

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF ECONOMICS
DEPARTMENT OF INDUSTRIAL BUSINESS AND LOGISTICS

Adopted by the FC (record № 11/ 25. 04. 2024)

Adopted by the DC (record № 9/ 16. 04. 2024)

ACCEPTED BY:

Dean:

(Assoc. Prof. Dr. Denka Zlateva)

SYLLABUS

SUBJECT: BUSINESS AGILITY AND TRANSFORMATION

DEGREE PROGRAMME: Business and Management; BACHELOR'S DEGREE

YEAR OF STUDY: 4; SEMESTER: 7

TOTAL STUDENT WORKLOAD: 180 hours; incl. curricular 60 hours

CREDITS: 6

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl.		
• LECTURES	30	2
• SEMINARS / LAB. EXERCISES	30	2
EXTRACURRICULAR	120	-

Prepared by:

1.
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2.
(Chief Assist. Prof. Katya Vladova, PhD)

Head of department
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I. ANNOTATION

The Business Agility and Transformation course aims to expand students' knowledge of the nature, drivers and tools, difficulties and limitations of agility. It will provide students with an understanding of the business transformation specifics and challenges, as well as with the options available to companies from the very beginning of their development.

The course contributes to expanding the knowledge and skills of students to analyze the goals and opportunities for sustaining agility. Furthermore, various stage models of business development are examined in detail and the relationship between agility and transformation are analyzed also. In addition to traditional approaches to agility and transformation, some of the contemporary business concepts, such as dynamic capabilities and design- thinking, are linked to them and to the process of creating and sustaining competitive advantages.

Students will get to know and analyze various examples and practical situations (case studies) of business agility and transformation and how it affects the different stakeholders. In this way, the following key competences are applied and developed: personal, social and learning to learn, citizenship and entrepreneurship.

II. THEMATIC CONTENT

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
	1. WHAT IS AGILITY?	4	4	
1.1.	Definition and importance of agility			
1.2.	The rise of business agility			
	2. THEORETICAL APPROACHES TO BUSINESS AGILITY	4	4	
2.1.	Dynamic capabilities approach to business agility			
2.2.	Design-thinking approach to business agility			
	3. AGILITY AND BUSINESS LIFE CYCLE	4	4	
3.1.	Specifics of stage models			
3.2.	Agility and business organization development			
	4. AGILE STRATEGIES OF BUSINESS ORGANIZATIONS	4	4	
4.1.	Types and specifics of strategies			
4.2.	Implementation and control			
	5. BUSINESS TRANSFORMATION OF ORGANIZATION	4	4	
5.1.	Main issues and importance			
5.2.	Challenges of implementation			
	6. AGILITY AND SPECIFICS OF SMALL AND MEDIUM-SIZED ENTERPRISES (SMES)	2	2	
6.1.	Definition and importance of SMEs			
6.2.	Strategies and specifics of agile SMEs			
	7. AGILITY AND HIGH-GROWTH BUSINESS ORGANIZATIONS	2	2	
7.1.	Definition and importance of the high-growth business organizations			
7.2.	Specifics of agile high-growth business organizations			
	8. AGILITY AND COMPETITIVE ADVANTAGES OF ORGANIZATIONS	2	2	
8.1.	Process of creating and sustaining competitive advantages			
8.2.	Agility and dynamic changes of organizations			
	9. SUSTAINING CHANGE – STAYING COMPETITIVE THROUGH CHANGE	2	2	
9.1.	Agility and stability of organizations			
9.2.	Organizational tools for achieving agility			

10. SUCCESS STORIES AND FAILURES OF AGILE BUSINESS ORGANIZATIONS		2	2	
10.1.	Implementation of business transformation			
10.2.	Key lessons learned regarding agility of business organizations			
Total:		30	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Case-study analysis	2	40
1.2.	Written assignment on a specific topic	1	30
1.3.	Critical analysis and presentation	1	20
	Total midterm control	4	90
2.	Final term control		
2.1.	Examination (test)	1	30
	Total final term control:	1	30
	Total for all types of control:	5	120

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Braennback, M, A.L. Carsrud, N. Kiviluoto. *Understanding the Myth of High-growth Firms. The Theory of the Greater Fool*. Springer, 2014
2. Diderich, C. *Design Thinking for Strategy*. Innovating towards competitive advantage. Springer, 2020
3. Grundy, T. *Dynamic competitive strategy: turning strategy upside down*. Routledge, 2018
4. Hess, Edward D. *Smart growth: building an enduring business by managing the risks of growth*. Columbia University Press, New York, 2010
5. Taylor, P. *Make your business agile. A roadmap for transforming your management and adapting to the 'new normal'*. Routledge, 2021

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Aghina, W., A. De Smet & K. Weerda. *Agility: It rhymes with stability. In McKinsey On Organization: Agility and organization desigh*, May 2016, McKinsey & Company, 2016
2. Ferguson, W. J. *The Wisdom of Titans: Secrets of Success from Entrepreneurs who rose to the Top*. Brookline: Bibliomotion, 2013
3. Geyer, A. *The Growth Behaviour of Family Firms*. Theoretical and Empirical Elaborations. Springer Gabler, 2015
4. Kotter, J., D. Cohen. *The Heart Of Change: Real-Life Stories Of How People Change Their Organizations*, Harvard Business Review Press, 2012
5. North, Kl., R. Maier, O. Haas. *Knowledge Management in Digital Change: New Findings and Practical Cases*, Springer, 2018
6. Palmer, I., R. Dunford, D. Buchanan. *Managing Organizational Change: A Multiple*

Perspectives Approach, McGraw-Hill Irwin, 2016

7. Penrose, E. *The Theory of the Growth of the Firm*. 4th ed., Oxford University Press, 2009

8. Schwass, J. *Wise Growth Strategies in Leading Family Businesses*. Palgrave Macmillan, 2005

9. Teece, D.J. *Dynamic Capabilities and Strategic Management*. Oxford University Press, 2009