

## COURSE OUTLINE

### (1) GENERAL

<b>SCHOOL</b>	SCHOOL OF ECONOMIC SCIENCES		
<b>ACADEMIC UNIT</b>	DEPARTMENT OF ACCOUNTING AND FINANCE		
<b>LEVEL OF STUDIES</b>	Undergraduate		
<b>COURSE CODE</b>	AF702	<b>SEMESTER</b>	7 <sup>TH</sup>
<b>COURSE TITLE</b>	STRATEGY OF SMALL & MEDIUM ENTERPRISES		
<b>INDEPENDENT TEACHING ACTIVITIES</b> <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>	<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>	
	3	5	
	3	5	
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
<b>COURSE TYPE</b> <i>general background, special background, specialised general knowledge, skills development</i>	Scientific Area (Specialty), Compulsory		
<b>PREREQUISITE COURSES:</b>	None		
<b>LANGUAGE OF INSTRUCTION and EXAMINATIONS:</b>	Greek and English or Italian in case of incoming Erasmus students		
<b>IS THE COURSE OFFERED TO ERASMUS STUDENTS</b>	Yes		
<b>COURSE WEBSITE (URL)</b>	<a href="https://eclass.uowm.gr/courses/ACCFIN163/">https://eclass.uowm.gr/courses/ACCFIN163/</a>		

### (2) LEARNING OUTCOMES

<p><b>Learning outcomes</b></p> <p><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></p> <p><i>Consult Appendix A</i></p> <ul style="list-style-type: none"> <li>• <i>Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area</i></li> <li>• <i>Descriptors for Levels 6, 7 &amp; 8 of the European Qualifications Framework for Lifelong Learning and Appendix B</i></li> <li>• <i>Guidelines for writing Learning Outcomes</i></li> </ul> <p>The course and the course material focus on the business as a whole and the goal is for the student to combine and consolidate the knowledge he has already acquired during his studies. It provides a framework for the student to recognize and respond to the strategic challenges faced by businesses. Students are taught the basic methods of formulating and implementing strategy and learn those analytical approaches that will be useful in the investigation of a large number of strategic problems. They learn to consider how a business can better position itself against market forces to influence them to its advantage, as well as how a business can strategically innovate and "change the rules of the game" in its market. Also, how a company can create the unique capabilities that are necessary to achieve, maintain and improve its position in the market. Finally, they learn how strategic choices are "tied" to the day-to-day activities of the business, in order to create an organization with a great ability to adapt to the challenges of today and tomorrow.</p> <p>Upon successful completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> <li>• Understands the basic concepts of strategy and the views and approaches developed in the literature and business practice,</li> <li>• to use the techniques and methods of strategic analysis, to recognize their advantages and disadvantages,</li> </ul>
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- Understands how strategy is formed, given several strategic choices (which include: scope and type of activities, competitive strategy, implementation of strategy through acquisitions/mergers/alliances/self-development and timing of strategy moves),
- Can evaluate and choose the optimal strategy options,
- Understand the importance of strategy implementation and the role that appropriate organization, systems, human resources, values, culture play in effective implementation,
- It delves into strategic decision-making techniques and common mistakes in strategy formulation and implementation.

#### General Competences

*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?*

*Search for, analysis and synthesis of data and information, with the use of the necessary technology*

*Adapting to new situations*

*Decision-making*

*Working independently*

*Team work*

*Working in an international environment*

*Working in an interdisciplinary environment*

*Production of new research ideas*

*Project planning and management*

*Respect for difference and multiculturalism*

*Respect for the natural environment*

*Showing social, professional and ethical responsibility and sensitivity to gender issues*

*Criticism and self-criticism*

*Production of free, creative and inductive thinking*

*.....*

*Others...*

*.....*

The course aims to:

- Search, analysis and synthesis of data and information.
- Promotion of free, creative, and inductive thinking
- Adaptation to new situations
- Decision making
- Autonomous work
- Group work

