

Adaptive course “General and Strategic Management”

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1. Introductory note

General Description of the Course:

The course is delivered to master students. It is a part of general scientific curricula unit, and it is delivered in one module. The course length is **108** academic hours in total of which **32** hours are classroom hours.

Academic control forms are one written exam and seminar work.

Pre-requisites

- Microeconomics;
- Macroeconomics;
- Business Statistics;
- Economics of the firm;
- Sociology & Psychology.

Course Objective

- Broaden students’ view on management processes;
- Learn core methods of analysing the external and internal environment;
- Teach students company strategy development taking into consideration major rewards and challenges;
- Develop skill in communication, team-building, leadership, decision making and negotiation in order to allow students to reflect upon their own attitudes and behavior.

Course Language: English.

Abstract

This course is an adaptive course for students with basic or no managerial background. It is designed to provide students with core knowledge necessary to handle managerial problems. The course is a knowledge-oriented and skills oriented course alike.

The course focuses on modern management, taking into account the evolution from Management by Instructions (MBI) through Management by Objectives & Results (MBO & MBR) to the more recent managerial approach Management by Values (MBV), as well as managing cultural diversity in globalising world.

Knowledge of major management processes, such as communication, team management, leadership, negotiations, and decision making, and their peculiarities in a globalising world will help students to develop core managerial competencies & skills and track their own progress. Study of the major methods of analysing the external and internal environment will allow students to develop a company strategy with long- and short-term vision for sustainable development under challenging conditions.

Training Objectives

The main objective of the "*General and Strategic management*" course is studying modern approaches to company's management, taking into consideration major rewards and challenges of permanently changing world, and creating a system of knowledge necessary for effective and efficient company management in order to meet organisational goals.

As the results of completing this discipline, students develop skills in decision making, communication, negotiation, team-building, and leadership, as well as in strategic management process which allow students to be successful managers confronting change.

Target audience

Master students who aim at positions in companies, research organizations or the public administration.

2. Thematic Plan

A) Lectures

Topic	Class room hours
Management and Organisations I The Universality of Management Rewards and Challenges of Being a Manager Management Functions: Planning, Organisation, Leading, Controlling Mintzberg's Managerial Roles and a Contemporary Model of Managing Management Skills	2
Management and Organisations II Major characteristics and types of organisation Basic organisational design Management Functions: Planning, Organisation, Leading, Controlling Management Evolution: MBI, MBR, and MBV	2
Understanding Management's Context I The External Environment: Constrains and Challenges Methods of analysis of the External Environment Internal Environment: Definition and major analytical instruments	2
Understanding Management's Context II Organisational Culture. Strong Culture Creating an Innovative Culture Current Issues in Organisational Culture	2
The Strategic Management I Types of Corporate Strategy. The Role of Competitive Advantage. Choosing a Competitive Strategy.	2
The Strategic Management II Strategic management process:	2

<p>Step 1: Identifying the Organization's Current Mission, Goals, and Strategies</p> <p>Step 2: External Analysis</p> <p>Step 3: Internal Analysis</p>	
<p>The Strategic Management III</p> <p>Step 4: Formulating Strategies</p> <p>Step 5: Implementing Strategies</p> <p>Step 6: Evaluating Results</p>	2
<p>Communication</p> <p>Process of communication: major elements</p> <p>Verbal vs non-verbal communications</p> <p>High- and low-context communications</p> <p>Organisational communication</p>	2
<p>Leadership process</p> <p>Leader and leadership</p> <p>Early theories and major contingency theories of leadership</p> <p>Contemporary issues affecting leadership</p>	2
<p>Decision Making Process</p> <p>Types of Decisions and Decision – Making Styles</p> <p>Decision making process:</p> <p>Negotiation strategies and tactics</p> <p>Step 1: Identifying a Problem</p> <p>Step 2: Identifying Decision Criteria</p> <p>Step 3: Allocating Weights to the Criteria</p> <p>Step 4: Developing Alternatives</p> <p>Step 5: Analyzing Alternatives</p> <p>Step 6: Selecting an Alternative</p> <p>Step 7: Implementing the Alternative</p> <p>Step 8: Evaluating Decision Effectiveness</p>	2
<p>Negotiation Process</p> <p>Key Concepts of negotiation process: ZOPA, HARP, BATNA</p> <p>Negotiation approaches: structural vs "ad-hock" - emotional</p> <p>Negotiation strategies and tactics</p> <p>Negotiating across cultures.</p>	2
Total	22

b) Seminars

Students will be requested to prepare project work for a selected theme. Each theme is introduced by the seminar leader. Following the introduction students prepare project work under close supervision by course leader; e.g. during project work the course leader will provide private consultation to students to discuss progress of project work.

