

Syllabus of the course «Business Strategies in Global Environment»

Approved by
Academic council of the Global Business
Master's programme
Protocol № as of «__» ____ 20__

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ECTS	6
Contact hours	16
Self-study	212
Year	1
Teaching format	Blended learning (with the use of the online course Business Strategies for Emerging Markets – https://www.coursera.org/learn/business-strategies)

I. COURSE AIM, LEARNING OUTCOMES AND PREREQUISITES

The aim of the course “Business Strategies in Global Environment” is to master the art of strategic management within global environment.

Upon the completion of the course the student should:

know:

- Traits of a good strategy
- Business model structure
- Basic and typical strategies
- Competitive advantages and key success factors

be able to:

- Recognize business opportunities
- Segment a market
- Design a value proposition
- Develop a strategic plan

have skills in:

- Market information collection and analysis
- Strategic analysis
- Presenting strategy

To successfully master the course the students are required to have the following knowledge and competences:

- Foundations of management
- Foundations of strategic management.

II. COURSE CONTENT

The students are required to complete the online part of the course before the classes start. The topics covered in the online course “Business strategies for emerging markets” are:

Topic 1. Generating business core idea.

In this module you will learn how to generate a good business idea for an emerging market. You are going to study the key peculiarities of emerging markets and some clues how to fit them. On completing the module you will be able to define your key products and the customer value, to

differentiate between the potential client groups, and to apply strategy fundamentals to your business idea. It is truly contributing if you have your own ideas and ambition to start and run a business in an emerging market.

Topic 2. Designing the Business Model.

In this module you will learn how to design a coherent and strong business model out of a business idea. You are going to study how to segment the potential market and how to establish marketing, distribution and partnerships in order to meet the demands of your target audience. On completing the module you will be able to calculate the potential market size, to pack attractive value into your products and to position them properly. You will learn how to attract agents and partners, how to establish a sustainable value exchange, and how to plan the necessary basic activities.

Topic 3. Elaborating the Value Proposition.

You are going to study the main factors of competition and the key ideas how to win it. On completing the module you will be able to analyze the competitive environment, to reveal your key competencies, to recognize the market positions with the highest potential, as well as to compose clear commercial offers that make a difference.

Topic 4. Choosing and supporting strategies.

In this module you will learn how to choose and support the strategies for the different aspects of your business. You are going to study the fundamental strategies for finance, marketing, business structure and human resources. On completing the module you will be able to design a congruent set of strategies that can produce synergy. Follow the given examples.

Topic 5. Business tactics.

In this module you will learn numerous specific tactics to improve your strategic strength and value. You are going to study the patterns to analyze the business environment and industry, as well as the most efficient ways to attract clients and to compete. On completing the module you will be able to use the opportunities the external forces, to increase the impact upon your industry mates, to succeed in competitive struggle, and to balance marketing and sales function.

Topic 6. Recognizing Strategic Opportunities.

In this module you will learn how to recognize and pursue the most prominent strategic opportunities in emerging markets. You are going to study the major ways of business development as well as the instruments to analyze the necessary data and decide which way to choose. On completing the module you will be able to use the ideas of corporate and product lifecycles to make proper strategic decisions, to determine the strategic business units and to differentiate their strategies, and to conduct the necessary analysis of the company's economy.

Topic 7. Managing Sales in Emerging Markets.

In this module you will learn how to build and manage a strong sales system. You are going to study the sales system and its most important parts – the sales strategy, process, metrics, instruments and skills. On completing the module you will be able to analyze your current sales system, to design the necessary target sales system, to measure and to manage the sales process and the results.

Topic 8. Strategy Implementation.

In this module you will learn how to establish a coherent strategic process in a company operating in an emerging market. You are going to study the nine steps of the strategic process, the hints and recommendations how to implement them, as well as the typical mistakes on this way. On completing the module you will be able to generate a powerful vision statement and to compose several scenarios to implement it. You will know how to conduct productive strategic sessions, and how to avoid traps and wrong steps as the strategic process goes on.

After the online part of the course contact hours will be devoted to more in-depth analysis and discussion of key concepts, models and strategies as well as their relevance within the global environment.

Topic 1. Understanding strategy

Definitions and key concepts. Schools of strategic management. Strategy foundations. Business modelling.

Topic 2. Analyzing business environment.

PESTEL-analysis. Industry analysis. 5 competitive forces. Competition analysis.

Topic 3. Creating strategic vision

Strategic opportunities. Client value analysis. Ansoff matrix. Product-market-channel matrix. Vision statement. Vision propagation instruments.

Topic 4. Choosing and supporting functional strategies

Functional strategies. Balanced Score Card. Financial strategies. Marketing strategies. Corporate architecture. HR strategies.

Topic 5. Managing strategic process

Strategic diagnosing. Gap analysis. SWOT analysis. Scenario planning. Action planning.

Topic 6. Implementing strategy

Change management concepts. Strategic team. Leadership challenges. Strategic mistakes.

III. GRADING

The final grade calculates as the sum of the two:

- Class Participation x 0,5 ((individual) x 0,5 + (group) x 0,5)
- Final Examination Test (individual) x 0,5

IV. SAMPLE ASSESSMENT TOOLS

Sample questions for ongoing assessment (cases):

CASE 1.

