

Программа учебной дисциплины
Business Strategies for Emerging Markets
(преподается на английском языке)

Утверждена

Академическим советом ООП «Финансы»

Протокол № 2 от «08» ноября 2017 г.

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| Автор | Mikhail Plotnikov |
| Число кредитов | 2 |
| Контактная работа (час.) | 0 |
| Самостоятельная работа (час.) | 76 |
| Курс | 1 |
| Формат изучения дисциплины | С использованием онлайн курса https://www.coursera.org/learn/business-strategies |

I. ЦЕЛЬ, РЕЗУЛЬТАТЫ ОСВОЕНИЯ ДИСЦИПЛИНЫ И ПРЕРЕКВИЗИТЫ

The course aims to transfer the fundamental knowledge and to form the basic competencies necessary for the development and the implementation of a business strategy in an emerging market. The students are going to improve their analyzing, decision making, and planning skills as well as the ability to recognize strategic opportunities and threats. The course requires the knowledge of basic economics concepts as the pre-requisite. It is preferable that the students have some practical entrepreneurial or marketing experience, but this is not obligatory. The course has a distinct stress to the practice of strategic management. Although a few fundamental theories are mentioned, the bulk of the ideas are based on simple though efficient applied model that are easy to understand and convenient to use. The multitude of examples and stories from the personal consulting and managerial experience of the author are the hallmark of the course. The author's original drawings make the key concepts well memorable and cozy to deal with.

II. СОДЕРЖАНИЕ УЧЕБНОЙ ДИСЦИПЛИНЫ

Topic 1. Generating business core idea

Dear student! In this module you will learn how to generate a good business idea for an emerging market. You are going to study the key peculiarities of emerging markets and some clues how to fit them. On completing the module you will be able to define your key products and the customer value, to differentiate between the potential client groups, and to apply strategy fundamentals to your business idea. It is truly contributing if you have your own ideas and ambition to start and run a business in an emerging market. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Topic 2. Designing your business model

Dear student! In this module you will learn how to design a coherent and strong business model out of a business idea. You are going to study how to segment your potential market and how to establish marketing, distribution and partnerships in order to meet the demands of your target audience. On completing the module you will be able to calculate the potential market size, to pack attractive value into your products and to position them properly. You will learn how to attract agents and partners, how to establish a sustainable value exchange, and how to plan the necessary basic activities. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Topic 3. Elaborating your value proposition

Dear student! In this module you will learn how to make your offer truly attractive and highly competitive. You are going to study the main factors of competition and the key ideas how to win it. On completing the module you will be able to analyze the competitive environment, to reveal your key competencies, to recognize the market positions with the highest potential, as well as to compose clear commercial offers that make a difference. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Topic 4. Choosing and supporting strategies

Dear student! In this module you will learn how to choose and support the strategies for the different aspects of your business. You are going to study the fundamental strategies for finance, marketing, business structure and human resources. On completing the module you will be able to design a congruent set of strategies that can produce synergy. Follow the given examples. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Topic 5. Business tactics

Dear student! In this module you will learn numerous specific tactics to improve your strategic strength and value. You are going to study the patterns to analyze the business environment and industry, as well as the most efficient ways to attract clients and to compete. On completing the module you will be able to use the opportunities the external forces, to increase the impact upon your industry mates, to succeed in competitive struggle, and to balance marketing and sales function. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Topic 6. Recognizing strategic opportunities

Dear student! In this module you will learn how to recognize and pursue the most prominent strategic opportunities in emerging markets. You are going to study the major ways of business development as well as the instruments to analyze the necessary data and decide which way to choose. On completing the module you will be able to use the ideas of corporate and product lifecycles to make proper strategic decisions, to determine the strategic business units and to differentiate their strategies, and to conduct the necessary analysis of the company's economy. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Topic 7. Managing sales in emerging markets

Dear student! In this module you will learn how to build and manage a strong sales system. You are going to study the sales system and its most important parts – the sales strategy, process, metrics, instruments and skills. On completing the module you will be able to analyze

your current sales system, to design the necessary target sales system, to measure and to manage the sales process and the results. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

Тема 8. Strategy implementation

In this module you will learn how to establish a coherent strategic process in a company operating in an emerging market. You are going to study the nine steps of the strategic process, the hints and recommendations how to implement them, as well as the typical mistakes on this way. On completing the module you will be able to generate a powerful vision statement and to compose several scenarios to implement it. You will know how to conduct productive strategic sessions, and how to avoid traps and wrong steps as the strategic process goes on. Do your best to apply all the ideas of the module to your business idea, discuss it with your friends and colleagues, do all the tasks, and you will have good progress in your learning.

