

**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:**

**STRATEGIC MANAGEMENT**

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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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Course syllabus is considered and approved by  
*the Educational and Methodological Council of the Faculty of Economics*  
(minutes № \_\_\_\_\_, date)

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: *obligatory*

Trimester: 1

### 2. Course Prerequisites

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

- Module 3 (General Part) ‘Management of the Organization’, Admission Exam Program «International Business Management»
- Module 3 (Special Part) ‘Strategy of International Business’, Admission Exam Program «International Business Management».

### 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
<b>UC-1.</b> Capable of carrying out a critical analysis of problematic situations based on a systematic approach, developing a strategy of actions, formulating scientifically based hypotheses, applying the methodology of scientific knowledge in professional activity	<b>UC-1.I-1.</b> Analyzes the problem situation as an integral system, identifying its components and the connections between them	<b>UC-1.I-1.K-1.</b> Knows the methodology of setting a goal and determining ways to achieve it
		<b>UC-1.I-1.A-1.</b> Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts
		<b>UC-1.I-1.A-2.</b> Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation
	<b>UC-1.I-2.</b> Develops solutions to the problem situation based on a critical analysis of available information	<b>UC-1.I-2.A-1.</b> Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources
		<b>UK-1.I-2.A-2.</b> Able to find a solution to a problem situation based on actions, experiment and experience
		<b>UC-1.I-2.A-3.</b> Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships
<b>UC-1.I-3.</b> Develops a strategy of actions to solve a problem situation in the form of a	<b>UC-1.I-3.A-1.</b> Able to implement and argue the choice of a strategy to solve a problem situation, understanding the advantages and disadvantages of the chosen strategy	

	sequence of steps, anticipating the result of each of them	<b>UC-1.I-3.A-2.</b> Able to develop an action plan to solve a problem situation, identifying and evaluating the practical consequences of implementing actions to resolve a problem situation
<b>UC-3.</b> Capable of developing, implementing and managing a project at all stages of its life cycle, foreseeing and taking into account problematic situations and risks of the project	<b>UC-3.I-1.</b> Understands the principles of the project approach to management	<b>UC-3.I-1.K-1.</b> Knows the basic methodological approaches in the field of project management
		<b>UC-3.I-1.K-2.</b> Knows the methods and models of structuring the project
		<b>UC-3.I-1.K-3.</b> Knows the methods of project risk management at all stages of its life cycle
		<b>UC-3.I-1.A-1.</b> Able to build and structure the project lifecycle
		<b>UC-3.I-1.A-2.</b> Able to apply the basic procedures and methods of project management and preparation of project solutions
	<b>UC-3.I-2.</b> Demonstrates the ability to manage projects	<b>UC-3.I-2.K-1.</b> Knows the main types of projects, their specifics and features of their management
		<b>UC-3.I-2.K-2.</b> Knows how to evaluate projects taking into account risk factors and uncertainty
		<b>UC-3.I-2.K-3.</b> Knows the basic principles of project management at all stages of the life cycle
		<b>UC-3.I-2.A-1.</b> Able to plan the implementation of the project
		<b>UC-3.I-2.A-2.</b> Able to evaluate and analyze the results of the project implementation
<b>GPC-1.</b> Capable of solving professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices	<b>GPC-1.I-1.</b> Applies innovative approaches, models of economic, organizational and managerial theories to the extent necessary to solve professional tasks	<b>GPC-1.I-1.K-1.</b> Knows the provisions and models of economic, organizational and managerial theory (at an advanced level) and the specifics of their application in the field of their professional activities
		<b>GPC-1.I-1.K-2.</b> Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories
		<b>GPC-1.I-1.A-1.</b> Able to reasonably apply theoretical models and innovative approaches to solving professional tasks
	<b>GPC-1.I-2.</b> Conducts a critical analysis of management practices and applies the	<b>GPC-1.I-2.K-1.</b> Knows modern management practices
		<b>GPC-1.I-2.A-1.</b> Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity

