The program for the course «Strategic thinking development»

Утверждена
Академическим советом ООП
Протокол № 2 от «31» августа 2018 г.

Authors	Plotnikov M.V., Osipova O.S.
Credits	5
Auditorium work	56
Self-training	134
Year of study	Second year
Format of studying the discipline	Without on-line course

I. I. PURPOSE, RESULTS AND PREQUISITIES

The course is aimed:

1. to develop a professional socialization of future managers and formation a relevant mental skills;
2. to develop the ability to reflect personal own cognitive processes;
3. to study a complex of basic strategic management tools: to learn concepts and to practice them in application to a business project and for the sphere of personal growth.
4. to study a number of additional tools of creative thinking, system thinking and decision making in application to a business project and for the sphere of personal growth.

At successful completing the course the students will:

- Know the essential SM models and methods.
- Be able to use methods of strategic analysis and forecast. Development of application of analytical, critical, system, creative thinking for making decisions.
- Acquire skills to search and analyze information, skills to use strategic management analyzing. Practice of working in the format of strategic session.

Pre-requisites

The study of this discipline is based on the following disciplines:

1. Strategic management
2. Systems analysis and systems theory

The main content points of the discipline can be used in the work on Master's dissertation.

II. COURSE PLAN

Part 1. Forecasting and analysis of trends.

Topic 1 and 2. Information search and data analysis

Data collection: sources and criteria of its qualities, types of data, comparison, verification and interpretation of data. Analysis of personal professional perspectives. Strategic self-management: assessing the needs for experts in chosen professional sphere, possibilities of getting job in different economic sectors, expectations of transformation of employment forms, possible demand for specific competentes, valuation of threats and opportunities of individual professional growth.

Topic 3 and 4. Business industries forecasting

Application of STEP analysis technology for scenario prediction in different branches of industry and business. Using Porters approach of generic strategies (lower cost, differentiated, or focus) for scenario

predictions in concrete branches. Evaluation of future opportunities and threats in SWOT methodology. Entrepreneurship opportunities and profit perspectives in different branches of industry and business.

Part 2. Vision

Topic 1. Strategic opportunities analysis

Strategic group mapping (in static) instrument for analysis of competitive environment. Product and price groups, product-prices matrix, quality and prices scales on markets. Key competences, competitive advantages. Trends and patterns, that the map can show. Making decision based on strategic competition map.

Topic 2. Analysis of strategic opportunities

Strategic group mapping (in dynamic) instrument for analysis of competitive environment. Market forecast, trends and patterns of its transformation. Making decision of a prospect niche strategy.

Topic 3. Business strategies within an industry

Strategies of integration, differentiation, concentration. Choice of strategy based on a dynamic strategic groups map.

Topic 4. Vision

Function of vision. Sources of ideas. Working-up of an entrepreneurial project, formed during previous practices. Conception (Unique Competitive Advantage), Expected Results, Processes and Technologies, Public Acceptance.

Part 3. Business model

Topic 1. A.Osterwalder's business model canvass.

Architecture of a model. Business model creating method.

Working-up of a market part for a potential market actor.

Working up of a technology part.

Working up of a financial part.

Part 4. Scenario planning

Topic 1. Risk analysis.

Aspects of risks, types of risks, risk analysis: significance, probability, level of a risk control.

Topic 2. Risk management

Prevention methods in risk management. Types of reaction in a case of occurrence: compensation, neutralization, founding of new opportunities.

III. EVALUATION

Evaluation of work on practical classes is based on student participation and contribution in the discussion of tasks, practical situations, and preparation of reports. The cumulative grade for practical classes is assessed on a 10-point scale. – $O_{aud.}$

The teacher assesses the students' homework by criteria of completeness of using the knowledge gained in the course. Score on a 10-point scale for homework is determined before the intermediate or final control – $O_{home.}$.

The resulting score is set by the following formula, where $0{,}3O_{exam.}$. - assessment for work directly on the exam:

$$O_{fin.} = 0{,}4O_{exam.} + 0{,}6O_{accum}$$
$$O_{accum.} = 0{,}8O_{aud} + 0{,}2\,O_{home.}$$

The way rounding estimates is arithmetic. In the diploma exhibited a final grade for the discipline.

IV. EXAMPLES OF ASSESSMENT FACILITIES

Homework "Forecast of the prospects for the profession"

Optional task for the homework (can be changed):

Create a forecast of your personal professional perspectives in the time horizon of 5 years:

1. the demand for professionals,
2. employment prospects in a particular sector of the economy,
3. forecasts regarding the transformation of employment forms, the demand for specific competencies,
4. threats and opportunities of your own professional development.

Final control: project presentation.

Optional project plan (can be changed):

1. Selection of the industry for analysis.
2. Forecast of industry development in the time horizon of 5 years.
3. Choosing the most attractive market strategy within the industry.
4. Analysis of the market structure, the search for market opportunities, the choice of market strategy.
5. Forming a vision for a business organization within the framework of a chosen market strategy.
6. Development of a business model.
7. Risk analysis.

V. RESOURCES

Reading List

1.Required

1. Osterwalder, A. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers [Электронный ресурс] / Alexander Osterwalder, Yves Pigneur; DB Books24x7. – Chicago: John Wiley & Sons, 2010. – 288 p. – Режим доступа: https://library.books24x7.com/toc.aspx?bookid=36516. – Загл. с экрана.

