

**Федеральное государственное бюджетное образовательное
учреждение высшего образования
«РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ»**

Институт общественных наук
Школа публичной политики и управления
Кафедра международного менеджмента

УТВЕРЖДЕНА
кафедрой международного
менеджмента
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РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ
Б1.В.ОД.4 Стратегический менеджмент (Strategic management)
(индекс, наименование дисциплины, в соответствии с учебным планом)

41.04.04 Политология
(код, наименование направления подготовки (специальности))

«Master of Global Public Policy (Глобальная публичная политика) (Англоязычная
магистратура)»
(направленность (профиль))

Магистратура
(квалификация)

Очная
(форма обучения)

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Заведующий кафедрой

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1. Перечень планируемых результатов обучения по дисциплине, соотнесенных с планируемыми результатами освоения программы

1.1. Дисциплина Б1.В.ОД.8 Стратегический менеджмент (Strategic management) обеспечивает овладение следующими компетенциями с учетом этапа:

Код компетенции	Наименование компетенции	Код этапа освоения компетенции	Наименование этапа освоения компетенции
ПК-13	Способность организации политических кампаний и управлению ими, владение избирательными технологиями.	ПК-13.2	Способность использовать имеющиеся знания в области организации политических и избирательных кампаний

1.2. В результате освоения дисциплины у студентов должны быть сформированы:

ОТФ/ТФ (при наличии профстандарта)/ профессиональные действия	Код этапа освоения компетенции	Результаты обучения
Планирование и координация деятельности подразделения Анализ результатов деятельности подразделения Установление и поддержание контактов с внешней средой	ПК-13.2	Обучающийся умеет использовать имеющиеся знания в области организации политических и избирательных кампаний

2. Объем и место дисциплины в структуре ОП ВО

Объем дисциплины

Объем дисциплины: 108/3 81/3

Контактная работа: 24/18

Лекции: 4/3

Лабораторные работы:

Практические занятия: 20/15

Самостоятельная работа: 84/63

Место дисциплины в структуре ОП ВО

индекс и наименование дисциплины: Б1.В.ОД.4 Стратегический менеджмент (Strategic management)

курс(ы), семестр(ы) или триместр(ы) ее освоения в соответствии с учебным планом:
2 курс, 3 семестр

дисциплина реализуется после изучения:

Б1.В.ДВ.6.1 Профессиональная социализация студента (Professional socialization of student)

Б1.В.ДВ.6.2 Социально-психологические основы адаптации человека с ограниченными возможностями к среде вуза (Socio-psychological basis of human adaptation with disabilities in the university)

Б1.В.ДВ.6.3 Психологические особенности адаптации студента к условиям обучения (Psychological features of adaptation of student to conditions of education)

Б1.В.ДВ.6.4 Психолого-педагогическое сопровождение студента с ограниченными возможностями в вузе (Psycho-pedagogical support of student with disabilities in the university)

форма промежуточной аттестации в соответствии с учебным планом: **Зачет с оценкой**

3. Содержание и структура дисциплины

Очная форма обучения

№ п/п	Наименование тем (разделов),	Объем дисциплины (модуля), час.						Форма текущего контроля успеваемости**, промежуточной аттестации*	
		Всего	Контактная работа обучающихся с преподавателем по видам учебных занятий				СР		
			Л/ЭО, ДОТ*	ЛР/ ЭО, ДОТ*	ПЗ/ ЭО, ДОТ*	КС Р			
Тема 1	Module overview and introduction		2/1,5					10/7,5	Д
Тема 2	Intended and deliberate strategies in global corporations		2/1,5					10/7,5	Д
Тема 3	The three challenges: size, turbulence, and limited rationality				2/1,5			10/7,5	Д
Тема 4	Analysing the industry				2/1,5			10/7,5	Д, К
Тема 5	Analysing corporate resources				4/3			10/7,5	Д, К
Тема 6	Sustainable fit and competitive advantage				4/3			10/7,5	Д, К
Тема 7	Corporate and business level strategies				4/3			10/7,5	Д, К
Тема 8	Implementation and strategic change				4/3			14/10,5	Д, К
Промежуточная аттестация									Зачет с оценкой
Всего:		81/3	4/3		20/15			84/93	

*Примечание – дискуссия (Д), кейс (К).