### (3) SYLLABUS

- i. Introduction to Strategy.
- ii. Strategic analysis of external-internal environment, PEST Analysis, resources & capabilities, SWOT analysis, Vision & mission.
- iii. Basic Strategy Considerations, business strategy formulation processes and the extent to which Greek businesses follow these processes.
- iv. Growth strategies, Stability strategies
- v. Consolidation-rescue strategies, outsourcing strategy
- vi. Strategy through acquisitions & mergers – strategic alliances, possibilities & perspectives of SMEs
- vii. Strategies for Achieving Competitive Advantage
- viii. Internationalization Strategy (Theoretical Models of Internationalization, Corporate Internationalization Strategies, Forms of Internationalization), Internationalization of Greek Innovative SMEs
- ix. Ways of Strategy Implementation, degree of influence on marketing, sales, production, human resources, etc. strategy.
- x. Strategy Evaluation, Selection & Implementation

#### (4) TEACHING and LEARNING METHODS - EVALUATION

<p style="text-align: center;"><b>DELIVERY</b> <i>Face-to-face, Distance learning, etc.</i></p>	Face-to-face	
<p style="text-align: center;"><b>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</b> <i>Use of ICT in teaching, laboratory education, communication with students</i></p>	Use of the e-class online platform Presentations are made using Power Point. There is also the possibility of electronic communication via e-mail to the teacher. Provision of electronic teaching presentations to Students, via e-class	
<p style="text-align: center;"><b>TEACHING METHODS</b> <i>The manner and methods of teaching are described in detail. 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>	<b>Activity</b>	<b>Semester workload</b>
	Lectures about theoretical part of the course, assisted by presentations in electronic form	50
	Practice exercises Optional preparation of an individual work Lectures by experts – open discussion with students Educational visit to companies	30
	Independent Study	45
<b>Course total</b>	<b>125</b>	
<p style="text-align: center;"><b>STUDENT PERFORMANCE EVALUATION</b> <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>The evaluation of students, in order to give them a range of options, preferences and utilization of their time, is done in four ways:</p> <p>I. Practical exercises (40%) and Written final exam (60%). Practice exercises are special exercises that solve the students with the guidance &amp; supervision of the teacher. or</p> <p>II. Assignment (40%) and Written final exam (60%). The preparation of a paper is optional, but it requires intensive engagement of the student with the subject. or</p> <p>III. Practical exercises (40%), Assignment (40%) and Written final exam (20%). or</p> <p>IV. Final written exam: 100 % for students who do not participate in the practical exercises and do not prepare a paper.</p> <p>The final written exam includes:</p> <ul style="list-style-type: none"> <li>o Short answer questions</li> <li>o Critical thinking questions</li> </ul> <p>The student evaluation is accessible by them for explanations regarding their improvement. The evaluation criteria can be redefined at the beginning of each semester after a proposal by the lecturer and a decision</p>	

**(5) SUGGESTED BIBLIOGRAPHY**

*- Suggested bibliography:*

CHRISTOS SARMANIOTIS, 2021, *STRATEGIC MANAGEMENT*, ISBN: 9786185063665 Publisher: MARKOU & SIA E.E.

GEORGOPOULOS NIKOLAOS, *STRATEGIC MANAGEMENT*, 3rd EDITION/2013, ISBN: 9789608249950 Publisher: BENOUE & SIA E.E.

Frank T. Rothaermel, 2017, *STRATEGIC MANAGEMENT*, ISBN: 978-618-5131-36-4,

ROSILI COMMERCIAL - PUBLISHING M.EPE

Vlados Haris, 2017, *Strategy of small and medium enterprises, in crisis conditions*, ISBN: 978-960-586-160-5, KRITIKI PUBLICATIONS SA

Johnson Gerry, Scholes Kevan, Whittington Richard, 2016, *Basic principles of business strategy*, ISBN: 978-960-586-140-7, KRITIKI PUBLISHERS SA

PAPADAKIS VASILIOS, 2016, *BUSINESS STRATEGY VOLUME I*

ISBN: 978-960-359-119-1, Publisher: EUGENIA AST.BENOUE

*Suggested Paperwork:*

[https://scholar.google.gr/scholar?q=aBSTRACTS+ABOUT+BUSINESS+STRATEGY&hl=el&as\\_sdt=0&as\\_vjs=1&oi=scholart](https://scholar.google.gr/scholar?q=aBSTRACTS+ABOUT+BUSINESS+STRATEGY&hl=el&as_sdt=0&as_vjs=1&oi=scholart)

<https://orsociety.tandfonline.com/doi/abs/10.1080/01605682.2018.1475104#.XcbuttSLSt8>