2.Optional

1. Kahneman, D. Thinking, fast and slow / D.Kahneman. - New York : Farrar, Straus and Giroux, 2013. - 499 p.
2. Krogerus, M. The Decision Book: Fifty Models for Strategic Thinking [Электронный ресурс]: Audio Book / Mikael Krogerus, Roman Tschäppeler; DB Books24x7. - Revised ed. – Chicago: HighBridge, 2018. - 1 hour 45 minutes. – Режим доступа: https://library.books24x7.com/toc.aspx?bookid=143168. – Загл. с экрана.
3. McManners, P. Corporate Strategy in the Age of Responsibility [Электронный ресурс] / Peter McManners; DB Books24x7. – Chicago: Gower Publishing Limited, 2014. – 201 p. – Режим доступа: https://library.books24x7.com/toc.aspx?bookid=64407. – Загл. с экрана.
4. Olson, A.K. Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results [Электронный ресурс] / Aaron K. Olson, B. Keith Simerson; DB ebrary. – Hoboken, New Jersey: John Wiley & Sons, 2015. – 293 p. – Режим доступа: https://ebookcentral.proquest.com/lib/hselibrary-ebooks/reader.action?docID=1895831&query=thinking+skills+strategic. – Загл. с экрана.
5. Tovstiga, G. Strategy in practice: A Practitioner's Guide to Strategic Thinking [Электронный ресурс] / George Tovstiga; DB ebrary. – 2nd ed. – Chichester: John Wiley & Sons, 2013. – 270 p. – Режим доступа: https://ebookcentral.proquest.com/lib/hselibrary-ebooks/reader.action?docID=1124859&query=strategic+thinking. – Загл. с экрана.

6. Литвак, Б.Г. Стратегический менеджмент [Электронный ресурс]: учебник для бакалавров / Б.Г.Литвак; ЭБС Юрайт. — М. : Юрайт, 2019. — 507 с. — (Бакалавр. Академический курс). — ISBN 978-5-9916-2929-4. — Режим доступа : https://www.biblio-online.ru/viewer/strategicheskiy-menedzhment-425854#page/1. - Загл. с экрана.
7. Гурков, И.Б. Стратегия и структура корпорации: учебное пособие / И.Б.Гурков. – М.: Дело, 2006. – 320 с. – (Управление корпорацией).
8. Томпсон-мл., А.А. Стратегический менеджмент: концепции и ситуации для анализа: учебное пособие / А.А.Томпсон-мл, А.Д.Стрикленд III; пер. с англ. под ред. Н.М.Макаровой. - 12-е изд. – М.: Вильямс, 2013. – 924 с. – (Библиотека Strategica).
9. Остервальдер, А. Построение бизнес-моделей [Электронный ресурс]: настольная книга стратега и новатора / А.Остервальдер, И.Пинье; пер. с англ. М. Куньевой; ред. М.Савина; дизайн А.Смит; ДБ AlpinaDigital. - 6-е изд. - М.: Альпина Паблишер, 2017. - 288 с. – Режим доступа: http://lib.alpinadigital.ru/reader/book/351. – Загл. с экрана.

Дополнительная литература для самостоятельного изучения дисциплины

1. Collis & Montgomery. Corporate Strategy: A Resource-Based Approach, Irwin/ McGraw-Hill. 2005.
2. Stanley K. Ridgley Professional Thinking Skills Strategic Thinking Skills Course Guidebook Professor. THE GREAT COURSES. The Teaching Company, 2012.
3. Jenkins, Julian. Information Design for Strategic Thinking: Health of the System Reports. *Design Issues*, Vol. 24, No. 1 (Winter, 2008), pp. 68-77.
4. Lalonde, Carole and Boiral, Olivier. Managing risks through ISO 31000: A critical analysis. *Risk Management*, Vol. 14, No. 4 (November 2012), pp. 272-300.
5. McGee, John and Thomas, Howard. Strategic Groups: Theory, Research and Taxonomy. *Strategic Management Journal*, Vol. 7, No. 2 (Mar. - Apr., 1986), pp. 141-160
6. Tanwar, Ritika Porter's Generic Competitive Strategies. *Journal of Business and Management.* Volume 15, Issue 1 (Nov. - Dec. 2013), PP 11-17.
7. Ансофф И. Стратегический менеджмент. Классическое издание. Питер, 2009.
8. Айзенштат, Р. Стратегические изменения: как преобразовать организацию для реализации стратегии. / Р. Айзенштат, М. Бир. // В кн. Курс MBA по стратегическому менеджменту. — М.: Альпина Паблишер, 2008.
9. Линдгрен М., Бандхольд Х. Сценарное планирование: связь между будущим и стратегией. — М.: ЗАО «Олимп —Бизнес», 2009.

5.3. Software

№ п/п	Name	Access conditions
1	Windows Professional 8.1 Russian	*From the university's internal network (contract)*
2	MS Office Professional Plus 2013	*From the university's internal network (contract)*

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

№ п/п	Name	Access conditions
	Professional databases, information reference systems	
1.	E-library system Юрайт	URL: https://biblio-online.ru/
	5.5.Internet resources (electronic educational resources)	

5.5. Material and technical support of the discipline

Classrooms for lectures on the discipline provide for the use and demonstration of thematic illustrations corresponding to the program of the discipline, consisting of:

- PC with Internet access (operating system, office software, antivirus software);
- multimedia projector with remote control.

Classrooms for self-study in the discipline are equipped with a PC, with the ability to connect to the Internet and access to the electronic information and educational environment of the HSE.