The Federal State Budgetary Educational Institution of Higher Education

“**THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION”**

The Institute of Business Studies
Department of International Business and Business Administration

VALIDATED BY
IBS Academic Council
Protocol № 5
dtd "26" September 2017 г.

MODULE SYLLABUS

STRATEGIC MANAGEMENT

38.03.02 Management

International Management

Bachelor

Full-time

Intake Year – 2018

Moscow, 2017

Author(s):
M.Savelieva, PhD, Professor of the Department of Management of IBS

Dean of the DIBBA IBS
PhD, Professor I.V.Kolesnikova

CONTENTS

1. The list of the module's intended learning outcomes, mapped to the learning goals and objectives of the educational program.

2. The module's workload in credit units with the number of academic or astronomic contact hours, distributed among different types of learning experiences, students' independent study workload and the module's place in the program's structure and curriculum.

3. Summary of the module's content by topics (section) with the amount of academic or astronomic hours per topic (section) and types of student learning experiences. The module's structure.

4. Assessment material and tools for current and final module assessment.

5. Learning guidance for the students

6. The lists of essential and further reading, necessary for studying the module, a list of recommended internet sources, teaching materials and guidelines for students' independent study.

7. The necessary equipment and technology used for implementing the educational process for the module, including a list of software and information databases if applicable.

1. **The list of the module's intended learning outcomes, mapped to the learning goals and objectives of the educational program.**

1.1 **"Strategic Management" ensures the development of the following competences taking into account the stage of development**:

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
OPK OS-10	Ability for critical thinking, developing own standpoint on issues within one's own responsibilities, basing on the knowledge acquired.	OPK OS 10.3	Ability to analyze and critically evaluate information in the context of management problems and develop one's own position on these problems.
PK-3	Skills of strategic analysis, development and implementation of a company's strategy, aimed at ensuring competitiveness.	PK 3.1	Skills and knowledge of strategic analysis, development and implementation of a company's strategy, aimed at ensuring competitiveness
PK-5	Ability to analyze interrelations between company functional strategies with a view of making balanced management decisions.	PK 5.1	Skills and knowledge of interrelations between company functional strategies with a view of making balanced management decisions.

Upon completion of the module the students should have the following competences

General work functions	Stage of competence development code	Learning outcomes
	OPK OS 10.3	<u>Knowledge of categories:</u> - Information relevance; - Arguments and proof; - Principal and secondary; - Comprehensiveness and depth of analysis. <u>Competences:</u> - Select necessary information; - Analyze different points of view related to a problem; - Develop one's own position in various issues; - Provide arguments for one's own choice.
	PK 3.1	<u>Knowledge level:</u> - Strategic management essence; - An organization's external environment. <u>Competences:</u> - Formulate an organization's mission - Develop strategic goals;

		- Carry out STEP and SWOT- analysis; - Carry out the analysis of a company's competitive advantages; - Define a company's most efficient competitive strategy; - Develop action plans for the implementation of a company's strategy.
	PK 5.1	Knowledge level: - A company's functional strategies; - Interrelation between strategies of different management levels. Competences:: - Analyze and diagnose the status of a company; - Formulate a company's goals and objectives; - Identify the ways of achieving set goals and find adequate management solutions; - Model scenarios, evaluate results and consequences of the implementation of different strategies; - Make management decisions taking into account different aspects of company development.

2. **The module's workload in credit units with the number of academic or astronomic contact hours, distributed among different types of learning experiences, students' independent study workload and the module's place in the program's structure and curriculum.**

Workload

The program curriculum specifies the following workload for the module "Strategic Management":

- Total workload – 4 credit units,
- Contact hours – 40 hours, including 20 lecture hours and 20 seminar hours;
- Independent student work – 68 hours.

The module's place in the educational program's structure

The module **"Strategic Management"** is designed for Year 4 students, and is delivered in Semester 7. Prerequisite modules:

- System approach and general management
- Human resources management

Final module assessment – examination and course paper. .

