

Course Syllabus “Strategy: what lessons can learn managers from philosophy”

Approved by Academic Council
of the Program Business –
Informatics Protocol № 01 from
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Prepared by	Istyukova Oksana, Senior Lecturer
Course credits	3
Classroom work (hours)	14
Independent work (hours)	114
Course year	Master of Business – Informatics, 2 year
Format of discipline learning	With online course https://www.coursera.org/learn/management-philosophy

1. AIM, RESULTS OF THE COURSE AND PREREQUISITES

In order to help leaders to be rigorous even without figures, great philosophers have lots of ideas. Managers are invited to rediscover the art of thinking. They should understand the role of mental models, realize the importance of cognitive bias, agree on clear definitions and efficient criteria etc. Creativity demands the ability to unshackle ourselves from conventional ways of thinking, to "think outside the box". But we need to go a step further. Once outside the box, we need to construct a new box or boxes (that is, new intellectual frameworks or models) to help us structure our thinking. Only once we have done so can we generate truly game-changing ideas.

The purpose of mastering this discipline is to develop students' skills in developing Strategic vision and scenarios, which have to be outside boxes of typical decisions.

At the completion of the course requirements, the student will be able to:

- Be able to manage changes in the processes of improving and systematization of things;
- Know the basic concept of strategic thinking;
- Acquire skills to search and analyze information under outside your tasks in order to develop a decision using analytical, critical, system, creative for proving.

2. COURSE SYLLABUS

1-st week. The Forgotten Half of Change.

This lecture will discuss how strategy is mostly about leading change. New ideas are required because the world of tomorrow will be, again, different. And we need to remember change has two faces: perception and reality.

Main topics: Introduction; Change: Parmenides or Heraclites; Two Types of Change: Perception and Reality; To Change is to Change Twice; Innovation vs Creativity; Not a Single Idea is Born Good; "Yes and..."; Three kinds of new ideas.

2nd week. How do we Think?

In the first lecture, we've seen that if we want to change the world, we have to act. And if we want to change our perception of the world, we have to think. So now... it is time to think about the way we think!

Main topics: You can't Think About your Clients; To Think is Like to Play: Playground, Rules; Concepts are Simplifications; Perfect Deduction, Possible. Perfect Induction, Impossible; The Power of Analogy and the Black Swan; Knowledge, Belief, Representation and Idea.

3d week. On the Shoulders of Giants.

For this third lecture, I invite you on a journey in the world of past ideas. Six guides will show us how they shaped this incredible world where everything is connected.

Main topics: Everything is Connected; Mathematics; Astronomy; Paradoxes; Leibniz's Dream; The Fifth Discipline; The Mind and the Machine/

4th week. Mental Models and Perception

After a short recap, we will agree on four key definitions necessary to understand the rules of thinking. Thanks to a lot of examples, optical illusions and brain teasers, we will see how we build and how we use mental models.

Main topics: Four Key Definitions; Philosophy is also About Models; Models in Psychology; Optical Illusions and Brain Teasers; Paradox; Ambiguity.

5th week. Eureka or Caramba?

Heraclites is definitely right, status quo is not an option, and change is a must. The only alternative is either to lead the process, or to be a victim of the process. We will also understand why paradoxically creativity and rigor are good friends.

Main topics: Leader or Follower; Cognitive Bias in Deduction; Cognitive Bias in Induction; Test your Creativity; Test your Creativity (cont'd); Constraint and Creativity.

6th week. Thinking in New Boxes

As I told you from the very first minute, philosophers don't claim to be right, they hope to be helpful. This sixth and last lecture is dedicated to you, strategists. We will see how to build the five "new boxes" we need to achieve the next big thing.

Main topics: What's the Box; You can't Think Without Boxes; Strategic Vision and Scenarios; Megatrends; Scenarios; Creativity is mostly about passion.

7th week. The Essence of Change

Main topics: The end of...; You need a fixed point; Philosophy as a fixed point; Two first challenges; Another center of gravity; The four causes of Aristotle; 'A thus B' or 'A and B'.

8th week. Is technology making us stupid?

Main topics: Four types of tools; The disappointing equation; A third example: Big Data; The end of Science?; Question what is in front of you; Who is the tool of who?

9th week. Become a corporate philosopher!