	results of the analysis to solve professional problems	
<b>PC-12.</b> Capable of independently creating and adapting existing foreign and domestic programs for human resource planning, utilization and development at the individual, group and workforce levels to achieve the strategic leadership of an organization	<b>PC-12.I-1.</b> Conducts a critical analysis of foreign and domestic programs for human resource planning, utilization and development	<b>PC-12.I-1.K-1.</b> Knows main domestic and foreign programs for human resource planning, utilization and development <b>PC-12.I-1.A-1.</b> Able to critically evaluate advantages and disadvantages of foreign and domestic programs for human resource planning, utilization and development
	<b>PC-12.I-2.</b> Develops programs for company's human resource planning, utilization and development that contribute to the achievement of the organization's strategic leadership	<b>PC-12.I-2.A-1.</b> Able to develop programs for company's human resource planning, utilization and development at the individual, group and workforce levels

#### 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, 56 academic hours of self-directed studies.

5. **Learning format:** full-time, with the use of educational platform On.Econ and distant learning technologies (Zoom)

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	Written homework	Individual test	Final group project	Total

Topic 1. Strategic aspect in the management of organizations	14	4	-	4	<b>8</b>	2	2	2	6
Topic 2. External Analysis	16	4	4	-	<b>8</b>	4	2	2	8
Topic 3. Internal Analysis	16	4	4	-	<b>8</b>	4	2	2	8
Topic 4. Strategy development and implementation	30	8	4	4	<b>16</b>	10	2	2	14
Topic 5. Internationalization of Business: Choosing Countries and Strategies	16	4	-	4	<b>8</b>	4	2	2	8
Midterm assessment (control): — <i>defense of final projects</i>	16	4	-	-	<b>4</b>	-	-	12	12
<b>Total</b>	<b>108</b>	<b>28</b>	<b>12</b>	<b>12</b>	<b>52</b>	<b>24</b>	<b>10</b>	<b>22</b>	<b>56</b>

### Brief content of the course topics

#### Topic 1. Strategic aspect in the management of organizations

1.1. Introduction to the discipline. Formation of teams for final projects.

1.2. Strategic Management Attributes

1.3. Business Model as a tool for Strategic Innovations

#### Course literature:

- 1) A. Osterwalder, Y. Pigneur, Business Model Generation, Wiley, 2010, pp. 14-55

#### Additional literature:

- 1) Your Company's Purpose It's not it Vision, Mission or Values. Graham Kenny, Harvard Business Review, September, 2014
- 2) Competing Against Free, D. Bryce, June, J. Dyer, N. Hutch, Harvard Business Review, June, 2011

#### Topic 2. External Analysis

2.1. Strategic analysis of external environment – methods and tools.

2.2. Micro environment of the organization.

2.3. Macro environment of the organization.

#### Course literature:

1. How Competitive Forces Shape Strategy, M. Porter, Harvard Business Review, March, 1979

#### Additional literature:

1. Hill, Charles W. L. Jones, Gareth R., Strategic Management: An Integrated Approach, 9th Edition, South-Western Cengage Learning, 2010, Chapter 3

### **Topic 3. Internal Analysis**

3.1. Strategic analysis of internal environment – methods and tools

3.2. Strategic competitive advantage

#### **Course literature:**

- 1) Richard Rumelt, Good Strategy Bad Strategy: The Difference and Why It Matters, 2017, Chapter 1-5.
- 2) Hill, Charles W. L. Jones, Gareth R., Strategic Management: An Integrated Approach, 9th Edition, South-Western Cengage Learning, 2010, Chapter 4

#### **Additional literature:**

1. Jim Collins, Good to Great: Why Some Companies Make the Leap...And Others Don't, 2001, Chapter 1-3

### **Topic 4. Strategy development and implementation.**

4.1. Strategy: definitions and levels

4.2. Building Competitive Advantage Functional-Level and Business-Level Strategy;

4.3. Corporate-Level Strategy

4.4. Choosing strategy – methods and tools

4.5. Strategic change management

4.6. Strategy Implementation and Control

#### **Course literature:**

1. Ahlstrom David, Bruton Garry. International management. Strategy and Culture in the Emerging World. Cengage Learning, 2010, Chapter 4 «Strategy Fundamentals and Corporate Strategy»
2. Richard Rumelt, Good Strategy Bad Strategy: The Difference and Why It Matters, 2017, Chapter 6-12.

