

**Программа учебной дисциплины
«Strategic management»**

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	2
Format of studying the discipline / Формат изучения дисциплины	using online course / с использованием он-лайн курса

I Goals of mastering the discipline

The “Strategic and Innovation management” 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.

The course involves a combination of theoretical and practical classes. Practical exercises are aimed at developing the skills and abilities to use methods of strategic analysis in the process of developing strategic decisions. In the process of studying the discipline, the method of case analysis and other interactive methods are used. The discipline program provides for homework, which focuses on current and practically significant issues of strategic and innovation management. Doing homework using factual material will allow the student to specify the knowledge of theoretical models and concepts of strategic management, to master the skills of using tools of strategic analysis.

The student’s independent work includes mastering the classical concepts of the theory of strategic and innovation management in recommended educational and scientific literature, preparation for practical exercises, intermediate and final control of knowledge.

The course objectives are to provide basic knowledge and develop students' skills in the field of strategic and innovative management, in particular to study:

- modern approaches and tendencies in management;
- classical models of strategic analysis of the external and internal environment;
- advantages, disadvantages and differences between the resource and market approaches;
- the basic provisions of the resource concept in strategic management;
- strategic potential and competitive position of the company, identify sources of sustainable competitive advantages;
- toolkit of innovative management of the organization in relation to the specific situations of modern Russian and International businesses.

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

Know:

- prerequisites for the emergence of the concept and theory of strategic management
- concept, structure and stages of the strategic process
- 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
- the influence of microenvironment factors on business organizations of various types of activity
- 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
- evaluate the attractiveness of the industry and key success factors
- determine the critical factors of the external environment for the industry and 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. Overview of Strategic Management

Theme content:

- What is the essence of the enterprise strategy. List the five elements of the “5p” strategy (G. Mintzberg). Give an explanation to each element.
- Levels of organization management. Operational management. Tactical management. Strategic management.
- Long-term and strategic planning. General and differences of these concepts.
- Corporate, business and functional strategies. What is the essence of each strategy?
- List the basic needs and goals of the business. What is the principle of SMART?

Topic 2. Strategic process

Theme content:

- List the types of strategic positioning by M. Porter. Give an explanation of each type of positioning.
- What is the strategic business segmentation (BUs). What is the meaning of the strategy? What types of compatibility of current activities of the organization are there?
- What is the essence of scenario planning in the strategy?
- The components of the strategic process (Johnson and Scholes, 1993; Pettigrew, 1988). The need for strategic management of the organization.

Topic 3. Analysis of the external environment

Theme content:

- What does the vision and mission of the organization mean? List the components of the organization's mission (Campbell and Jung model, 1991).
- List organization stakeholders and their requirements (Pearce and Robinson, 2003). Stakeholder classification. (Argenti, 2003). List the types of stakeholder power. (Winstanley et al., 1995)
- List four strategy evaluation tests (Johnson and Scholes, 2003), (Rumelt, 1995), (Grant, 2002), (Grant, 2002)

Topic 4. Competition based on resources and abilities

Theme content:

- Ansoff Matrix (strategic growth options) (1965)
- The goal of the strategy. Strategic issues (features) (Grant, 2002).
- Macroeconomics. The "microenvironment" model (Fahi and Narayanan, 1986). Four stages of external environment analysis
- Model of the five forces (M. Porter, 1980) analysis of the industry structure.
- The concept of entry barriers (Byne, 1956). Six types of entrance barriers on the model of Porter (The threat of invasion of new participants). The seventh form of entry barriers.

Topic 5. Strategy Implementation

Theme content:

- Strategic group (McG, 1985; McG and Thomas, 1986 and 1989). The parameters that determine the ownership of the strategic group. Sources of mobility barriers. What is the concept of "strategic space"?
- General strategies for Porter. Cost leadership. Sources of cost leadership. The specificity of the means of differentiation of the industry. Focusing on the consumer.
- List the ways to differentiate the product. Six types of differentiation strategy and classification of markets (according to Mintzberg).

Topic 6. Innovation and innovation processes

Theme content:

- Schumpeter's distinction between "Invention" and "innovation"
- The Typology of Innovation
- The Social Innovation
- 7 sources of innovation by *Peter Drucker*
- Two concepts of the Key Competency (Barney's VRIO, Porter's Value Chain)
- Roy Rothwell's Innovation Models. What are the limitations of the models?
- The concept of the Open innovation

Topic 7. Management of Innovations

Theme content:

- The concept of Transaction costs classification
- The concept of Theory of Constraints (TOC) by Eliyahu Goldratt
- The concept of Lean Production
- R & D as a strategy business unit (SBU)
- The concept of Technology Transfer: Value Creation by *Rogers (2003)*.
- The objects of intellectual property (IP). Valuation methods of IP.
- The concept of STAGE-GATE model.
- Types of innovation strategies. R & D costs in various innovation strategies

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.

Subject of tasks of current control

Examples of open questions in the discipline "Strategic and Innovation management":

1. Stages of development of management systems: budget planning, long-term planning, strategic planning, strategic management.
2. Strategic and operational aspects in the management of the organization. Historical stages of the formation of strategic management.
3. The relationship and the relationship of the basic concepts of strategic management (goal, strategy, strategic planning). The concept of "5 P" strategy Mintzberg.
4. The hierarchy of enterprise strategies. Features and interrelation of corporate, business and functional level strategies.
5. Criteria and indicators of the attractiveness of the industry. Building a "profile" of the industry.
6. Positioning the business and its relationship with key competencies, the rationale for decisions on the strategic positioning of the company.
7. Strategic analysis of the macro and microenvironment of the company. The composition of the tasks and tools used.
8. Corporate mission, philosophy and vision of the organization. The coordination of interests of separate groups of influence at a choice of priorities and strategic goals of the organization.
9. The concept of competitive forces M. Porter. Using the Five Forces Model in Strategic Analysis and Strategic Organization Choice.
10. Objectives and main stages of portfolio analysis. Advantages and disadvantages of the matrix method (BCG and GE / McKinsey matrices).

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)
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 management	https://ru.coursera.org/learn/strategic-management

4.6. Material and technical support of the discipline

Standard technical equipment of the branch's classroom fund