	10
Number of Seminar and Practical Assignment Hours	14
Number of Hours for Laboratory Assignments	0
Independent Study Hours	51
Language of Instruction	Latvian and English
Course Approval Date	22.09.2025
Responsible Unit	BA School of Business and Finance of the University of Latvia

Course Developer

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Prerequisite Knowledge

Prerequisite knowledge required for the acquisition of the course corresponds to the study programme admission requirements and the general knowledge, skills and competences obtained at the previous level of education.

Study Course Abstract

The course provides knowledge of the strategic management process, its principles, and basic strategies in the context of sustainable development. Students develop skills in decision-making and strategic management of organisational development.

Study course aim is to promote understanding of the nature and process of strategic management, basic strategies and their impact on financial decision-making.

To provide the necessary knowledge, skills, advanced skills and competencies for strategic decision-making to ensure the sustainability of the company's operations. To ensure the development of acquired knowledge, skills and abilities by applying strategic management approaches to solving business challenges and increasing the company's competitiveness.

Course Plan Full-time Regular Studies

- 1.The key terminology of Strategic Management. Business competitiveness and its assurance in the short and long run. 2L 2S
 - 2.Strategic management process. 2L 4S
 - 3.The business generic strategies on functional, business and corporate levels. 4L 2S 2Pd
 - 4.The challenges of implementation strategies. Strategic Foresight. 2L 4S
- Total 10L 12S 2Pd

Characterization of students' independent work organization and tasks

The student prepares for discussions, completes group and individual practical assignments, conducts situation analyses, develops a final project, and prepares for the examination.

Students' independent work organisation and tasks:

Students must submit two independent works:

1. Final work on the company's operating environment using strategic foresight. Your task is to

conduct, based on the materials available to you, a strategic foresight analysis of the selected company X's (industry, customers, competition and technologies). Based on this analysis, you must find out what decisions the company's managers should make to ensure the company's long-term competitiveness.

2. A report must be based on managers interviews and your analysis and submitted on the assessment of strategic management in a company chosen by the student, as well as identifying the implemented innovations, including strategic ones and their possibilities. Proposals must be developed for the use of strategic management and strategic innovation management approaches in the company.

Please interview a company manager (senior or middle level) on the following questions (which can be supplemented based on your interests) and provide a critical assessment of your answers.

1. How does the manager understand the concepts of strategy and innovation? Please provide a critical assessment!
2. What are the company's strategic goals? Are they set according to SMART principles? Are they known to employees and are they regularly reviewed?
3. What strategies does he/she think the company uses? Please provide a critical assessment.
4. Please provide a description and assessment of the most important, in your opinion, innovations and their results in the company over the past 3 years!
5. What are the main sources (drivers) of innovation in the company, in his/her opinion?
6. What challenges does the company face in ensuring innovation in the company and how has it overcome them?
7. What, in his/her opinion, should be done in the future to ensure the company's competitiveness in the long term?

In addition, based on the information and observations available to you, you must answer the following questions:

1. Based on the information available to you, please provide a critical assessment of the company's strategic development direction (vision, mission, strategic goals).
2. Please provide a description and assessment of the company's operations and its performance results (industry in which the company operates, achieved performance results, including financial results).
3. Please perform a SWOT analysis of the company's operating environment and the related challenges and necessary solutions to ensure long-term competitiveness.
4. What is the understanding of the concept of innovation in the company? In addition, you can also ask colleagues or use one of the organization's communication tools). Please provide an assessment.
5. Has the company implemented strategic innovation(s) and does it plan to implement them?
6. What types of innovation do you recognize in the company? Does the company use business model innovations?
7. Does the company culture promote innovation?
8. Please critically evaluate the strategic management practices in the company!
9. Does the company provide a strategic approach to innovation management? Please justify your opinion.
10. Please provide suggestions for improving strategic management and strategic innovation management in the company!

The reports must be formatted according to the Methodological Regulations of the LU BA.

