

**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

«___» _____ 2024

COURSE SYLLABUS

Course title:

The Foundation of Strategy

Level of higher education:

MASTER STUDIES

Field of study:

38.04.02. MANAGEMENT

Mode of study:

FULL-TIME

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

Moscow 2024

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

Year (years) of enrollment: 2024 and forthcoming

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

Course status: *elective*

Trimester: 4th

2. Course Prerequisites

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

Functional competencies:

- Capable of carrying out a critical analysis of problematic situations based on a systematic approach, developing a strategy of actions, formulating insights based on data analyses.
- English B1 level minimum.
- Ability to use technologies and frameworks to find information and structure it.
- Ability to work with massive amount of data.
- Proactive, result oriented and open to new ideas.

Basic knowledge of the following subjects:

- Strategic management concept
- Business structure
- Economics
- Analytical frameworks and tools
- Insights generation

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
UC-1. Capable of carrying out a critical analysis of problematic situations based on a systematic	UC-1.I-1. Analyzes the problem situation as an	UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it

<p>approach, developing a strategy of actions, formulating scientifically based hypotheses, applying the methodology of scientific knowledge in professional activity</p>	<p>integral system, identifying its components and the connections between them</p>	<p>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</p>
		<p>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</p>
	<p>UC-1.I-2. Develops solutions to the problem situation based on a critical analysis of available information sources</p>	<p>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</p>
		<p>UC-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience</p>
		<p>UC-1.I-2.A-3. Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships</p>
	<p>UC-1.I-3. Develops a strategy of actions to solve a problem situation in the form of a sequence of steps, anticipating the result of each of them</p>	<p>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</p>
		<p>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</p>

UC-5. Capable of applying modern communication technologies, including ones in a foreign language (foreign languages), for academic and professional interaction	UC-5.I-1. Compiles documents (letters, essays, abstracts, etc.) for academic and professional interaction in accordance with the norms of Russian and foreign languages	UC-5.I-1.K-1. Able to find and analyze the information necessary for the qualitative performance of academic and professional tasks and the achievement of professionally significant goals, including ones in a foreign language	
		UC-5.I-3.A-1. Able to perceive and analyze information in Russian and foreign languages in the process of academic and professional interaction	
	UC-5.I-3. Participates in academic and professional discussions, including in a foreign language(s)	UC-5.I-3.A-2. Able to conduct academic and professional discussions in Russian and/or a foreign language, arguing for their positions and ideas	
GPC-2. Capable of applying modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving management and research tasks	GPC-2.I-1. Effectively uses modern techniques and methods of data collection, advanced methods of their processing and analysis	GPC-2.I-1.A-1. Knows the main sources and methods of searching and collecting information	
		GPC-2.I-1.A-1. Able to competently use advanced data analysis methods in accordance with the assigned research or management task	
	GPC-2.I-2. Uses intelligent information and analytical systems in solving management and research tasks	GPC-2.I-2.A-1. Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved	
PC-13. Capable of planning, organizing and managing entrepreneurial activity	PC-13.I-1. Develops and implements strategies of entrepreneurial activity	PC-13.I-1.K-1. Knows basic principles, conditions, types and forms of entrepreneurial activity	
		PC-13.I-2.A-1. Able to assess factors of the external and internal environment, their impact on the conditions and results of entrepreneurial activity	

IPC-1. Able to identify and create new market opportunities, find new, non-standard solutions, form and test a value proposition	IPC-1. I-1. Identifies and creates new market opportunities. Formulates new and non-standard solutions.	IPC-1.I-1. K-1. Knows creative and managerial approaches for finding needs, identifying and creating new market opportunities in the professional field.	
		IPC-1. I-1. A-1. Able to search for new, non-standard solutions due to creativity, analyticity, and flexibility of thinking	

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 and where 56 academic hours of self-directed studies.

5. Learning format Full-time

Full-time, with the use of educational platform On.Econ (use of distant learning technologies is allowed if necessary) or distant format, with the use of educational platform On.Econ and Zoom. Now the format of master studies is full-time. Distant course format must be approved by the administration of Master programs.

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	Information search & analysis	Case study draft building	Individual consultations	Total
Topic 1. Introduction to Business environment, Strategy, and aspects of Strategic Management	9	4	2		6	2	1		3
Topic 2. Layers of the strategy, Structure of the strategy formulation process	12	4	2		6	2	4		6
Topic 3. Understanding of key elements of strategic frame and how to work with	15	4	4		8	2	5		7
Topic 4. Analysis and Context - process and tools, how to work with.	26	4	6		12	6	8		14
Topic 5. Analysis and Context - process and tools, how to work with.	10	4	4		8	6	6		12
Topic 6. Strategy development, Strategic choices, timeline, objectives and KPIs setting. OGSM concept	24	4	6		10	6	8		14
Midterm assessment: Business case analysis & presentation		4				0			
Total	108	52				56			

Brief content of the course topics

Topic 1. Introduction to Business environment, Strategy and Strategic Management.