Main topics: Use the right words; Use criteria; Beware the question; Use creativity techniques; Think visual; Never stop thinking; Embrace humor.

3. GRADES AND COMPONENTS OF ASSESSMENT

Monitoring involves passing online tests after each topic has covered. Current score (O_{current}) will be based on the results of online tests as a percentage of the correct answer options. For getting 10-points-score you must give at least 90% of the correct answers,

for getting 8-9-points-score - more than 80% of the correct answers, for 7-points-score - at least 70% of the correct answers, for 7-points-score - at least 60% of the correct answers, for 7-points-score - at least 50% of the correct answers. If the result is less than 50% of correct answers, the score will be below 5 points.

The final control ($O_{\text{examination}}$) is carried out in the form of a written exam, which consists of 2 parts: theoretical questions and tasks, which cover the material of the entire course.

The resulting score (O_{final}) is set by the following formula:

$$O_{\text{final}} = 0,4 O_{\text{current}} + 0,6 O_{\text{examination}}$$

4. EXAMPLES OF ASSESSMENT TOOLS

Sample questions for self-students:

1. What are the weaknesses of the process of changes?
2. Why is it necessary to think outside your mental boxes?
3. Why can technologies make us stupid?
4. What is necessary to become a corporate philosopher?
5. What kind of rules or examples can we find in Mathematics or Astronomy?
6. What is thinking in the models of 'A thus B' and 'A and B'? In what cases 'A thus B' thinking is more useful than 'A and B'? And in what cases 'A and B' thinking is more useful than 'A thus B'?

5. RESOURCES

Basic resources

1. Parker, Lee D. Fads, stereotypes and management gurus: Fayol and Follett today / Lee D. Parker, Philip Ritson // Management Decision. – 2005. – Vol. 43, Issue 10. – pp. 1335-1357. – DOI: <https://doi.org/10.1108/00251740510634903>. – Текст: электронный // БД Emerald eBooks [сайт]. – URL: <https://www.emerald.com/insight/publication/issn/0025-1747/vol/43/iss/10> (дата обращения: 13.08.2019).
2. Parmenter, D. Key Performance Indicators: Developing, Implementing and Using Winning KPIs / D. Parmenter. – 3rd ed. – Hoboken, New Jersey: John

Wiley & Sons, Inc., 2015. – 408 p. - Текст: электронный // БД ProQuest EBook Central (ebrary) [сайт]. – URL: <https://ebookcentral.proquest.com/lib/hselibraryebooks/reader.action?docID=1895928&query=key%2Bperformance%2Bindicators> (дата обращения: 17.08.2019).

Additional resources

1. Эртель, К. Стратегическая сессия. Как обеспечить появление прорывных идей и нестандартное решение проблем / К.Эртель, Л.К.Соломон; пер. с англ. С.Новицкая; ред. Н.Нарциссова. - 2-е изд. - М.: Альпина Паблишер, 2017. - 247 с
2. Certo, S.C. Cases in Strategic Management / S.C.Certo, J.P.Peter. - 2nd ed. - Burr Ridge, Illinois: IRWIN: Austen Press, 1993. - 823 p. - ISBN 0-256-14124-X..
3. Pearce II, J.A. Cases in Strategic Management / J.A.Pearce II, R.B.Robinson. - 2nd ed. - Homewood, IL: IRWIN, 1991. - 661 p. - ISBN 0-256-08322-3.
4. Rughase, O.G. Identity and Strategy: how individual visions enable the design of a market strategy that works / O.G.Rughase. - Cheltenham, UK; Northampton, MA, USA: Edward Elgar, 2006. - 232 p. - ISBN 978-1-84542-310-0.

Professional data bases, informational references systems, internet resources

No	Name	Access conditions
1	Open education	https://www.coursera.org/learn/management-philosophy

Material and technical support of the discipline

Internet access is required for the course.

6. Features of the organization of training for persons with disabilities and disabled

If necessary, students with disabilities (in accordance with the individual rehabilitation program) the following options may be offered:

- for persons with visual impairment: printed documents with enlarged fonts; electronic documents; audio files (training materials audio recordings); individual tasks and consultations.
- for persons with hearing impairment: printed documents with enlarged fonts; electronic documents; individual tasks and consultations.
- for persons with disorders of the musculoskeletal system: printed documents with enlarged fonts; electronic documents; individual tasks and consultations.