



UNIVERSITY OF PIRAEUS

1) GENERAL

SCHOOL	ECONOMICS, BUSINESS AND INTERNATIONAL STUDIES		
ACADEMIC UNIT	ECONOMICS		
LEVEL OF STUDIES	UNDERGRADUATE		
COURSE CODE	OKOΔE08	SEMESTER	8
COURSE TITLE	BUSINESS STRATEGY		
INTEPENDING TEACHING ACTIVITIES	WEEKLY TEACHING HOURS	CREDITS	
Lectures	4	6	
COURSE TYPE	Background knowledge		
PREREQUISITE COURSES	-		
LANGUAGE OF INSTRUCTION and EXAMINATIONS	Greek		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO		
COURSE WEBSITE (URL)	https://eclass.unipi.gr/courses/OEP163/		

2) LEARNING OUTCOMES

Learning Outcomes

Upon completion of this course, students should be enabled:

- to understand the basic concepts of strategy and the views and approaches that have been developed in the literature and business practice,
- To learn to use the techniques and methods of strategic analysis, to recognize their advantages and disadvantages,
- to understand how strategy is formed, given a number of strategic options (which include: the scope and type of activities, the competitive strategy, the implementation of the strategy through acquisitions/mergers/alliances/own development and the timing of strategy moves),
- To be able to evaluate and select the best strategy options,
- To understand the importance of strategy implementation and the role that the appropriate organization, systems, human resources, values, culture play in effective implementation,
- To delve into strategic decision-making techniques and common mistakes in strategy formulation and implementation.

General Competences

- Teamwork
- Decision-making
- Criticism
- Promoting free, creative and inductive thinking

3) SYLLABUS

A key characteristic of all long-term successful businesses is the development and maintenance of strategic comparative advantages. Consequently, the development of “business strategies” is applicable to any business or organization operating in competitive markets. The objective of the course is, on the one hand, to introduce students to the methods and tools that help a business to plan, evaluate, implement and control its strategy, and on the other hand, to systematically analyze real cases (case studies) of Greek and foreign businesses so as to connect theory with practice.

The course includes: creating business plans, Game Theory applications, business reengineering strategies, differentiation & cost strategies and strategic ways of using information technologies, change management strategies, etc. The course examines a set of concepts, frameworks, methods and tools for the formulation of a business strategy and its implementation.

- Necessity of strategy, concept of strategic management
- Strategic positioning of the company: analysis of internal and external environment, strategic mission and vision of a company
- Strategy at the business level - Strategy for developing competitive advantage

- Strategy at the group level - Business development strategy
- Methods of implementing strategies: organic growth, acquisitions and mergers, strategic alliances
- Business Internationalization Strategy
- Implementation of strategy in practice: Structures, processes, management of strategic changes.