Содержание дисциплины

№	Наименование темы	Содержание
Тема 1	Module overview and introduction	Basic concepts' outline: strategy, globalization, corporation Corporate, business and functional strategies Global trends (McKinsey and IBM) Competition: rivalry Vs differentiation International and global corporations
Тема 2	Intended and deliberate strategies in global corporations	From strategic planning to strategic management Intended and deliberate strategy Schools of strategic thinking (Mintzberg)
Тема 3	The three challenges: size, turbulence, and limited rationality	M-Form and the size of corporations Corporate governance and agent-principal problem Goals, vision and mission Vs Profit, growth and power Business environment: turbulence, crisis and opportunity Cognitive biases, bounded rationality and path dependencies
Тема 4	Analysing the industry	Product's life-cycles B. Henderson's learning curve PESTLE M. Porter's five forces: its origins and outreach Defining the industry: myopia, strategic groups or strategic canvas?
Тема 5	Analysing corporate resources	Assessing strategic corporate performance Resource-based view on competitive advantage Schumpeter's Vs Ricardo's rents Strategic resources, VIRUS criteria and top-capabilities

№	Наименование темы	Содержание
Тема 6	Sustainable fit and competitive advantage	SWOT: the essence of strategic management? Competition and positioning Porter's generic strategies Value chain and their types Entrepreneurial innovation
Тема 7	Corporate and business level strategies	Diversification of portfolio BCG and GE matrixes Parenting Synergy Limits of size and diversification GE Growth strategy: The Immelt Initiative
Тема 8	Implementation and strategic change	Assessing potential for change Models of change management Corporate culture Change management principles Virtue and strategy (D. Meister)

4. Материалы текущего контроля успеваемости обучающихся и фонд оценочных средств промежуточной аттестации по дисциплине

4.1. Формы и методы текущего контроля успеваемости, обучающихся и промежуточной аттестации.

4.1.1. В ходе реализации дисциплины используются следующие методы текущего контроля успеваемости обучающихся:

При проведении занятий лекционного типа: дискуссия

при проведении занятий семинарского типа: дискуссия, кейс

4.1.2. Экзамен (зачет) проводится с применением следующих методов (средств):

Экзамен – в виде подготовки и защиты презентации и подготовки письменной работы.

4.2. Материалы текущего контроля успеваемости обучающихся.

Кейс. Прочтите кейс и письменно ответьте на вопросы.

Make-up questions

Please, read the corresponding cases or texts and answer the following questions. For each question you may write between 1 and 2 standard pages.

Honda A and Honda B (2 cases)

- Which of the two descriptions seem closer to reality of the Honda's successful expansion in USA?
- What does the difference between two descriptions teaches us as managers?

Ice-Fili case and Porter's Five Forces:

- Attractiveness. How structurally attractive was the Russian ice-cream market when we apply 5 Forces framework? How it was evolving?
- Competitive advantage. What are the potential sources of competitive advantage on this market? What's about willingness to pay and relative cost position?
- Future positioning. How well positioned was Ice-Fili relative to its competition? What strategy should it opt for in the face of Nestle and other global brands to sustain its position on the Russian market?

Roumelt Interview and Mintzberg's schools of strategic management

- Please, indicate the arguments in the introduction and in the interview which are supporting the resource-based view.
- Which other significant lines of theoretical arguments you can distinguish in the interview (other than resource-based view)?
- What did you personally learn from this text that you did not realize before reading it?

GE under Welch and Immelt (2 cases)

- What is the weakest point in Welch's approach in managing GE's transformation?
- Were Immelt's growth strategy and its implementation successful?
- Do you believe GE has developed core competences providing it a competitive advantage? If yes, how did they change over time?

Вопросы для дискуссии

Discussion questions

1. Define strategic management.

- Strategic management is the process where managers establish an organization's long-term direction, set the specific performance objectives, develop strategies to achieve these objectives and undertake to execute the chosen action plans.

2. Define the strategy

- Strategy is a blueprint of all the important entrepreneurial, competitive and functional area actions that are to be taken in pursuing organizational objectives and positioning the organization for sustained success and reveals how the targeted results will be accomplished.

3. Enumerate some characteristics of strategic management.

- it is a combination of strategy formulation and strategy implementation;
- it is the highest level of managerial activity;

- it is performed by an organization's CEO (Chief Executive Officer) and executive team;
- it provides overall direction to the enterprise.