#### **Additional literature:**

1. Hill, Charles W. L. Jones, Gareth R., Strategic Management: An Integrated Approach, 9th Edition, South-Western Cengage Learning, 2010, Chapter 5

### **Topic 5. Internationalization of Business: Choosing Countries and Strategies**

5.1. International Business: Reasons and Forms

5.2. Strategic decisions about internationalization: models and tools

5.3. Internationalization strategies

**Course literature:**

1. Ahlstrom David, Bruton Garry. International management. Strategy and Culture in the Emerging World. Cengage Learning, 2010, Chapter 6 «International Market Entry»

**Additional literature:**

- 1) Managing Differences: The Central Challenge of Global Strategy, P. Gwemawat, Harvard Business Review, March, 2007
- 2) Hill, Charles W. L. Jones, Gareth R., Strategic Management: An Integrated Approach, 9th Edition, South-Western Cengage Learning, 2010, Chapter 6

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

**7.1. Sample assessment tools:**

Learning outcomes of the course	Types of assessment tools
UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
UK-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
UC-1.I-2.A-3. Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
UC-1.I-3.A-1. Able to implement and argue the choice of a strategy to solve a problem situation, understanding the advantages and disadvantages of the chosen strategy	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
UC-1.I-3.A-2. Able to develop an action plan to solve a problem situation, identifying and evaluating the practical consequences of implementing actions to resolve a problem situation	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>



<p><b>UC-3.I-1.K-1.</b> Knows the basic methodological approaches in the field of project management</p>	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-1.K-2.</b> Knows the methods and models of structuring the project</p>	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-1.K-3.</b> Knows the methods of project risk management at all stages of its life cycle</p>	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-1.A-1.</b> Able to build and structure the project lifecycle</p>	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-1.A-2.</b> Able to apply the basic procedures and methods of project management and preparation of project solutions</p>	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-2.K-1.</b> Knows the main types of projects, their specifics and features of their management</p>	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-2.K-2.</b> Knows how to evaluate projects taking into account risk factors and uncertainty</p>	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-2.K-3.</b> Knows the basic principles of project management at all stages of the life cycle</p>	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-2.A-1.</b> Able to plan the implementation of the project</p>	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
<p><b>UC-3.I-2.A-2.</b> Able to evaluate and analyze the results of the project implementation</p>	<ul style="list-style-type: none"> <li>• Written homework</li> </ul>

	<ul style="list-style-type: none"> <li>• Final group project</li> </ul>
<b>GPC-1.I-1.K-1.</b> Knows the provisions and models of economic, organizational and managerial theory (at an advanced level) and the specifics of their application in the field of their professional activities	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<b>GPC-1.I-1.K-2.</b> Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<b>GPC-1.I-1.A-1.</b> Able to reasonably apply theoretical models and innovative approaches to solving professional tasks	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<b>GPC-1.I-2.K-1.</b> Knows modern management practices	<ul style="list-style-type: none"> <li>• Final group project</li> </ul>
<b>GPC-1.I-2.A-1.</b> Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
<b>PC-12.I-1.K-1.</b> Knows main domestic and foreign programs for human resource planning, utilization and development	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>
<b>PC-12.I-1.A-1.</b> Able to critically evaluate advantages and disadvantages of foreign and domestic programs for human resource planning, utilization and development	<ul style="list-style-type: none"> <li>• Written homework</li> <li>• Final group project</li> </ul>
<b>PC-12.I-2.A-1.</b> Able to develop programs for company's human resource planning, utilization and development at the individual, group and workforce levels	<ul style="list-style-type: none"> <li>• Participation in discussions and in-class work</li> <li>• Written homework</li> <li>• Individual test</li> <li>• Final group project</li> </ul>

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

Types of assessment tools	Score
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Participation in discussions and in-class work	48
Written homework (5)	42
Individual test	30
Defense of the final group project	30
<b>Total</b>	<b>150</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:

— *Theoretical questions*

1. SM Attributes: definitions, descriptions, examples
2. Business Model Canvas (A.Osterwalder): description and examples
3. Free Business Models: description and examples
4. Porter's Five Forces Model: how to use and analyze results
5. PESTEL analysis: how to use and analyze results
6. SWOT analysis: how to use and analyze results
7. Levels of strategy: definitions and examples
8. Diversification and Corporate strategies: definitions and examples
9. Core Competencies and Business Strategy
10. Mendelow's Matrix: how to use and analyze results

11. International Business: Reasons and Forms (definitions and examples)
12. CAGE Distance Framework: how to use and analyze results
13. AAA Internationalization strategies: description and examples

— *Test questions*

Read the following statements.

