

**FEDERAL STATE BUDGET EDUCATIONAL  
INSTITUTION OF HIGHER EDUCATION  
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor \_\_\_\_\_ A.A.Auzan

«\_\_» \_\_\_\_\_ 2021

**COURSE SYLLABUS**

**Course title:**

«BUSINESS AND MARKETING STRATEGY (in English)»

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**Level of higher education:**

MASTER STUDIES

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**Field of study:**

38.04.02. MANAGEMENT

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**Mode of study:**

FULL-TIME

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Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming



### 1. Place and status of the course in the structure of the Master program

Course status: *elective*

Trimester: 3

### 2. Course Prerequisites

*This discipline is based on the knowledge and skills acquired as a result of studying following courses:*

- Marketing Research 1
- Modern data analysis technologies
- Strategic marketing

### 3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
PC-10. Capable of carrying out consulting management projects	PC-10.I-1. Conducts consulting research	PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research
		PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues
	PC-10.I-2. Presents the results of the conducted study in the form of recommendations	PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations
PC-11. Capable of independently creating models and algorithms for typical and non-standard organizational and managerial tasks to optimize the internal environment and to adapt to the requirements of the external environment of a particular functional unit and an organization as a whole	PC-11.I-1. Conducts an analysis of factors of the external and internal environment of a specific functional unit and an organization as a whole	PC-11.I-1.A-1. Able to collect and process information necessary to analyze the external and internal environment of a particular functional unit and an organization as a whole



	PC-11.I-2. Develops models and algorithms for standard and non-standard organizational and managerial decisions	PC-11.I-2.A-1. Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information
		ПК-11.И-2.У-2. Умеет разрабатывать и обосновывать эффективные организационно-управленческие решения с учётом требований внешней и внутренней среды PC-11.I-2.A-2. Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment
PC-15. Capable of participating in project activities of an organization as a leader or a team member	PC-15.I-1. Interacts effectively at various levels in the course of organization's project activities	PC-15.I-2.A-1. Able to organize work, assign responsibilities and allocate resources when implementing a project in a cross-functional group
		PC-15.I-2.A-2. Able to communicate effectively with team members during project work
PC-16. Able to implement project management systems in organizations	PC-16.I-1. Makes necessary managerial decisions on the choice of a project management system in accordance with business development goals	PC-16.I-1.A-1. Knows modern project management software
		PC-16.I-1.A-2. Able to develop a technical assignment for specialists involved in the development and implementation of project management systems
	PC-16.I-2. Organizes work on implementation and proper configuration of project management systems	PC-16.I-2.A-1. Able to assign responsibilities in a team for implementation of project management systems
		PC-16.I-2.A-2. Able to monitor and control the work of project management systems



<p>PC-17. Capable of initiating the launch of projects and programs, participating in the formation of a portfolio of projects and programs of an organization</p>	<p>PC-17.I-1. Initiates the launch of projects and programs of an organization</p>	<p>PC-17.I-1.A-1. Able to formulate project tasks, assuming a certain final result (project output)</p>
		<p>PC-17.I-1.A-2. Able to create organizational conditions favorable for the launch and implementation of projects and programs of the organization</p>
	<p>PC-17.I-2. Forms a portfolio of projects based on the strategic goals of the organization</p>	<p>PC-17.I-2.A-1. Able to apply portfolio analysis models, evaluate the effectiveness of each project and prioritize projects considering strategic goals of the organization and resource constraints</p>
		<p>PC-17.I-2.A-2. Able to identify, evaluate and manage risks when forming a portfolio of projects and programs</p>
<p>SPC-1. Capable of analyzing the state of markets, marketing activities of commercial and non-profit organizations, making proposals for optimizing the business processes of a customer-focused company, developing systems of evaluation indicators of marketing effectiveness</p>	<p>SPC-1.I-1. Identifies market opportunities and options to optimize marketing processes of a customer-focused company based on a comprehensive analysis of external and internal factors</p>	<p>SPC-1.I-1.K-1. Knows methods, tools and models of strategic market analysis and marketing activities of companies</p>
		<p>SPC-1.I-1.A-1. Able to develop recommendations for optimizing marketing processes based on the analysis of external and internal factors</p>
	<p>SPK-1.I-2. Evaluates the results of a company's marketing activity based on analytical indicators to improve customer focus</p>	<p>SPC-1.I-2.K-1. Knows scorecards for evaluating marketing activities and customer service metrics</p>