III. ОЦЕНИВАНИЕ

Для прохождения курса необходимо набрать проходной балл по каждому из обязательных заданий. Это могут быть тесты, задания, оцениваемые сокурсниками, или задания по программированию. Видео, материалы для самостоятельного изучения, а также тренировочные упражнения помогут вам подготовиться к сдаче оцениваемых заданий.

В процессе изучения дисциплины бакалавры выполняют совокупность тестов, заданий по каждой теме. Тематика тестовых заданий по первой теме заявлена как:

- Emerging and advanced markets
- Product value
- Market structure and types
- A B2B client sandwich
- Sun Tsu's fundamentals.

IV. ПРИМЕРЫ ОЦЕНОЧНЫХ СРЕДСТВ

Оценочные средства находятся на сайте дисциплины на платформе COURSERA. <https://www.coursera.org/learn/business-strategies/home/info>.

Пример вопросов по первой лекции:

Вопрос 1

Please, choose all specific traits which characterize an emerging market

1. high government regulation
2. strong intellectual property protection
3. low-wage labor
4. high market transparency
5. strong competition
6. manufacturing-based economy
7. high interest rates
8. poor logistics infrastructure
9. economic stability
10. well-developed commercial infrastructure

Вопрос 2

Please, choose all specific traits which characterize an advanced market

1. price fluctuation

2. service-based economy
3. high living standards
4. huge bureaucracy
5. high per-capita income
6. political instability
7. available financial capital
8. lack of market information
9. incomplete and imperfect legislative base
10. minimal government regulations.

Вопрос 3

You can see three possible definitions of Sun Tsu's fundamental – Harmony (the moral law). Choose only one correct definition according to Sun Tsu.

1. is the pleasing combination or arrangement of different things
2. represents the combination of different musical notes played or sung at the same time to produce a pleasing sound
3. signifies night and day, cold and heat, times and seasons
4. causes the people to be in complete accord with their ruler, so that they will follow him regardless of their lives, undismayed by any danger
5. holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence over others

Вопрос 4

You can see three possible definitions of Sun Tsu's fundamental – Positions (earth). Choose only one correct definition according to Sun Tsu.

1. are strategic areas occupied by members of a force
2. comprises distances, great and small; danger and security; open ground and narrow passes; the chances of life and death
3. are key internal forces and external forces that shape the future of an organization
4. are considered as the points of view or attitudes on a certain question

Вопрос 5

You can see three possible definitions of Sun Tsu's fundamental – Discipline (method and discipline). Choose only one correct definition according to Sun Tsu.

1. holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence over others
2. is considered as the points of view or attitudes on a certain question
3. is enforced through consistent application of reward and punishment
4. is control that is gained by requiring that rules or orders be obeyed and punishing bad behavior
5. is the marshaling of the army in its proper subdivisions, the graduations of rank among the officers, the maintenance of roads by which supplies may reach the army, and the control of military expenditure.

V. РЕСУРСЫ

Источники:

Литература по курсу представлена в материалах лекций
<https://www.coursera.org/learn/business-strategies>

Программное обеспечение

| п/п | № | Наименование | Условия доступа |
|-----|---|---|--|
| | 1 | Windows Professional 8.1 Russian | <i>Из внутренней сети университета</i> |
| | 2 | Microsoft Office Professional Plus 2013 | <i>Из внутренней сети университета</i> |

Профессиональные базы данных, информационные справочные системы, интернет-ресурсы (электронные образовательные ресурсы)

| п/п | Наименование | Условия доступа |
|-----|---|--|
| | <i>Профессиональные базы данных, информационно-справочные системы</i> | |
| 1. | https://library.hse.ru/e-resources | <i>Из внутренней сети университета</i> |
| 2. | https://elibrary.ru | |
| 3. | http://www.e-disclosure.ru | |

Материально-техническое обеспечение дисциплины

Для прохождения курса студент должен иметь доступ к следующим техническим средствам:

- компьютер / ноутбук с ПО Microsoft Office версии не ниже 2003 г.