4) TEACHING and LEARNING METHODS

DELIVERY	In class lectures	
USE OF INFORMATION AND COMMUNICATION TECHNOLOGY	Use of ICT in lectures Communication with the students : face to face and through e-mail	
TEACHING METHODS	Activity	Semester workload
	Lectures	52
	Essay Writing	48
	Study	48
	Exam	2
	Course Total	150
STUDENT PERFORMANCE EVALUATION	<p>The following grading model will be used in the course:</p> <ul style="list-style-type: none"> • Participation in the course + Article Presentations (bonus) +1 unit • Preparation of a Business Plan (Bus.Plan) (bonus) +2 units <p>Note: the above bonus units will be awarded only if students get at least a grade of 5 in the June or September exams)</p> <ul style="list-style-type: none"> • End-of-semester exams 0 - 100% <p>Finally, it is noted that the course (assignments, exercises, case studies and exams) is based on the understanding and consolidation of the concepts and applications that are taught, and not on the pointless memorization of concepts. Instructions for the assignments are posted on the course's eclass.</p> <p>The language of the examination and writing of the assignments is Greek.</p>	
ATTACHED BIBLIOGRAPHY	<ol style="list-style-type: none"> 1. Strategix Management, by HILL C., SCHILLING M., and JONES G., BROKEN HILL PUBLISHERS LTD, Athens 2019 2. Class notes and slides (posted on eclass) 3. Journal Articles: Harvard Business Review (https://hbr.org/), Strategy + Business International Journal (http://www.strategy-business.com/) <p>Additional Literature</p> <ol style="list-style-type: none"> 1. Pollalis, Yannis A., "Patterns of Co-Alignment in Information-Intensive Organizations: Business Performance through Integration Strategies", International Journal of Information Management, Vol.23, No.6, pp. 469-492, December 2003. (Included in ScienceDirect's TOP25 Articles in Decision Sciences Literature) 2. Itami, Hiroyuki. Mobilizing Invisible Assets, Harvard Business School, Boston, 1987. 3. Batzias, F., L. Kamarinopoulos, Y.A. Pollalis, A. Kanas (2012) «Suggesting a New Scheme of 2nd Order Cybernetics to Integrate the principle 'Think Globally-Act Locally' for Maximizing Environmental Sustainability», Proceedings of the 5th (WSEAS) International Conference on Environmental and Geological Science and Engineering, Vienna, Austria, November. 4. Ohmae, Kenichi. The Mind of the Strategist: The Art of Japanese Business, McGrawHill, New York, 1982. 5. Porter, Michael. Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, Boston, 1985. 6. Pollalis, Yannis A. (2014) "Sustainable Competitive Advantage in Turbulent Business Environments: Using Critical Organizational Capabilities & Resources to Manage Complexity", Chapter in Strategic Marketing in Fragile Economic Conditions (edited), IGI Global. 7. Niros, M. & Pollalis, Y.A. (2014) "Brand Personality & Consumer behavior: Strategies for Building Strong Service Brands", Journal of Marketing & Operations Management Research, Vol.2, No.2, pp.101-115, Nova Science (UK). 8. Pollalis, Y.A., C. Siontorou & Batzias, D.F. (2011) "Strategic networking of environmental 	

sensors for early warning in case of extreme pollution episodes calling for emergent state intervention", 9th International Conference of Computational Methods in Sciences and Engineering, 2-7 Oct., Halkidiki, Greece.

9. Πολλάλης Γιάννης & Γεώργια Ελένη, «Χρήση Στρατηγικών Μοντέλων Αιχμής για Ανάπτυξη Ανταγωνιστικού Πλεονεκτήματος από Εμπορικές Τράπεζες: Συγκριτική Ανάλυση για την Ελλάδα.», ΣΠΟΥΔΑΙ (Journal of Economics & Business), Vol. 59, No. 2, 2008.
10. Pollalis, Y. A. & Dimitriou, N.K., "Knowledge Management in Virtual Enterprises: A Systemic Multi-methodology towards the Strategic Use of Information", International Journal of Information Management, Vol. 28, No. 4, pages 305-321, August 2008. (Sited among ScienceDirect's TOP25 Articles in Management & Accounting Literature).
11. Pollalis, Y.A. & Batzias, D.F. (2011) "Bioenergy Strategies & Biomass Utilization in Greece", 19th European Biomass Conference: From Research to Industry & Markets, 6-10 June, Berlin, Germany.
12. Pollalis, Yannis A., Gartenberg, Marc and Edmunds, Barbara., "Applying the Balanced Scorecard Methodology in the Public Sector: The Case of the Department of Defense in the United States", SPOUDAI, Vol. 54, No.1, 2004.
13. King, William R. and Pollalis, Yannis A., "Information Technology-based Coordination and Organizational Performance: A Gestalt Approach", Journal of Computer Information Systems, Vol.41, No.2, pp.64-75, Winter 2001.
14. Pollalis, Yannis. A Systemic Approach for Reengineering: Integrating IS Planning, BPR and TQM, Information Systems Management, Vol.13, No.2, January 1996.
 1. Pollalis, Y. and Grant, J. Information Resources & Corporate Strategy Development, Information Strategy, Volume 11, No. 1, pp. 12-28, Fall 1994.