4. What specific entrepreneurial aspects include the strategy formation process?

- searching actively for innovative ways the organization can improve on what it is already doing;
- ferreting out new opportunities for the organization to pursue;
- developing ways to increase the firm's competitive strength and put it in a stronger position to cope with competitive forces;
- devising ways to build and maintain a competitive advantage;
- deciding how to meet threatening external developments;
- encouraging individuals throughout the organization to put forth innovative proposals and championing those that have promise;
- directing resources away from areas of low or diminishing results toward areas of high or increasing results;
- deciding when and how to diversify;
- choosing which businesses (or products) to abandon, which of the continuing ones to emphasize, and which new ones to enter or add.

5. What involves the strategic management function?

- The strategic management function directly involves all managers with line authority at the corporate, line-of-business, functional area, and major operating department levels.

6. Which are the steps of strategic management?

- specifying an organization's objectives;
- developing policies and plans to achieve these objectives;
- allocating resources to implement the policies.

7. How is strategy formulation process referred sometimes?

- determining where you are now;
- determining where you want to go,
- determining how you get there.

8. What involves the strategy implementation?

- allocation of sufficient resources (financial, personnel, time, technology support),
- establishing a chain of command or some alternative structure,
- assigning responsibility of specific tasks or processes to specific individuals groups,
- it also involves managing the process (monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, making adjustments to the process as necessary),
- implementing specific programs, meaning acquiring the requisite resources, developing the process, training, process testing, documentation and integration with legacy process.

9. Which are the components of strategic management?

- defining the organization's business and developing a strategic mission,
- establishing strategic objectives and performance targets,
- formulating a strategy to achieve the objectives,
- implementing an executing the chosen strategic plan,
- evaluating strategic performance and making corrective adjustments.

10. What is a strategic mission?

- the management's view of what the organization seek to do and to become over the long-term is the organization's strategic management.

11. What is formulating a strategy reveal?

- Formulating a strategy reveals how the targeted results will be accomplished – a detailed action plan is necessary to achieve both short-run and long-run results.

12. What means strategy implementation and execution?

- Strategy implementation and execution means putting the strategy into place and getting individuals and organizational subunits to go all out in executing their tasks in the next step. The leadership's challenge is to so stimulate the enthusiasm, pride and commitment of managers and employees in order to carry out the chosen strategy and to achieve the targeted results.

13. Enumerate the most important strategic objectives.

- the market position and competitive standing the organization aims to achieve;
- the annual profitability targets;
- key financial and operating results to be achieved through the chosen activities;
- any other milestones by which strategic success will be measured.

14. What does strategy formulation involve?

- Strategy formulation involves doing a situation analysis: both internal and external; both micro-environmental and macro-environmental, setting the objectives by crafting vision statements, mission statements, overall corporate objectives, strategic business unit objectives and tactical objectives that suggest the strategic plan.

15. Which are the characteristics of the strategic management process?

- managers do not necessarily go through the sequence in rigorous lock-step fashion,
- the tasks involved in strategic management are never isolated from everything else that falls a manager's purview,
- the demands that strategy management puts on the manager's time are irregular,
- formulating and implementing strategy must be regarded as something that is ongoing and that evolves.

4.3. Оценочные средства для промежуточной аттестации.**4.3.1. Формируемые компетенции**

Код компетенции	Наименование компетенции	Код этапа освоения компетенции	Наименование этапа освоения компетенции
ПК-13	Способность к организации политических кампаний и управлению ими, владение	ПК-13.2	Способность использовать имеющиеся знания в области организации политических и избирательных кампаний

	избирательными технологиями.		
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4.3.2 Типовые оценочные средства

Тема презентации и письменной работой

Your assignment is in two parts;

Part A: a group assignment,

Part B an individual assignment.

Part A: group Part B individual

- | | | | |
|----|-----------------------|----------|----------|
| 1. | Evolution of strategy | 15 marks | 50 marks |
| 2. | Reflection | 10 marks | 25 marks |

See the table for the allocation of marks.

Part A gives you the opportunity to work as a group on an issue you will consider individually in Part B.

One of the problems with assignments is that students prepare them, submit them and afterwards the teacher writes comments that amount to saying; “OK fine, but I wish you had” And that’s it. No chance of revision. Ideally students would get feedback before submission, something like; “You can improve your work by.....”. Or perhaps; “Go ahead. It’s great, original and so on.....”.