3. **Summary of the module's content by topics (section) with the amount of academic or astronomic hours per topic (section) and types of student learning experiences. The module's structure**

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	**Lab work**	**Seminars**	**Course paper**		
Topic 1	The essence and appearance of strategic management	11	2		2		7	Quiz, discussion
Topic 2	Mission and strategic	11	2		2		7	Quiz,

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	**Lab work**	**Seminars**	**Course paper**		
	objectives							discussion
Topic 3	Strategic analysis of management environment	11	2		2		7	Quiz, discussion
Topic 4	Analysis of competitive advantages	11	2		2		7	Quiz, discussion
Topic 5	Competitive strategies	11	2		2		7	Quiz, discussion
Topic 6	Strategic partnership	11	2		2		7	Quiz, discussion
Topic 7	Strategic distribution of functions	11	2		2		7	Quiz, discussion
Topic 8	Strategic planning	11	2		2		7	Quiz, discussion
Topic 9	Strategy implementation	10	2		2		6	Quiz, discussion
Topic 10	Strategic control	10	2		2		6	Quiz, discussion, test
Final module assessment								Examination
Total:		**144**	**20**			**20**	**68**	**36**

Summary of Module Content

Topic 1. The essence and appearance of strategic management
1) Strategy and strategic management
2) Objects, subjects and levels of strategic management
3) Management of activities and development
4) The founders of modern theory.

Topic 2. Mission and strategic objectives
1) Formulation of mission
2) Goals and strategic priorities
3) Objectives and criteria of the development of cities and towns

Topic 3. Strategic analysis of management environment
1) Internal and external management environment
2) STEP-analysis of an organization
3) SWOT-analysis of an organization

Topic 4. Analysis of competitive advantages
1) Theory of competitiveness and the main drivers of competition
2) The central competence and value chain
3) Competitive advantages of organizations

Topic 5. Competitive strategies

1) Competitive strategies in conditions of perfect and imperfect competition. The strategy if differentiation. The strategy of segmentation. The strategy of market differentiation. The strategy of low costs.
2) Competitive strategies of leading companies.

Topic 6. Strategic partnership

1) Strategic partnership: essence, stages of development.
2) Partnerships with stakeholders: CRM, SRM.

Topic 7. Strategic distribution of functions

1) Dynamics of function distributions and partnerships.
2) Insourcing
3) Outsourcing
4) Network organizations
5) Franchising
7) International partnerships

Topic 8. Strategic planning

1) Types of planning
2) Strategic planning
3) A business plan

Topic 9. Strategy implementation

1) Essence.
2) Resources
3) Organizational culture.
4) Organizational structure.
5) Personnel.

Topic 10. Strategic control

1) Essence of strategic control.
2) Stages of strategic control.
3) Goals of strategic control.
4) Outcomes and effectiveness.
5) Control methods.
6) Modern trends of development of strategic control.
7) Benchmarking.

4. Assessment materials and tools for current and final module assessment

4.1. Forms and methods of current assessment and final module assessment.

4.1.1. The following methods of current assessment are used in "Strategic Management":

Topic	Current assessment methods
Topic 1. The essence and appearance of strategic management	Quiz, discussion
Topic 2. Mission and strategic objectives	Quiz, discussion
Topic 3. Strategic analysis of management environment	Quiz, discussion
Topic 4. Analysis of competitive advantages	Quiz, discussion
Topic 5. Competitive strategies	Quiz, discussion
Topic 6. Strategic partnership	Quiz, discussion

Topic 7. Strategic distribution of functions	Quiz, discussion
Topic 8. Strategic planning	Quiz, discussion
Topic 9. Strategy implementation	Quiz, discussion
Topic 10.Strategic control	Quiz, discussion, test

The students write and submit a course paper. Suggested topics and methodological recommendations are posted on the website in the section “ Teaching Materials for Students”

4.1.2. Examination is administered in a written form. .

4.2. Materials for current module assessment.

Examples of quiz questions

1. What is an organization’s mission?
2. What is an organization’s vision?
3. Describe STEP-analysis
4. Describe SWOT-analysis
5. Describe 5 competitive strategies as defined by Porter.
6. What is a value chain?
7. What is CRM?
8. What is SRM?
9. What is franchising?
10. What are the main characteristics of insourcing and outsourcing?

4.3. Assessment tools for final module assessment.

4.3.1. The list of competences with the stages of their development in the process of the educational program

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
OPK OS-10	Ability for critical thinking, developing own standpoint on issues within one’s own responsibilities, basing on the knowledge acquired.	OPK OS 10.3	Ability to analyze and critically evaluate information in the context of management problems and develop one’s own position on these problems.
PK-3	Skills of strategic analysis, development and implementation of a company’s strategy, aimed at ensuring competitiveness.	PK 3.1	Skills and knowledge of strategic analysis, development and implementation of a company’s strategy, aimed at ensuring competitiveness
PK-5	Ability to analyze interrelations between company functional strategies with a view of making balanced management decisions.	PK 5.1	Skills and knowledge of interrelations between company functional strategies with a view of making balanced management decisions.