		SPC-1.I-2.A-1. Able to evaluate the results of a company's marketing activity based on a comprehensive system of indicators
SPC-2. Capable of developing and implementing a marketing strategy and marketing programs at the level of individual organizations, network structures, regions	SPC-2.I-1. Formulates a marketing strategy for various levels	SPC-2.I-1.K-1. Knows concepts, terminology, theoretical aspects and modern management approaches in the field of strategic marketing
		SPC-2.I-1.A-1. Able to develop a strategy and its separate elements for implementation of marketing activities considering the specifics of the organization or the level of management
	SPC-2.I-2. Makes necessary managerial decisions on implementation of a marketing strategy and program	SPC-2.I-2.A-1. Able to make managerial decisions aimed at implementing a marketing strategy and program
		SPC-2.I-2.A-2. Able to assess the compliance of managerial decisions with strategic marketing goals
SPC-3. Capable of formulating goals and calculating the consequences of the implementation of marketing programs that integrate various components of commodity, price, sales and communication policy	SPC-3.I-1. Substantiates and proposes short-term and long-term goals of the company's marketing activities, as well as develops a comprehensive marketing program taking into account the goals set	SPC-3.I-1.U-1. Able to set short-term and long-term goals of the company's marketing activities
		SPC-3.I-1.A-2. Able to analyze the results of marketing programs in terms of achieving goals
	SPC-3.I-2. Comprehensively assesses the company's product, pricing, sales and communication policies and offers options for their adjustment	SPC-3.I-2.U-1. Knows the components of commodity, price, sales and communication policy



		SPC-3.I-2.A-2. Able to evaluate the performance indicators of commodity, price, sales and communication policy
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#### 4. Workload of the course by types of activity

The workload of the discipline is 3 ECTS: 108 academic hours, including 52 academic hours of contact work with a professor, 54 academic hours of self-directed studies.

5. **Learning format** ‘ON.ECON’ electronic information environment of the Faculty of Economics of Moscow State University is used.

6. **Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training**

Title and brief content of sections and topics of the course (module),  Form of assessment for the course (module)	Total (hours)	Including							
		Contact work (work in contact with a professor) <i>Types of contact work, hours</i>				Student self-directed studies <i>Types of self-directed studies, hours</i>			
		Seminars	Group consultations	Individual consultations	Total				Total
1. Introduction to strategy. Instruments for analyzing the external environmental.	16	4	4	-	8	16			
2. Value creation and the business model	16	4	4	-	8	16			
3. Goal-setting, sales analysis, and the internal environment	16	4	4	-	8	16			



4. Strategic resources management	16	4	4	-	8	16			
5. Developing strategic decisions	16	4	4	-	8	16			
6. Assessing and choosing strategic decisions. Strategy Road Map	16	4	4	-	8	16			
Group project presentations	8	0	0	-	8	8			
Final exams: final group project presentations (exam with grading)	4					4			
<b>Total</b>	<b>108</b>	<b>52</b>				<b>56</b>			

### Brief content of the course topics

#### Topic 1. Introduction to Strategy. Instruments to analyze the external environment (16 academic hours)

- What is strategy?
- Strategy vs Tactics
- SOSTAC & OGSM Frameworks
- Business System and Environment
- Macro-environmental Analysis (PESTEL, Rapid Foresight)
- Micro-environmental Analysis (Porter's Five Forces Analysis, 7P-Analysis)

#### Course literature:

1. Lafley A. «Playing to Win: How Strategy Really Works»
2. Bensoussan B, Fleisher C. «Analysis without Paralysis: 12 tools to make better strategic decisions»
3. Luksha P., Peskov D. «Rapid Foresight Methodology»
4. Kumar N. «Marketing As Strategy»

#### Topic 2. Value Creation and the business model (16 academic hours)

- What is value and why customers pay companies
- The logic behind creating value (Business Logics)
- The Kano Model
- Value Proposition Design by Alex Osterwalder
- QFD Application and Methodology





- Business Model Canvas by Alex Osterwalder

Course literature:

1. Osterwalder A., Pigneur Y. «Business Model Generation»
2. Osterwalder A., Pigneur Y., Bernard G, Smith A. «Value Proposition Design»
3. Roos G., Pike S., Fernstrom L., «Managing Intellectual Capital in Practice»

### **Topic 3. Goal setting, sales analysis and the internal environment (16 academic hours)**

- Goal-setting
- Top-down goals
- Strategic Map
- Sales Funnel
- Instruments of Sales Analysis
- Internal Environment Analysis

Course literature:

1. Bensoussan B, Fleisher C. «Analysis without Paralysis: 12 tools to make better strategic decisions»
2. Best R. «Market-Based Management»
3. Vaughan E. «Key Strategy Tools: The 80+ Tools for Every Manager to Build a Winning Strategy»