Learning Outcomes

Knowledge:

1. Demonstrates advanced knowledge of the strategic management process of a company, understanding basic strategies at different levels, ensuring the competitiveness of a company to increase its market value in changing economic conditions.

Skills:

2. Able to determine the basic strategies used in the company, their mutual relationship and impact on ensuring the competitiveness of the company.
3. Able to explain and represent an opinion on strategic management issues of the company in a reasoned manner

Competence:

3. Able to analyse the company's external and internal environment and provide proposals for improving strategic management in the company.

Requirements for Awarding Credits

Midterm Assessments and Course Activities:

1. In-class discussions, contributing 10 % to the overall grade.
2. In-class practical exercises, contributing 10 % to the overall grade.
3. Development and presentation of independent assignments, accounting for 30% of the overall grade.

Final Assessment:

4. Examination – a combined assessment wherein the student demonstrates acquired knowledge and presents an individual practical assignment, constituting 50% of the overall grade.

Assessments will be graded on a 10-point scale.

Criteria for Evaluating Learning Outcomes

In accordance with Regulations of the Cabinet of Ministers of the Republic of Latvia, at the end of the course, students' knowledge is evaluated according to the following criteria: the amount and the quality of the obtained knowledge, acquired skills and competence in compliance with the planned learning outcomes.

Type of Assessment	Learning Outcomes		
	1	2	3
1. In-class discussions	+	-	+
2. In-class Practical work	+	+	+
3. Individual and group assignments	-	+	+
4. Examination - combined	+	+	+

Compulsory Reading List

1. Hill W.L., Schilling M.A., Strategic management: Theory and cases. An integrated approach. Cengage Learning, 2024.
2. Breuer, H., & Lüdeke-Freund, F. (2023). Digital-sustainable business models: Definition, systematic literature review, integrative framework and research agenda from a strategic management perspective. International Journal of Management Reviews. <https://onlinelibrary.wiley.com/doi/10.1111/ijmr.12380>
3. (2021) David et al. Latest trends and new tools being used in Strategic management, International Journal of Engineering and Management Sciences, Vol 6, No 1. Available at Research gate: https://www.researchgate.net/publication/351630627_Latest_Trends_and_New_Tools_Being_Used_in_Strategic_Management

Further Reading List

- 1.(2021) Monib_et_al. Comparative study of SM schools. Open Journal of Business and Management. https://www.researchgate.net/publication/353485848_Comparative_Study_of_Strategic_Management_Schools_Prescriptive_Descriptive_and_Integrated
2. (2025) Schwarz et al. Do internal foresight activities add value to decision-making? Insights from n empirical investigation. Futures, Vol. 166, February.
3. (2023) Braglia et al.A new Lean tool for efficiency evaluation in SMED projects. The International Journal of Advanced manufacturing technology (2023), 431-446 pp. <https://link.springer.com/article/10.1007/s00170-023-11508-9>
4. (2021) Van der Laan Disentangling strategic foresight? A critical analysis of the term building on the pioneering work of Richard Slaughter. Futures, 132. <https://doi.org/10.1016/j.futures.2021.102782>
5. (2020) Furtés et al. Conceptual Framework for the Strategic Management: a literature review descriptive. Journal of Engineering.
6. (2020) Hughes et al. A diagnostic tool to determine a strategic improvisation Readiness Index Score (IRIS) to survive, adapt and thrive in a crisis.
4. Scientific articles available at the Scopus, EBSCO, WoS, Emerald and other scientific data basis on strategic management issues

Periodicals and Other Sources

1. Harvard Business Review
2. E-study materials

Plagiarism and other academic misconducts are not permitted within the course please refer to the Regulations for Academic Integrity at the University of Latvia. Within this course, the use of generative artificial intelligence (AI) tools is allowed in exceptional cases, if it has been specified and authorised in writing by the instructor of this course. In all other cases, submission of materials generated by the AI (text, images, audio, video, etc.) in independent and group assignments, test, examination or any other assessment is not permitted, submission of this type of material will be considered an unauthorised use of aids.