Corporate culture, decision making process, structure, types of companies, functions descriptions.

Definition and Essence of strategy, Strategic management process, Components of the strategy, Types of strategy

What are the competences required to be a strategist?

Main literature:

1. Rich Horwath. Elevate: The Three Disciplines of Advanced Strategic Thinking. Publisher - Wiley, Edition - 1, Publication date - March, 2014. 192 pages
2. Richard P. Rumelt. Good Strategy/Bad Strategy: The Difference and Why It Matters. Publisher - Crown Currency; Illustrated edition, Publication date - July, 2011. 336 pages

Additional literature:

1. Канеман Даниэль, Думай медленно... решай быстро. издательство - АСТ, 2024, перевод - Баканов В. И., 656 стр

Topic 2. Layers of the strategy, Structure of the strategy formulation process.

Definition of layers & direction of the strategy, Forms of strategy

Structure of strategy formulation process, Mission & Vision what is about and how to formulate, The nature and role of vision and mission,

Components, Goal setting – how to.

Main literature:

1. Richard P. Rumelt. Good Strategy/Bad Strategy: The Difference and Why It Matters. Publisher - Crown Currency; Illustrated edition, Publication date - July, 2011. 336 pages
2. Hugh Macmillan, Machen Tampoe. Strategic management: process, content, and implementation. Publisher - Oxford University Press, Edition - 1, Publication date - Jan, 2001. 378 pages

Topic 3. Understanding of key elements of strategic frame and how to work with.

3 key elements of strategy - Deep dive by element (How to): 1. Where I want to be 2. What do I need to do 3. Where I'm now.

3 must components of the Strategy: 1. Diagnosis 2. Guiding policy 3. Coherent action

Main literature:

1. Hugh Macmillan, Machen Tampoe. Strategic management: process, content, and implementation. Publisher - Oxford University Press, Edition - 1, Publication date - Jan, 2001. 378 pages
2. Fred R. David. Strategic Management: Concepts and Cases. Publisher - Pearson College Div, Edition - 13, Publication date - Jan, 2010. 704 pages.

Topic 4, 5. Analysis and Context - process and tools, how to work with.

Where to start, Process & Tools, How to selecting analytical frameworks.

SWOT / CPM model / 5 Forces model / Scoring model / scenario modeling / Strength & weakness grid / Industry analyses / Competitor's analyses, Overall business environment analyses.

Importance of strategic choice and how to make it, how to work with options and grouping them, Why Context matters, Example of different context and choices.

Main literature:

1. Michael E. Porter. Competitive Strategy: Techniques for Analyzing Industries and Competitors. Publisher - Free Press; Illustrated edition. Publication date - Jun, 1998. 397 pages
2. Fred R. David. Strategic Management: Concepts and Cases. Publisher - Pearson College Div, Edition - 13, Publication date - Jan, 2010. 704 pages
3. Rich Horwath. Elevate: The Three Disciplines of Advanced Strategic Thinking. Publisher - Wiley, Edition - 1, Publication date - March, 2014. 192 pages

Topic 6. Strategy development and setting objectives and KPIs. OGSM concept

Introducing of OGSM concept and framework.

Main literature:

1. Hugh Macmillan, Machen Tampoe. Strategic management: process, content, and implementation. Publisher - Oxford University Press, Edition - 1, Publication date - Jan, 2001. 378 pages
2. Fred R. David. Strategic Management: Concepts and Cases. Publisher - Pearson College Div, Edition - 13, Publication date - Jan, 2010. 704 pages
3. Ричард Румельт. Взлом стратегии. Начните с главного и получите результат. Пер. с англ. Е. Поникарова. Москва, Манн, Иванов и Фербер, 2023. – 400с

Additional literature:

1. Mark Pilkington. Retail Therapy: Why the Retail Industry is Broken – and What Can Be Done to Fix It. Publisher - Bloomsbury Business, Publication date - Jan 2019. 336 pages

Assessment tools to assess the course learning outcomes.