Continuous feedback is time consuming. Sometimes we just need to test knowledge. So the assessment is more black and white. Yes/No, Right/Wrong. But often assignments are not sufficiently integrated with learning and discussion. By giving a presentation, the group part, you open up questions, issues for discussion, share ideas and get feedback from one another and the teacher.

Let’s make it work. Make Sunday (4th Dec) pm, the time of the presentations interesting and lively.

In Part A you are asked to work in small groups. Prepare a presentation that focuses on aspects of your analysis that are common, and aspects that are different and in what sense and why.

The aim of the group section useful feedback that will enable you to complete Part B on an individual basis.

You may design your assignment if you wish as joint work, focussing on similarities and differences. But you will need advice if you take this route as it’s quite difficult.

Presentations should be 15 minutes long plus 15 minutes for questions. 5 or 6 slides should be sufficient. You will be given some to prepare the presentation. But you will also need to collaborate outside of class time.

ASSIGNMENT BRIEF PART B

You may use the Enneagram model. I provide you with a hand-out on the full Enneagram model to help . You should also look for updates on my website.

Part 1. The evolution of strategy (50 marks)

Outline the evolution of the strategy that the company (you have chosen to study), uses to adapt to the major risks it faces.

Part 2. Reflection (meta cognition) (25 marks)

Reflect on the effectiveness (the upsides and the downsides) of way you approached Part 1. both individually and as part of a group.

The exercise in reflection (meta cognition) consider the following (but you may choose);

- What do you understand by meta cognition as a kind of self reflection on your learning?
- What implicit assumptions have you brought to your analysis?
- What have you learned.

- d. How can the things you have learned be applied in your career.
- e. How can you improve the effectiveness of your work?
- f. You may wish to record the way you prepared your work as a diary.

Please include in your individual assignment an estimate of the mark you think you deserve. For the presentation I will take student opinion into account. And the reasoning behind the mark you award yourself. NOTE that I may well disagree.

I appreciate a photo of yourself on the front page of your assignment. This really helps me to personalise my remarks.

Шкала оценивания.

Показатель оценивания	Критерий оценивания
Обучающийся умеет использовать имеющиеся знания в области организации политических и избирательных кампаний	1. Не умеет 2. В целом успешно, но не систематически осуществляемые умения 3. В целом успешные, но содержащие отдельные пробелы умения 4. В целом успешные, но содержащие отдельные пробелы умения 5. Сформированное умение

Баллы Grades (0-100)	Традиционная оценочная система РАНХиГС Traditional grading system in RANEPA		Описание критериев оценки Grade Distribution Guidance
80 - 100	Excellent	5	The course is fully mastered. Student presents high level of professional knowledge of all the relevant issues, uses terminology and applies theoretical parts in problem solving; knows how to deal with specific questions beyond the course. Student presents well-reasoned position on the key issues of the course.
65 -79	Good	4	The course is fully mastered. Student presents good standards of professional knowledge of the relevant issues, uses terminology and applies theoretical parts in problem solving fairly well.
55 - 64	Satisfactory	3	The student has sufficient level of knowledge of all the problems of the course; knows terminology and understands how the theoretical material can be used as a tool to solve practical problems.
50 - 54	Satisfactory	3	The student has knowledge of almost all the problems of the course; knows terminology and understands how the theoretical material can be used as a tool to solve practical problems.
45 - 49	Marginal Pass	3	The student has some knowledge of the problems of the course; presents weak knowledge of terminology and problems solving technique.
0-44	Fail	2	Students is not prepared and does not present sufficient knowledge of the

			course material
45-100	Passed		The course is fully mastered. Student presents good standards of professional knowledge of the relevant issues, uses terminology and applies theoretical parts in problem solving fairly well.
0 - 44	Not Passed		Students is not prepared and does not present sufficient knowledge of the course material

4.4 Методические рекомендации

Assessment criteria for presentation:

Content

Accuracy and originality of facts and evidence presented (both orally and visually)

Adequacy and persuasiveness of presentation relative to topics covered

Use of appropriate range and quantity of sources, clear identification of sources

Reasoning

Clarity and memorability of key points

Connections between facts and theories, critical evaluation of evidence

Separation of facts from opinions, consideration of alternative viewpoints

Organization

Orderliness, clear citation of sources

Purposefulness, clear identification of topics to be addressed

Smoothness of flow

Style

Engagement and vigor (holding audience's attention)

Facilitation of discussion (posing of questions to audience)

Responsiveness to audience's questions

Spontaneity (sparing use of notes, with no reading aloud)

Mechanics

Eye contact with entire audience, facial expressiveness

Fluency (complete sentences, with no filled pauses (uh, like, well, okay?))