### **Topic 4. Strategic Resources Management (16 academic hours)**

- Resources a company uses to create value
- Building the Resource Tree
- Resource Transformation Matrix
- Visualizing the Resource Transformation Matrix and its Analysis
- Organizing an effective business schedule and analysis
- Changing business models on the basis of strategic resource management

Course literature:

1. Roos G., Pike S., Fernstrom L., «Managing Intellectual Capital in Practice»

### **Topic 5. Developing Strategic Decisions (16 academic hours)**

- Customer Purchasing Criteria and key success factors (KSF)



- The Strategic Canvas
- Strategic Analysis Instruments (Ansoff Matrix, BCG Matrix, McKinsey/GE Matrix)
- Counter-Strategies (Wargame)
- Modified SWOT: Development of SO, ST, WO, WT Strategies

Course literature:

1. Bensoussan B, Fleisher C. «Analysys without Paralisys: 12 tools to make better strategic decisions»
2. Best R. «Market-Based Management»
3. Chan Kim W., Mauborgne R. «Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant»
4. Vaughan E. «Key Strategy Tools: The 80+ Tools for Every Manager to Build a Winning Strategy»
5. Katalovsky D. «Основы имитационного моделирования и системного анализа в управлении»

#### **Topic 6. Assessing and choosing strategic decisions. Strategy Road Map (16 academic hours)**

- Strategy as an internal product. Strategic QFD matrix
- Strategic Projects
- Creating Road Map business and marketing strategies
- The Hoshin Kanri X-Matrix
- Revising and Updating Strategies
- Strategy evaluation

Course literature:

1. «Управление сложностью», сборник лучших статей из журнала «Стратегический менеджмент», под редакцией С. Хромова-Борисова
2. Jackson T. «Hoshin Kanri for the Lean Enterprise: Developing Competitive Capabilities and Managing Profit»

#### **Group Presentations (8 academic hours)**

#### **Group Project Final Presentations (4 academic hours)**

#### **7. Assessment tools to assess the course learning outcomes**

##### **7.1. Sample assessment tools:**



Learning outcomes of the course	Types of assessment tools
PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research	Class participation and active discussion
PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues	Project Consultation Participation (6 consultations)
PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations	Project Consultation Participation (6 consultations)
PC-11.I-1.A-1. Able to collect and process information necessary to analyze the external and internal environment of a particular functional unit and an organization as a whole	Class participation and active discussion
PC-11.I-2.A-1. Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information	Project Consultation Participation (6 consultations)
ПК-11.И-2.У-2. Умеет разрабатывать и обосновывать эффективные организационно-управленческие решения с учётом требований внешней и внутренней среды PC-11.I-2.A-2. Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment	Project Consultation Participation (6 consultations)
PC-15.I-2.A-1. Able to organize work, assign responsibilities and allocate resources when implementing a project in a cross-functional group	Class participation and active discussion
PC-15.I-2.A-2. Able to communicate effectively with team members during project work	Project Consultation Participation (6 consultations)
PC-16.I-1.A-1. Knows modern project management software	Project Consultation Participation (6 consultations)
PC-16.I-1.A-2. Able to develop a technical assignment for specialists involved in the development and implementation of project management systems	Class participation and active discussion
PC-16.I-2.A-1. Able to assign responsibilities in a team for implementation of project management systems	Project Consultation Participation (6 consultations)
PC-16.I-2.A-2. Able to monitor and control the work of project management systems	Project Consultation Participation (6 consultations)
PC-17.I-1.A-1. Able to formulate project tasks, assuming a certain final result (project output)	Class participation and active discussion
	Project Consultation Participation (6 consultations)



PC-17.I-1.A-2. Able to create organizational conditions favorable for the launch and implementation of projects and programs of the organization	
PC-17.I-2.A-1. Able to apply portfolio analysis models, evaluate the effectiveness of each project and prioritize projects considering strategic goals of the organization and resource constraints	Project Consultation Participation (6 consultations)
PC-17.I-2.A-2. Able to identify, evaluate and manage risks when forming a portfolio of projects and programs	Group Project Presentations
SPC-1.I-1.K-1. Knows methods, tools and models of strategic market analysis and marketing activities of companies	Online Exams ( 6 tests)
SPC-1.I-1.A-1. Able to develop recommendations for optimizing marketing processes based on the analysis of external and internal factors	Group Project Presentations
SPC-1.I-2.K-1. Knows scorecards for evaluating marketing activities and customer service metrics	Online Exams ( 6 tests)
SPC-1.I-2.A-1. Able to evaluate the results of a company's marketing activity based on a comprehensive system of indicators	Group Project Presentations
SPC-2.I-1.K-1. Knows concepts, terminology, theoretical aspects and modern management approaches in the field of strategic marketing	Online Exams ( 6 tests)
SPC-2.I-1.A-1. Able to develop a strategy and its separate elements for implementation of marketing activities considering the specifics of the organization or the level of management	Group Project Presentations
SPC-2.I-2.A-1. Able to make managerial decisions aimed at implementing a marketing strategy and program	Online Exams ( 6 tests)
SPC-2.I-2.A-2. Able to assess the compliance of managerial decisions with strategic marketing goals	Group Project Presentations
SPC-2.I-1.U-1. Able to set short-term and long-term goals of the company's marketing activities	Final exam (Final Group Project Presentation)
SPC-2.I-1.A-2. Able to analyze the results of marketing programs in terms of achieving goals	Group Project Presentations
SPC-3.I-1.U-1. Able to set short-term and long-term goals of the company's marketing activities	Final exam (Final Group Project Presentation)
SPC-3.I-1.A-2. Able to analyze the results of marketing programs in terms of achieving goals	Group Project Presentations
SPC-3.I-2.U-1. Knows the components of commodity, price,	Group Project Presentations