Project work will be done by groups of students. The seminar concludes with presentations of the project work by students. Topics will be specified in the seminar.

Theme	Class hours lectures
Managing Teams. Initiating group projects. Turning Groups into Effective Teams. Work group performance and satisfaction. Current Challenges in Managing Teams.	2
Developing a corporate strategy – group works. Step 1: Identifying the Organization’s Current Mission, Goals, and Strategies Step 2: Doing an External Analysis Step 3: Doing an Internal Analysis Step 4: Formulating Strategies	4
Group projects presentation	4
Total	10

3. Basic literature

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall.
- Chatham, R.; Sutton, B. (2012): 30 Key Questions That Unlock Management. - IT Governance Ltd.
- Johnson G., Scholes K., Whittington R. (2008): Exploring Corporate Strategy. - 8th ed., Prentice Hall.
- Smith, R. (2007): Business Process Management and the Balanced Scorecard: Using Processes As Strategic Drivers. - John Wiley & Sons.
- Sadler, Ph. (2003): Strategic Management (MBA masterclass series). - Kogan Page.
- Huggins R., Izushi H. (2011): Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter. - Oxford University Press.

4. Education control forms

The criteria for the evaluation of students’ knowledge and skills are as follows:

- Cases studies work 10%;
- Group project and presentation, incl.: 40%;
 - Data gathering 10%
 - Analytical part 20%
 - Power-point presentation 10%
- **Final written exam** (50%)

During **Cases studies work** the students are expected to analyze business cases, examples and draw adequate and singular conclusions, involving their theoretical and practical knowledge.

For the **Group project** students are required to know core methods of analysing the external and internal environment in order to be able to develop a business competitive strategy

based on the examples of companies operating on the Russian market (training of practical skills).

Deadlines: *Students are strictly recommended to follow the deadlines of the assignments. Failure to comply with deadlines leads to 0 grades except for plausible reason (medical or serious private problems).*

The **aggregated grade** is on a 10-point scale and is composed of current controls and exam grades.

The final aggregated grade is calculated by the formula:

$$G_{final} = 0,1 \cdot G_{case\ study} + 0,4 \cdot G_{group\ project\ N1} + 0,5 \cdot G_{exam}$$

On the final exam students are not allowed to receive extra points as a recompense for the current control.

Summary Table: Correspondence of ten-point to five-point system's marks

Ten-point scale [10]
1 – unsatisfactory
2 – very bad
3 – bad
4 – satisfactory
5 – quite satisfactory
6 – good
7 – very good
8 – nearly excellent
9 – excellent
10 – brilliant

5. Programme Content

Topic 1. Management and Organisations

Topic outline:

- The Universality of Management
- Rewards and Challenges of Being a Manager
- Mintzberg's Managerial Roles and a Contemporary Model of Managing
- Management Skills
- Management Functions: Planning, Organisation, Leading, Controlling
- Major characteristics and types of organisation
- Basic organisational design
- Management Evolution: MBI, MBR, and MBV

Main references/books/reading:

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall. (Chapter 1, pp. 2-41; Chapter 10, pp. 262 - 285;).

- Chatham, R.; Sutton, B. (2012): 30 Key Questions That Unlock Management. - IT Governance Ltd.
- Guseva N. ontemporary Issues of Management by Values in Emerging Markets: Russian Case // Organizational Cultures: An International Journal - Common Ground Pub., USA – 2013 - Volume 12, Issue 2 - p. 73 – 84.
- Guseva N. Major Pitfalls Affecting Corporate Performance in Russia // Book of EMCSR Conference 2014 – Creative Commons License, Vienna, Austria – 2014.
- Rounding out the Manager’s Job: <http://sloanreview.mit.edu/article/rounding-out-the-managers-job/>
- The management website: <http://www.12manage.com>

Topic 2. Understanding Management’s Context

Topic outline:

- The External Environment: Constrains and Challenges
- Methods of analysis of the External Environment
- Internal Environment: Definition and major analytical instruments
- Organisational Culture. Strong Culture
- Creating an Innovative Culture
- Current Issues in Organisational Culture

Main references/books/reading:

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall. (Chapter 2, pp. 42-67, Chapter 3, pp. 68 - 95,).
- Chatham, R.; Sutton, B. (2012): 30 Key Questions That Unlock Management. - IT Governance Ltd.
- Sadler, Ph. (2003): Strategic Management (MBA masterclass series). - Kogan Page.
- Huggins R., Izushi H. (2011): Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter. - Oxford University Press.
- The management website: <http://www.12manage.com>