If you think it's true, than write «Yes» in the column 3.

If you think it's false, than formulate the correct and full statement in the column 4.

№	STATEMENTS	YES/NO	If your answer is «NO», formulate the correct and full statement here
1	The Five Porter's forces model includes the following elements: government, trade unions, competitors, customers and suppliers		
2	Aggregation strategies seek to increase revenues and market share by tailoring one or more components of a company's business model to suit local requirements or preferences		

— *Final Group Projects*

Developing Strategy for a Chosen Company

— *Practical Homework*

1. Describe SM attributes for a chosen company
2. Apply PESTEL analysis for a chosen company
3. Apply Porter's Five Forces Model for a chosen company
4. Apply SWOT analysis for a chosen company
5. Apply Mendelow's Matrix for a chosen company

**7.5. Methodological guidelines and assignment requirements:**

All assignments must be completed in strict accordance with the requirements set out at the course page at the educational platform On.Econ.

## Evaluation Criteria for Final Group Projects

### 1. Performance Evaluation Criteria (max 20 points)

- 1) application of the methods and concepts covered within the course
- 2) correctness of the application of methods and tools
- 3) consistency and coherence of the analysis
- 4) validity of the proposed recommendations
- 5) compliance with the allocated time (the time of the performance does not exceed 15 minutes) and
- 6) quality of presentation design.

The participation of all team members during the performance is MANDATORY.

**2. Criteria for evaluating the answers to the questions (max 10 points):** only students who participated in the discussion can receive points for answering the questions

- 1) correctness of the answer
- 2) completeness of the explanation.

## 8. Resources

### 8.1. List of main and additional literature

#### Main Literature:

1. Richard Rumelt, Good Strategy Bad Strategy: The Difference and Why It Matters, 2017
2. Ahlstrom David, Bruton Garry. International management. Strategy and Culture in the Emerging World. Cengage Learning, 2010.
3. A. Osterwalder, Y. Pigneur, Business Model Generation, Wiley, 2010

#### Additional Literature (for reports and essays preparation):

2. Jim Collins, Good to Great: Why Some Companies Make the Leap...And Others Don't, 2001
3. Tushman, Michael L. and Philip Anderson, eds. Managing Strategic Innovation and Change: A Collection of Readings. 2nd ed. NY: Oxford University Press, 2004.
4. Peter F. Drucker, Management Challenges for the 21st Century, Routledge, 2007
5. Hill, Charles W. L. Jones, Gareth R., Strategic Management: An Integrated Approach, 9th Edition, South-Western Cengage Learning, 2010
6. Hill, Charles W. L. Jones, Gareth R., Essentials of Strategic Management, Third Edition, South-Western Cengage Learning, 2012
7. Ansoff, Igor H. Nakamura, G. I., Strategic Management Classic Edition, Palgrave Macmillan, 2007

#### Periodicals:

- Journal of International Management
- Future Business Journal
- International Strategic Management Review
- Harvard Business Review

## 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: [https://www.econ.msu.ru/elibrary/is/inst\\_subs/](https://www.econ.msu.ru/elibrary/is/inst_subs/)

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

— <http://hbr.org/>

— <http://www.mckinsey.com/russianquarterly>

— [www.aom.org](http://www.aom.org)

## 8.5. Description of material and technical support

For the appropriate organization of classes, the following equipment is needed:

- ‘ON.ECON’ electronic educational information environment of the Faculty of Economics, Lomonosov Moscow State University
- multimedia class with a video projector, Internet access
- Institutional subscription resources of the Faculty of Economics, MSU.

## 9. Language of instruction: *English*

10. **Professors:** PhD in Economics, Ass.Prof. Shchelokova S.V.

11. **Syllabus authors:** PhD in Economics, Ass.Prof. Shchelokova S.V.