

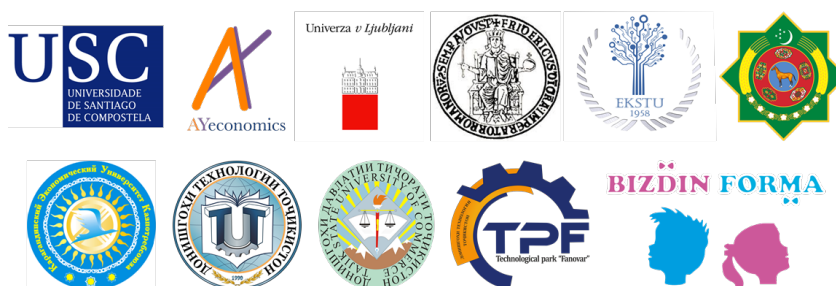
# Strategic Management



DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT OF INDUSTRIAL  
ENTREPRENEURSHIP FOR TRANSITION COUNTRIES

610198-EPP-1-2019-1-ES-EPPKA2-CBHE-JP

Partners :



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## Strategic Management

Study program	Year	Semester

Course type: **Compulsory**

University code

Lectures	Seminar	Tutorial	Laboratory work	Other work	Individ. work	ECTS
50	0	0	0	40	90	6

Lecturer

Languages **English**

### PREREQUISITS

### ОБЯЗАТЕЛЬНЫЕ УСЛОВИЯ

To be able to follow the course more easily, students should possess basic knowledge on:

- general management (e.g. Introduction to management),
- organization theory.

Prerequisite for taking part at the exam are successfully completed obligations within seminars (project work).

### CONTENTS

### СОДЕРЖАНИЕ

1. Introduction to strategic management (the essence of strategy; strategic management process; strategic management paradoxes in the

- literature; theoretical schools on strategic management).
2. Corporate governance (difference between governance and management; corporate governance systems; principal-agent theory; corporate governance mechanisms to control managers).
  3. Competitive advantage (forms vs. sources of competitive advantage; theories on the sources of competitive advantage; red vs. blue ocean strategic philosophies).
  4. Strategic analysis:
    - 4.1. External analysis (general environment analysis using PEST approach; industry environment analysis using a combination of “five forces” (Porter) and “five sources” (Burton) approaches).
    - 4.2. Internal analysis (resource-based view; portfolio analysis; value-chain analysis).
    - 4.3. SWOT analysis.
  5. Strategy development process (stakeholders’ expectations (materiality matrix); mission and values; vision and strategic goals; strategic activities and strategic maps).
  6. Corporate-level strategies (typologies; growth strategies; stability strategies; retrenchment strategies).
  7. Business-level strategies (typologies; generic business strategies; cooperation vs. independence strategies).
  8. Functional-level strategies.
  9. Strategy implementation (implementation problems; implementation model with suggested activities to improve strategy implementation).
  10. Strategic control (control problems; control process; types of strategic control; traditional vs. contemporary performance measurement systems).

## READINGS

- Wheelen, T. L., Hunger, D. J., Hoffman, A. N., Bamford, C. E. (2015): Strategic management and business policy: Globalization, innovation and sustainability, 14th edition. Pearson, London.
- Course reading package (selected articles and cases).

OBJECTIVES AND COMPETENCES	ЦЕЛИ И КОМПЕТЕНЦИИ
<ul style="list-style-type: none"><li>- To provide students with the knowledge about the process of strategic management (i.e. strategic planning, strategy implementation and strategic control).</li><li>- To provide students with key theoretical foundations in strategic management literature, such as stakeholder theory, resource-based theory, industrial organization theory, etc.</li><li>- To teach students how to use and critically evaluate the literature in the field of strategic management, link the acquired knowledge with current practical problems and enable them for further research work in the field of strategic management.</li><li>- To help students implement theoretical concepts and methodological tools on real-life examples and become, with some additional work experience, top experts in the field of strategic management.</li></ul>	
INTENDED LEARNING OUTCOMES	ОЖИДАЕМЫЕ РЕЗУЛЬТАТЫ ОБУЧЕНИЯ
<ul style="list-style-type: none"><li>- Students will have an in-depth knowledge on theoretical concepts and practical examples related to strategic management. This knowledge will enable students to understand the discussed topics and use them in practice in an innovative way.</li><li>- Students will be able to compare theoretical concepts of strategic management with practical findings in the field and, based on this comparison, critically evaluate both theory and practice.</li><li>- Students will possess adequate methodological knowledge for further research in the field of strategic management.</li><li>- Students will be able to (a) use basic information technology and didactical equipment, (b) critically collect and use domestic and foreign literature, (c) collect, interpret and analyse data, which will enable them to solve actual problems, and (d) provide oral and written reports on their work and proposed solutions.</li></ul>	
LEARNING AND TEACHING METHODS	МЕТОДЫ ОБУЧЕНИЯ И ПРЕПОДАВАНИЯ



Work is organized as classical lectures (50%), combined with article analyses (5%), case studies (10%), short videos (5%), active classroom discussions (10%), and preparation and presentation of projects (based on real-life business cases) (20%).

## ASSESSMENT

## ОЦЕНКА

- Project preparation and presentation: 40% (linked to learning outcomes 3 and 4).
- Written exam: 60% (linked to learning outcomes 1 and 2).

There is zero tolerance for plagiarism at this course. As part of the process of evaluating all written reports, they will be verified by an anti-plagiarism program. The above permissible percentage of matching, provided that the authors of the literature and sources used are properly cited, cannot exceed 25%. Sanctions for violators are the withdrawal of all points for written reports and the prohibition of admission to the exam in the current academic year.

## LECTURER'S REFERENCES