Topic 3. The Strategic Management

Topic outline:

- Types of Corporate Strategy.
- The Role of Competitive Advantage.
- Choosing a Competitive Strategy.
- Strategic management process:
 - Step 1: Identifying the Organization’s Current Mission, Goals, and Strategies
 - Step 2: External Analysis
 - Step 3: Internal Analysis
 - Step 4: Formulating Strategies
 - Step 5: Implementing Strategies
 - Step 6: Evaluating Results

Main references/books/reading:

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall. (Chapter 9, pp. 222 - 261).
- Johnson G., Scholes K., Whittington R. (2008): Exploring Corporate Strategy. - 8th ed., Prentice Hall.
- Smith, R. (2007): Business Process Management and the Balanced Scorecard: Using Processes As Strategic Drivers. - John Wiley & Sons.
- Sadler, Ph. (2003): Strategic Management (MBA masterclass series). - Kogan Page.
- Huggins R., Izushi H. (2011): Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter. - Oxford University Press.

Topic 4. Communication

Topic outline:

- Process of communication: major elements
- Verbal vs non-verbal communications
- High- and low-context communications
- Organisational communication

Main references/books/reading:

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall. (Chapter 15, pp. 402 - 427).
- Guffey, Mary Ellen (2009). Essentials of Business Communication. South-Western/ Cengage Learning.
- Hall, E. (1976). Hall, Edward, T. Beyond Culture. Anchor Books.
- Lutique, G. (Ed.). (2011). Bien communiquer avec interlocuteurs Russes. Paris: AFNOR Editions.

Topic 5. Leadership process

Topic outline:

- Leader and leadership
- Early theories and major contingency theories of leadership
- Contemporary issues affecting leadership

Main references/books/reading:

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall. (Chapter 17, pp.458 - 483).
- Elenkov D., Judge W., Wright P. Strategic Leadership and Executive Innovation Influence: An International Multi-Cluster Comparative Study // Strategic Management Journal - Jul 2005 - pp. 665-682.
- Grachev M., Bobina M. Russian Organizational Leadership: Lessons from the Globe Study // International Journal of Leadership Studies - Vol. 1, Is. 2, 2006 - pp. 67-79.
- Caligiuri P., Tarique I. Dynamic cross-cultural competencies and global leadership effectiveness // Journal of World Business - Feb 2012.
- Hofstede G. (1995). Motivation, leadership and organization: do American theories apply abroad? // Transnational management: text, cases and readings in cross-border management / Ed. Ch. Bartlett, S. Ghoshal. – Chicago: IRWIN.

Topic 6. Decision Making Process

Topic outline:

- Types of Decisions and Decision – Making Styles
- Decision making process:
 - Step 1: Identifying a Problem
 - Step 2: Identifying Decision Criteria
 - Step 3: Allocating Weights to the Criteria
 - Step 4: Developing Alternatives
 - Step 5: Analyzing Alternatives
 - Step 6: Selecting an Alternative
 - Step 7: Implementing the Alternative
 - Step 8: Evaluating Decision Effectiveness

Main references/books/reading:

- Robbins S., Coulter M. (2012): Management. - 11th ed., Prentice Hall. (Chapter 7, pp. 176 - 201).
- Blenko M., Mankins M., Rogers P. The decision –driven organization: <https://hbr.org/2010/06/the-decision-driven-organization/ar/1>
- The management website: <http://www.12manage.com>

Topic 7. Negotiation Process

Topic outline:

- Key Concepts of negotiation process: ZOPA, HARP, BATNA Negotiation approaches: structural vs “ad-hock” – emotional.
- Negotiation strategies and tactics
- Negotiating across cultures.

Main references/books/reading:

- International business negotiations. Amsterdam [etc.] Elsevier, 2005. - 522 p.
- Voices, identities, negotiations, and conflicts: writing academic across cultures. Bingley Emerald Group Publishing Limited, 2011. - 222 p.
- Lynn Imai L., Gelfand M. The culturally intelligent negotiator: The impact of cultural intelligence (CQ) on negotiation sequences and outcomes // Organizational Behavior and Human Decision Processes. - 112 (2010) – pp. 83–98.
- Guseva N.: Réussir vos négociations en Russie. – ed. Cercle Kondratieff - Paris: AFNOR, 2014. – 196 p.
- Gesteland, R. (2002). Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing Across Cultures. Copenhagen: Copenhagen Business School Press.