Hand and arm gestures, body movement, with no fidgeting

Use of visual aids (chalkboard, computer graphics, etc.)

Voice control (pitch, loudness, speed, clear enunciation)

Report must have these criteria:

Clarity: the report should be clearly written. The ideas presented in it should be coherent and report to follow. The writing style should enable, not hamper understanding. Write short, clear sentences in short, clear paragraphs.

Argument: the report should present an argument in an organized and coherent manner and follow it through. Listing someone else's ideas or reiteration of primary material is ideally not enough. The report must try to construct a coherent argument of its own.

Structure: the report should be structured: it should have a clear introduction, body and conclusion, and perhaps subheadings. The ideas should be separated clearly into paragraphs, and there should be a logical and thematic flow from one paragraph to the next.

Conceptual clarity: the report should demonstrate a clear understanding of concepts used. The concepts should be used consistently throughout the report. Alertness to conceptual issues is expected. Try to define your terms when you first introduce them.

Relevance and discrimination: the report should only present material that is relevant to the report subject. However interesting tangential material may be, it's not possible to give it any extra marks. Be prepared to read a lot and write in as succinct a manner as possible.

Presentation: the report should be typed, edited and proof-read carefully, showing appropriate division into paragraphs, grammar, spelling and referencing. Poor grammar, word choice and typos will result in lower marks. Appropriate referencing and a full bibliography at the end are essential. The report should be printed with each line doubly-spaced and should use a 12-point font. Printing on both sides of the page, if possible, is encouraged, to save paper.

Scholarship: the report should engage with material and sources appropriate to first year undergraduate level. Lack of scholarship and poor research are common problems that will radically curtail your ability to write a good report. Online sources are of varying quality and shouldn't be wholly relied upon. Do not rely solely on internet resources. Do not rely on just one or two pieces of secondary literature. Do not read randomly. Use your time wisely by consulting the secondary literature listed in this booklet and in the bibliographies of other respectable books. Generally, the more reading you do, the better your report will be. But you shouldn't expect to refer to and quote from all of these books in the actual report. That can easily lead to the report's being a patchwork of quotations. This reading will in general just enhance your understanding and allow you to write a better report without getting directly involved.

5. Методические указания для обучающихся по освоению дисциплины (модуля)

Class contact will be structured to encourage active participation and will consist of case studies and exercises, together with course member presentations and some formal lectures and presentations.

6. Учебная литература и ресурсы информационно-телекоммуникационной сети "Интернет", включая перечень учебно-методического обеспечения для самостоятельной работы обучающихся по дисциплине (модулю)

6.1. Основная литература.

Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness and Globalization- Concepts and Cases, South-Western College Pub, 2014
John Pearce, Richard Robinson, Strategic Management, McGraw-Hill Education, 2014
Robert Grant, Contemporary Strategy Analysis, 8th Edition, Jon Willey and Sons, 2013
Chris Bradley, Angus Dawson, and Antoine Montard, Mastering the building blocks of strategy, in McKinsey Quarterly, October 2013.

6.2. Дополнительная литература.

Frank Rothaermel, Strategic Management: Concepts, McGraw-Hill Education, 2014
Walter Kiechel, The Lords of Strategy: The Secret Intellectual History of the New Corporate World, Harvard Business School Publishing, 2010
«Strategy's strategist: An interview with Richard Rumelt», The McKinsey Quarterly, 2007 Nr.4
P. F. Drucker with J. A. Maciariello, Management (revised edition), Williams 2008

6.3. Учебно-методическое обеспечение самостоятельной работы.

6.4. Нормативные правовые документы.

6.5. Интернет-ресурсы.

www.ted.com

www.economist.com

6.6. Иные источники.

Journals

Strategic Management Journal

Academy of Management Journal

Academy of Management Review

Organization Science

Organization Studies

Human Relations

7. Материально-техническая база, информационные технологии, программное обеспечение и информационные справочные системы

Для проведения лекционных и практических занятий необходимо следующее оборудование: доска, маркеры, компьютер и проектор.