



Spring semester, 2017  
State University of Management,  
Russian Federation, Moscow

## STRATEGIC MANAGEMENT

|  |   |
|--|---|
| <b>Instructor</b>                      | Vasily S. Ustinov, associate professor, PhD   |
| <b>Contact Information</b>             | E-mail: vs_ustinov@guu.ru<br>Phone number: +79057293517<br>Room № LK-316  |
| <b>Course description</b>              | The goal of course «Strategic management» is to provide students the theoretical knowledge in the field of strategic management and practical competencies in strategic analysis and organization strategy development through the use of strategic management tools.<br>Workload: lectures – 12 academic hours; seminars – 12 academic hours; exam – 2 academic hours. Total: 26 academic hours.   |
| <b>Prerequisites and co-requisites</b> | Courses students need to have taken before: Theory of management (General management), English language for business.<br>Courses students need to take at the same time: Marketing, Financial management, Operations management.<br>Prerequisite skill sets: familiarity with MS Power Point, basic language skills (English).  |
| <b>Course learning outcomes</b>        | By the end of the course students will be able to analyze external and internal environment of organization, to develop strategic vision, business mission and strategy of organization.  |
| <b>Materials</b>                       | Literature the class is based on:<br>1. Ansoff, Igor. Corporate Strategy, McGraw Hill, New York, 1965.<br>2. Arthur Thompson, Margaret Peteraf, John Gamble and A. J. Strickland III. Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. McGraw-Hill/Irwin; 19 edition (January 17, 2013).<br>3. Charles W. L. Hill, Gareth R. Jones. Strategic Management: An Integrated Approach. 10 <sup>th</sup> edition, South-Western, Cengage Learning, 2012.<br>4. Gerry Johnson, Kevan Scholes, Richard Whittington. Exploring Corporate Strategy. 8 <sup>th</sup> edition, Pearson Education, 2008.<br>5. Hamel, G. & Prahalad, C.K. Competing for the Future, Harvard Business School Press, Boston, 1994.<br>6. Mark Blaxill, Ralph Eckardt. The Invisible Edge: Taking Your Strategy to the Next Level Using Intellectual Property, Portfolio Hardcover, 2009.<br>7. Max Mckeown. The Strategy Book: How to Think and Act Strategically to Deliver Outstanding Results, Financial Times/ Prentice Hall; 1 edition, 2011.<br>8. Mintzberg, H. Ahlstrand, B. and Lampel, J. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management, The Free Press, New York, 1998.<br>9. Porter, M.E. Competitive Advantage, Free Press, New York, 1985.<br>10. W. Chan Kim and Renée Mauborgne. Blue Ocean Strategy, Harvard Business School Press, 2005. |

## Course organization

Strategic management course consists of 12 topics, includes 9 cases and final presentation of students' own projects which must cover all topics.

### Tentative Class Schedule\*

| Week | Topics                                  | Tests, projects, assignments                                     |
|------|---|--|
| 1    | Introduction to strategic management    | -  |
| 2    | Strategic vision and business mission   | Case study: Business missions of famous companies                |
| 3    | Setting objectives                      | -  |
| 4    | Analysis of macro-environment           | Case study: Analysis of macro-environment (producer of handbags) |
| 5    | Dominant industry characteristics       | Case study: CR4 concentration ratio                              |
| 6    | Competitive forces analysis             | Case study: The five forces model (fast-food)                    |
| 7    | Industry value chain                    | Case study: Value chain analysis (toys production)               |
| 8    | Strategic groups of competitors         | Case study: Analysis of strategic groups in retail trade         |
| 9    | Analysis of internal environment        | Case study: Analysis of internal environment (TV producer)       |
| 10   | SWOT analysis                           | Case study: SWOT analysis (TV producer)                          |
| 11   | Strategic matrixes                      | Case study: BCG Growth-Share Matrix                              |
| 12   | Development and realization of strategy | Students present own projects                                    |

\*Note: this table shows only the "tentative" schedule. The schedule may be the subject for change.

## Evaluation and grading policy

| Type of work                   | Percentage |
|--------------------------------|------------|
| Classroom Participation        | 10%        |
| In-class Personal Presentation | 50%        |
| Final Examination              | 40%        |

***Classroom Participation – attendance (lectures and seminars), discipline, punctuality***

***In-class Personal Presentation – answers to the questions of the teacher, presentation skills, results of writing exercises***

***Final Examination – oral examination (two theoretical questions)***

*Grade system of State University of Management, Moscow, Russia:*

*5 – excellent (90-100%), 4 – good (70-89,9%), 3 – average (50-69,9%), 2 – below average (<50%) (not enough to pass the test).*

## Course policies and expectations

***Rules that students must follow during class hours:***

- ***Respect for others, respectful language***
- ***Active participation during discussions***