

Course Strategic management

Course Brief Description

Number of credits: 3 ECTS
Course period: 1 semester / 2 classes per week
Language of Instruction: English

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Course description:

The objective of the course is to give the students knowledge of the theory and practice of strategic management as the modern concept of organization management implied under conditions of high variability and unpredictability of the environment. Implementation of this objective requires the development of strategic thinking needed to succeed in modern business; the formation of strategic skills and strategic alternatives choice.

The course will be presented in lectures supplemented with PowerPoint presentations. Short questions, comments, and remarks from the students are welcome during the lecture. By the end of every lecture there will be a 10-12 minute period for questions and answers.

Lectures and reading materials. Participating in the lectures and reading the assigned papers is the most essential part of the course. All enrolled students are therefore expected to participate in all lectures and read all assigned papers.

Seminars. The seminars are organized and conducted by the Instructor. The student performance at the seminars will be assessed based on three criteria: attendance, preparedness, and activity.

Assignments. For each part of the course there will be an individual assignment to write a short paper addressing a specific question. The assignments will be graded and commented by the Instructor with one paragraph of comments.

Points for participation in role-plays and discussions are awarded if the students use additional information from supplementary readings and make explicit reference to the author and to the book/article they have used.

Mid-term exam consists of a multiple choice test of 20 questions that deal with terms, ideas, and facts covered during the previous weeks and a short (not exceeding 250 words) written answer to one of two questions based on material covered within the previous weeks.

Group presentation:

A PowerPoint presentation of 10-15 slides prepared by a working group (depending on the number of students in the class but not more than four students in a group) on one of the issues covered in the course. The presentation will be followed by a Q and A session. Presenters are expected to demonstrate their use of theoretical and methodological tools discussed during the course for analysis of the subject of their presentation.

Final Exam consists of an open-ended test that requires short (1-3 sentences) responses to 20 questions based on the material covered within the course and a short academic essay (2,500 words) on one of two suggested topics.

Grading:

| ECTS Grade | Points | Russian grade |
|------------|-----------------------------|---|
| A | 100-91 points | “excellent”: 100–80 points |
| B | 90-81 | |
| C | 80-71 | “good”: 79– 60 points |
| D | 70-61 | |
| F: failed | less than 60 points: failed | “satisfactory”: 59–40 points |
| | | “unsatisfactorily”: failed, less than 40 points |

Week 1. Lecture 1 – Introduction to strategic management
 Week 1. Seminar 1 – Key Terms in Strategic Management
 Week 1. Seminar 2 – Strategic Management Process
 Week 2. Lecture 2 – Environment analysis
 Week 2. Seminar 3 – Schools of strategy
 Week 2. Seminar 4 – Internal Analysis
 Week 3. Lecture 3 – Strategic tools
 Week 3. Seminar 5 – Porter's Five Forces model
 Week 4. Seminar 6 – The role of the macroenvironment
 Week 4. Lecture 4 – Strategy formulation
 Week 4. Seminar 7 – Types of strategy
 Week 4. Seminar 8 – Levels of strategy
 Week 5. Lecture 5 – Porter’s Generic Strategies
 Week 5. Seminar 9 – Defining corporate strategy
 Week 5. Seminar 10 – Defining business strategy
 Week 6. Lecture 6 – Competitive Strategies in International Markets
 Week 6. Seminar 11 – Strategic alternatives
 Week 6. Seminar 12 – Advantages and disadvantages of strategy
 Week 7. Lecture 7 – Global market entry strategies
 Week 7. Seminar 13 – Manufacturing abroad strategies
 Week 7. Seminar 14 – Investment entry strategies
 Week 8. Lecture 8 – Strategy implementation and control
 Week 8. Seminar 15 – Strategic risks
 Week 8. Seminar 16 – Strategy evaluation

Literature

- López, J., Martín, L. Fundamentals of Strategic Management. – Thomson–Reuters Civitas, 2013. – 289 p.
- Ritson, Neil. Strategic Management. – Neil Ritson & Ventus Publishing ApS, 2011. – 52 p.
- Wheelen, Thomas L. Strategic Management and Business Policy / T. L. Wheelen .— London : Addison-Wesley Publishing Comp., 1983 .— 978 p.
- Kvint, Vladimir L'vovich. The global emerging market. Strategic management and economics / Vladimir Kvint .— New York ; London : Routledge, 2009 .— 453 c.
- Courtney, Roger. Strategic Management for Voluntary Nonprofit Organizations / R. Courtney .— London ; New York : Routledge, 2002 .— xii, 324 c.
- Mellahy, Kamel. Global Strategic Management / K. Mellahy, J. G. Frynas, P. Finlay .— Oxford : Oxford University Press, 2005 .— XIX, 395 c.
- Pearce, John A. Cases in Strategic Management / J. A. Pearce, R. B. Robinson .— Burr Ridge : Irwin, 1994 .— 517 p.

- Thompson, Arthur A. Jr. Strategic Management : Concepts & Cases / A. A. Jr. Thompson, A. J. Strickland III .— 7th ed. — New York : Irwin, 1993 .— 948 c.
- Beamish, Paul W. Asia-Pasific cases in strategic management / Paul W. Beamish .— New York [etc.] : McGraw-Hill, [2000] .— XXIV, 408 c.