Приложение 10 ОП ВО

АННОТАЦИЯ РАБОЧЕЙ ПРОГРАММЫ ДИСЦИПЛИНЫ

Стратегический менеджмент (Strategic management)
наименование дисциплины

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Код и наименование направления подготовки, профиля: 41.04.04 Политология
Квалификация (степень) выпускника: Магистратура
Форма обучения: Очная

Цель освоения дисциплины:

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

План курса:

№	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)

№	Наименование темы	Содержание
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
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

№	Наименование темы	Содержание
Тема 8	Implementation and strategic change	Assessing potential for change Models of change management Corporate culture Change management principles Virtue and strategy (D. Meister)

Формы текущего контроля и промежуточной аттестации:

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 Minztberg'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 built 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 emphasizes, 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 an 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?

- mangers 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.

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);

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

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