sales and communication policy	
SPC-3.I-2.A-2. Able to evaluate the performance indicators of commodity, price, sales and communication policy	Group Project Presentations

**7.2. Course assessment criteria (scores):**

Types of assessment tools	Score
Class participation and active discussion	30
Online Exams ( 6 tests)	30
Project Consultation Participation (6 consultations)	30
Group Project Presentations	30
Final exam (Final Group Project Presentation)	30
<b>Total</b>	

**7.3. Grade for the course is determined based on the following criteria:**

Grade	Minimum score	Maximum score
<i>Excellent</i>	127,5	150,0
<i>Good</i>	97,5	127,0
<i>Satisfactory</i>	60,0	97,0
<i>Failed</i>	0,0	59,5

**Note:** in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

**7.4. Typical tasks and other materials necessary to assess the learning outcomes:**

8. *Examples of tests:*

1. *Where should there be no resource on the effector chart that corresponds to the main result of the company 's activity?*

- a) *More to the left of others*
- b) *More to the right of others*
- c) *Above the horizontal axis*

d) *Between asymptotes*

2. *Which tool is used to evaluate decisions in strategy development*

- a) *A matrix I Drink*
- b) *Strategic QFD*
- c) *X-Matrix Hosin Kanri*

3. *What strategic solutions are aimed at business growth through the use of favorable factors and trends?*

- A) *WO and WT*
- B) *SO and ST*
- C) *WO and SO*
- D) *ST and WT*

4. *You built a market share chart for Roger Best. Your Next Steps: Strategic Solutions for What Stage Do You Need to Develop?*

- A) *for the first, as we need to achieve 100% brand knowledge, and at us it is lower*
- B) *for the latter, as the most important thing is sales*
- C) *for the strongest stage where conversion from previous to next is maximum*
- D) *for the weakest stage where conversion from previous to next is minimal*

### **8.1. Methodological guidelines and assignment requirements:**

**Comment:** in case student's scores obtained during the trimester are less than 20% of the maximum score of the discipline the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case he/she receives for the midterm assessment, including all the course material, not less than 85% of the score allocated to this assessment'.

## **9. Resources**

### **9.1. List of main and additional literature**

#### **Main literature:**

1. Best R. «Market-Based Management»
2. Lafley A. «Playing to Win: How Strategy Really Works»
3. Bensoussan B, Fleisher C. «Analysis without Paralysis: 12 tools to make better strategic decisions»

4. Rapid Foresight Methodology
5. Kumar N. «Marketing As Strategy»
6. Osterwalder A., Pigneur Y. «Business Model Generation»
7. Osterwalder A., Pigneur Y., Bernard G, Smith A. «Value Proposition Design»
8. Roos G., Pike S., Fernstrom L., «Managing Intellectual Capital in Practice»
9. Chan Kim W., Mauborgne R. «Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant»
10. Jackson T. «Hoshin Kanri for the Lean Enterprise: Developing Competitive Capabilities and Managing Profit»
11. Управление сложностью, сборник лучших статей из журнала «Стратегический менеджмент», под редакцией С. Хромова-Борисова
12. Д. Ю. Каталевский «Основы имитационного моделирования и системного анализа в управлении»
13. П.Лукша, Д.Песков, «Методология Rapid Foresight»

## 8.2. List of licensed software

Package of Software ‘Microsoft Office’

## 8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU;

## 8.4. List of Internet resources (if necessary)

## 8.5. Description of material and technical support

For the appropriate organization of classes the following equipment is needed: microphone, projector, flip chart, markers, Internet access, etc.

**10. Language of instruction:** English

**11. Professor (professors):** Andrew S. Pourtov

**12. Syllabus authors:** Andrew S. Pourtov