4.3.2 Indicators and criteria for assessing competences at different stages of their development.

Stage of competence development	Indicator	Criterion
OPK OS-10.3 (course paper)	Ability to select relevant information, use a variety of sources.	Has a full understanding of a problem, identifies relevant information. Relies not only on original classical academic sources, but also on contemporary research results.
	Defines the necessary amount of information, structures it and evaluates.	Identifies and assesses all necessary information Clearly distinguishes between essential and nonessential information, gathers information that is sufficient for comprehensive and deep analysis
	Considers a problem from different points of view, makes independent conclusions	Describes the problem clearly and precisely from different perspectives, is aware of possible trade-offs and options. Makes own conclusions, provides convincing argument, defends his/her standpoint. y
PK 3.1	Ability to demonstrate knowledge and skills of carrying out a strategic analysis	- demonstrates knowledge about the structure of an organization's external environment; - is able to carry out STEP, SWOT-analysis
	Ability to demonstrate knowledge and skills in developing and implementing an organization's strategy. Aimed at ensuring competitiveness.	- is able to formulate an organization's mission and its strategic objectives - is able to define the most effective competitive strategy, establish strategic partnerships, carry out strategic planning, develop action plans on strategy implementation and control..
PK 5.2	Ability to develop well-balanced management solutions based on the analysis of functional strategies.	Demonstrates: • knowledge of functional strategies; • ability to single out the most important components; • ability to understand their interrelations; • skills of analysis and diagnostics of a management object; • ability to model scenarios, evaluate results and consequences of the implementation of different strategies, • ability to make management decisions taking into account different aspects of company development. • ability to identify the ways of achieving set goals and find

		adequate management solutions .

4.3.3 Samples of test assignments and other materials (typical assessment materials) used for assessing knowledge, competences and skills and/or activities the stages of competences development in the process of the education program progression.

Examples of examination questions.

1. Strategy and strategic management
   - strategic and operational aspects of organization management
   - aspects of an organization's activities, where strategy becomes evident
   - definition of a strategic plan,
   - the evolution of strategic management.
   .
2. Goals and strategic priorities
   - the definition of a goal,
   - development direction
   - quantitative and qualitative aspects of progressive change,
   - key characteristics of strategic and operational goals;

4.4. Learning guidelines, explaining the processes used for assessing knowledge, competences and skills and/or activities at different stages of competence development in the process of the education program progression.

Final module assessment includes an examination (one question answered in writing) and a course paper, which should be submitted prior to the final exam.

Time allocated for the examination - 2 academic hours.

5. Learning guidelines for students

While preparing for seminars it is recommended to:

1. Study the questions/assignments.
2. Read recommended literature and lecture materials. Make notes if necessary.
3. Find recommended sources.
4. Create a database for the topic studied.
5. Draw up your answer (report, presentation) plan.
6. Plan the timing of your report/presentation
7. If working in a group, divide responsibilities clearly
8. Study the module materials independently during the semester.

6. The lists of essential and further reading, necessary for studying the module, a list of recommended internet sources, teaching materials and guidelines for students' independent study.

6.1 Essential reading

1. Lascaux A.K.Ляско, Strategic management: a contemporary textbook [Electronic resource]:. — Moscow: DELO Publishing RANEPA 2013. https://e.lanbook.com/book/74828

6.2. Further reading

1. Novichkov V.I. Strategic management [Electronic resource]:. A study guide.. — Moscow : Dashkov and Co, 2015. https://e.lanbook.com/book/72376.

6.3 Self-study guides
(see section 5 of the syllabus)

6.4 Legal and normative documents– not used

6.5 Internet-resources

- http://www.12manage.com
- https://hbr.org/
- http://www.garyhamel.com/
- http://www.tlainc.com/
- http://www.skyrme.com/

7.The necessary equipment and technology used for implementing the educational process for the module, including a list of software and information databases if applicable.

Rooms for lectures and seminars, equipped with multimedia projector, a projector screen, a PC and an Internet connection.