6.1. Sample assessment tools:

INTENDED LEARNING OUTCOMES OF THE COURSE (MODULE) ASSOCIATED TO THE REQUIRED COMPETENCIES OF THE GRADUATES	Types of assessment tools
UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it	Cases discussion, Participation in class work, Presentation of learned material based on practical cases, active involvement into insights generation and decision making process. Group Business case development and presentation.
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	
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	
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	
UK-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience	
UC-1.I-2.A-3. Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships	

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	
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	
UC-5.I-1.K-1. Able to find and analyze the information necessary for the qualitative performance of academic and professional tasks and the achievement of professionally significant goals, including ones in a foreign language	
UC-5.I-3.A-1. Able to perceive and analyze information in Russian and foreign languages in the process of academic and professional interaction	
UC-5.I-3.A-2. Able to conduct academic and professional discussions in Russian and/or a foreign language, arguing for their positions and ideas	
GPC-2.I-1.A-1. Knows the main sources and methods of searching and collecting information	
GPC-2.I-1.A-1. Able to competently use advanced data analysis methods in accordance with the assigned research or management task	
GPC-2.I-2.A-1. Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved	

PC-13.I-1.K-1. Knows basic principles, conditions, types and forms of entrepreneurial activity		
PC-13.I-2.A-1. Able to assess factors of the external and internal environment, their impact on the conditions and results of entrepreneurial activity		
IPC-1.I-1. K-1. Knows creative and managerial approaches for finding needs, identifying and creating new market opportunities in the professional field.		
IPC-1. I-1. A-1. Able to search for new, non-standard solutions due to creativity, analyticity, and flexibility of thinking		

6.2. Course assessment criteria (scores):

Types of assessment tools	Score
Active involvement in class discussion & insights generation and decision-making process.	20
Homework: Cases analysis & summary presentation – 3 cases	40
Group project (Business case building & quality of discussion during consultations)	40
Business case analysis & presentation (final pitching)	50
Total	150

6.3. 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'.

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

Case Studies: 3 real Case studies (South Korea long term implication of economic transformation strategy, Ozon vs Amazon pure players strategy, Hard Times for Marks & Spencer) to be provided for the following analysis:

- Evaluate context and environment to understand why these strategies were chosen.
- Define what problems were addressed via strategy and possible outcomes.
- Provide own opinion and recommendations.
- Evaluate the results, potential risks and long-term implications and share learnings and insights.

6.5. Methodological guidelines and assignment requirements:

- Homework as Case study is presented in PPT format – max 2 slides.
- The results of the group work on the Strategic frame development in the form of three files: 1) in Word format – one pager, where there is a strategy outcome, goal and project stages 2) in Word format – one pager of data sources and analytical models being used 3) The strategic frame to be presented in the classroom in PPT format.
- Presentation of the Business case not more than 20 min + 10 min for questions. Summary of business case in word format or in power point must be sent for pre-read 24 hours before.

7. Resources

7.1. List of main and additional literature

Main literature:

1. Rich Horwath. Elevate: The Three Disciplines of Advanced Strategic Thinking. Publisher - Wiley, Edition - 1, Publication date - March 2014. 192 pages
2. Richard P. Rumelt. Good Strategy/Bad Strategy: The Difference and Why It Matters. Publisher - Crown Currency; Illustrated edition, Publication date - July 2011. 336 pages
3. Hugh Macmillan, Machen Tampoe. Strategic management: process, content, and implementation. Publisher - Oxford University Press, Edition - 1, Publication date - Jan 2001. 378 pages
4. Fred R. David. Strategic Management: Concepts and Cases. Publisher - Pearson College Div, Edition - 13, Publication date - Jan 2010. 704 pages
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Additional literature:

1. Ричард Румелт. Взлом стратегии. Начните с главного и получите результат. Пер. с англ. Е. Поникарова. Москва, Манн, Иванов и Фербер, 2023. – 400с.
2. Mark Pilkington. Retail Therapy: Why the Retail Industry is Broken – and What Can Be Done to Fix It. Publisher - Bloomsbury Business, Publication date - Jan 2019. 336 pages
3. Канеман Даниэль, Думай медленно... решай быстро. издательство - АСТ, 2024, перевод - Баканов В.И., 656 стр

7.2. List of licensed software

- MICROSOFT Word;
- MICROSOFT PowerPoint;
- MICROSOFT Excel.

7.3. List of professional databases and information referral systems

- on.econ

7.4. List of Internet resources (if necessary)

- <https://www.mckinsey.com/>
- <https://www.hbs.edu/>
- <https://www.nielsen.com/>

8. Language of instruction:

English

9. Lecturer:

Olga Lipatova, Business Development Director L'Oreal

10. Syllabus authors:

Olga Lipatova, Accomplished Commercial and Business Development Director with 20+ years' experience and proven track record in multinational FMCG organizations with key expertise in strategies development, RGM capabilities establishment, development, and implementation of companies GTM transformation.