

**Программа учебной дисциплины  
«Strategic Innovation: Building and Sustaining Innovative Organizations»**

Утверждена  
Академическим советом ООП  
Протокол № 8.1.2.1-14/01 от «28» июня 2018 г.

Developer of the program / Автор	Tsiteladze D.D. / Цителадзе Д. Д.
Число кредитов	2
Workshops (hours)/ Контактная работа (час.)	-
Self work (hours) Самостоятельная работа (час.)	76
Course / Курс	1
Format of studying the discipline / Формат изучения дисциплины	using online course / с использованием он-лайн курса

**I Goals of mastering the discipline**

The “Strategic Innovation: Building and Sustaining Innovative Organizations” academic discipline is aimed at developing the necessary amount of fundamental and applied knowledge for students for a successful strategic analysis of the enterprise’s activities under conditions of high dynamics and uncertainty of the external environment.

Innovation strategy is about creating unique value for consumers by delivering a great product that satisfies their needs and capturing value back from consumers. At the core of a successful innovation strategy is a great product concept. Product is an all-encompassing term that includes physical goods, intangible services, and even ideas. There are three pillars to a successful product strategy: a clear understanding of (a) the target customers (WHO), (b) the specific elements of the product offering (WHAT) that satisfies consumer needs and dovetails with company capabilities, and (c) the tactical plans to reach end consumers (HOW).

The value proposition has to be embedded in a coherent business model in order to create and capture value. But well-laid innovation plans can go awry without a consideration of the business ecosystem that includes competitors, collaborators, including suppliers, distributors, and retailers, or the contextual environment in which the company operates. In an interdependent world, fostering an integrated ecosystem is critically important for companies interested in maximizing the odds of innovation success. Drawing from many years of research, this course will offer a set of frameworks, tools, and concepts in order to develop innovative strategies in a holistic way so as to achieve leadership positions.

**As a result of mastering the discipline, the student must:**

**Know:**

- concept of strategy and strategic management
- basic concepts and school strategies
- structure of the strategic goals of the company
- hierarchy of strategies, types of reference business strategies

- methods of strategic analysis of the external environment and positioning of the company
- methods of analyzing the microenvironment of the company: the economic characteristics of the industry and key success factors
- concept, structure and stages of the innovation process
- basic concepts of innovative development of the company
- existing approaches and methods for choosing an innovation strategy

**Be able to:**

- apply the research methodology in the field of strategic and innovative management
- apply classical models of strategic analysis of the external and internal environment of the company
- identify tangible and intangible company resources
- identify key and root competencies of the company
- determine the strengths and weaknesses of the company
- classify and identify priority areas for innovation development of the company
- develop innovation programs and projects for the implementation of the strategy

## **II. Content of the course**

Topic 1. Finding Your Innovation Sweet Spot: Crafting a Great Value Proposition

Topic 2. There Is More to a Product Than Just Function: Assessing Industry Trends

Topic 3. Developing Winning Products: Sometimes Less Is More

Topic 4. Executing Innovative Business Models: The Whole Is Bigger Than the Sum of Its Parts

## **III. Evaluation tools for student monitoring and certification**

The curriculum includes homework and conducting intermediate and final control of knowledge. At the seminars, it is planned to conduct quizzes, written tests, case analysis and students' presentations on the results of homework and independent work.

The study of discipline involves the use of active and interactive forms of conducting classes - business and role-playing games, the analysis of practical tasks.

Test.

## **IV. Resources**

### **4.1. Main references**

1. Brennan, L.L. Strategic Management: A Practical Guide [Электронный ресурс] / Linda L. Brennan, Faye Sisk; DB ebrary. – Chennai, India: Business Expert Press; Cognella Academic Publishing, 2015. – 137 p. – Режим доступа: <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/reader.action?docID=3002874&query=Strategic+management>. – Загл. с экрана.

2. Reider, R. Developing Successful Business Strategies: Gaining the Competitive Advantage [Электронный ресурс] / Rob reider; DB ebrary. – New York: Business Expert Press, 2015. – 177 p. – Режим доступа: <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/reader.action?docID=1881872&query=competitive+strategies>. – Загл. с экрана.

### **4.2. Additional references**

1. Thompson, A.A. Strategic management : Concepts and Cases / A. A. Thompson, A. J. Strickland. - 9th ed. - Boston : Irwin / McGraw-Hill, 1996.
2. Mishra, Ch.S. Creating and Sustaining Competitive Advantage: Management Logics, Business Models, and Entrepreneurial Rent [Электронный ресурс] / Chandra S. Mishra; DB Springer Books. – Switzerland: Palgrave Macmillan, 2017. – Режим доступа: <https://link.springer.com/book/10.1007/978-3-319-54540-0#toc>. – Загл. с экрана.
3. Strategy, Control and Competitive Advantage: Case Study Evidence [Электронный ресурс] / editors Eric Jannesson, Fredrik Nilsson, Birger Rapp; DB Springer Books. – Berlin: Springer-Verlag, 2014. – Режим доступа: <https://link.springer.com/book/10.1007/978-3-642-39134-7>. - Загл. с экрана.
4. Hunger, J.D. Essentials of Strategic Management / J.D.Hunger, T.L.Wheelen. - 4th ed. - Upper Saddle River, New Jersey: Pearson Prentice Hall, 2007.
5. Kaplan, R.S. The Balanced Scorecard: Translating Strategy into Action / R.S.Kaplan, D.P.Norton. - Boston: HARVARD BUSINESS SCHOOL PRESS, 1996.
6. Rugman, A.M. Analysis of Multinational Strategic Management: the Selected Scientific Papers / A.M.Rugman, A.Verbeke. - Cheltenham, UK; Northampton, MA, USA: Edward Elgar, 2005.

#### 4.3. Recommended references

##### Magazines:

1. McKinsey Quarterly (<http://www.mckinseyquarterly.com/home.aspx>)
2. The economist. (<http://economist.com/index.html>)
3. Corporate Finance. (<http://www.corporatefinancemag.com>)
4. Strategy & Business. (<http://www.strategy-business.com/>)
5. Strategic Finance. ([http://www.imanet.org/publications\\_sfm.asp](http://www.imanet.org/publications_sfm.asp))
6. Business Week. (<http://www.businessweek.com/>)
7. Harvard Publishing. (<http://www.hbsp.harvard.edu/hbsp/index.jsp?requestid=14602>)

#### 4.4. Software

№ п/п	Name	Terms of access / download
	Microsoft Office 2007 Prof +	<i>Government contract</i>

#### 4.5. Professional databases, information reference systems, Internet resources (electronic educational resources)

№ п/п	Name	Terms of access / download
	Strategic Innovation: Building and Sustaining Innovative Organizations	<a href="https://ru.coursera.org/learn/strategic-innovation-building-and-sustaining-innovative-organizations">https://ru.coursera.org/learn/strategic-innovation-building-and-sustaining-innovative-organizations</a>

#### 4.6. Material and technical support of the discipline

Standard technical equipment of the branch's classroom fund