R&R (HBS Case 9-386-019)

Discussion points:

1. What factors created an opportunity for Bob Reiss and the “TV Guide Game?”
2. What risks and obstacles had to be overcome in order to pursue the opportunity successfully? How did Bob Reiss accomplish this?
3. Would this approach have worked for Parker Bros., or Milton Bradley?
4. As a result of this success, what should Reiss do now?

CASE 2

Matching Dell (HBS Case 9-799-158)

Discussion points:

1. How and why did the personal computer industry come to have such low average profitability?
2. Why has Dell been so successful despite the low average profitability in the PC industry?
3. Prior to the recent efforts by competitors to match Dell (1997-1998), how big was Dell’s competitive advantage? Specifically, calculate Dell’s advantage over the team of Compaq and a reseller in serving a corporate customer.
4. How effective have competitors been in responding to the challenge posed by Dell’s advantage? How big is Dell’s remaining advantage?
5. What should each of Dell’s major rivals (IBM, Compaq, HP, and Gateway) do now?

CASE 3

IKEA invades America (HBS Case 9-799-158)

Discussion points:

1. What factors account for the success of IKEA?
2. What do you think of the company’s product strategy and product range? Do you agree with the matrix approach described in Figure B of the case?
3. Despite its success, there are many downsides to shopping at IKEA. What are some of these downsides? IKEA’s Vision Statement (in Figure C of the case) describes how the company seeks to build a “partnership” with its customers. What do you think of this vision statement?
4. The fact that IKEA hopes to have fifty stores in operation in the United States by 2013 is an indication of how optimistic the company is about the viability of its value proposition in this country. Do you think IKEA is being overly optimistic in its growth plans? How would you improve IKEA’s value proposition to make it even more attractive to American consumers?
5. To achieve the kind of growth that IKEA is hoping for, should the company change its product strategy? If so, in what way(s)? What about its product range—are there limitations to the matrix

approach? Should the company expand its product lineup to include a greater number of styles and price points? In what other ways should the company consider changing its product lineup?

6. If you had to predict, what do you think IKEA's value proposition and product lineup will look like in ten years?

7. Some industry observers have suggested that IKEA should open a number of smaller, satellite stores across the United States (e.g., in shopping malls, strip malls, etc.). By offering a limited range of IKEA products, these "IKEA Lite" shops would presumably give consumers who do not otherwise have access to a full-size IKEA the opportunity to experience the brand. In addition, consumers who do live near a full-size IKEA would be able to use these mini-outlets to make minor purchases (e.g., purchase a set of mugs, as opposed to an entire living room set). Do you agree with this idea? Why or why not?

CASE 4

Lack of Oxygen (VBS Case 2-002-016)

Discussion points:

1. What are the major factors that change the business environment for the company?
2. What business strategy should the management of Kislrod Group choose? Why?
3. What do you think to be the optimal set of functional strategies for Kislrod Group? Why?

CASE 5

Strategic planning at United Parcel Service (HBS Case 9-306-002)

Discussion points:

1. What are the strengths and weaknesses of scenario planning?
2. What is your evaluation of UPS's 1997 scenario planning exercise? Its Horizon 2017 planning exercise? How do the two efforts compare?
3. What are the other key elements of UPS's approach to strategic planning? In particular, what is your evaluation of:
 - the UPS charter?
 - the Centennial Plan?
 - the Strategy Road Map?
4. Why was John McDevitt put in charge of "strategic integration?" Should he remain in that role?
5. How does UPS's strategic planning process compare with the approach at your organization?

CASE 6

Apple inc. in 2015 (HBS Case 9-715-456)

Discussion points:

[to be given as the in-class assignment]

Sample assignment for the final test

1. Please, choose the type of trends that is not included in a PEST analysis
 - a) Historical
 - b) Political
 - c) Socio-cultural

2. The purpose of the PEST-analysis is the understanding of...
 - a) Changes, threats and opportunities
 - b) The strengths and weaknesses of the company
 - c) The profitability of product categories

3. Please, choose the stage that should lie at the root of any strategy
 - a) Scenarios
 - b) Developing a mission statement
 - c) Action plan

4. Imagine that you are going to establish your business - the mass production of household goods. Your products are quite cheap and easy to manage, and you do not need to contact with the customers. Please, choose the most suitable sales channel for your company.
 - a) Direct sales
 - b) Resellers
 - c) Integrators

5. Please, read the brief description of the sales channels and identify the type.

This type of channel implies the indirect contact with the customers, but at the same time adding value to the product. It is necessary to address to the company that would offer your product as a part of its comprehensive offer.

 - a) Retailers
 - b) Resellers
 - c) Integrators

6. Please, choose the description of the target audience of a company, which needs to use stealth positioning
- Consumers who would otherwise avoid the category altogether
 - Consumers jaded by the category, who are ready for something altogether new
 - Consumers disillusioned by certain aspects of the category's identity.
7. Your best friend has got his own business - a small confectionery factory. He wanted to expand his business and to reach a new market - a nearby town. He made a decision to sell the right to use his unique recipes to the partner who is now using all his brand attributes and pays him fixed monthly fee. Please, choose which market entry strategy was used by your friend in this case.
- Export
 - Licensing and franchising
 - Strategic alliance
8. You can see several examples of the implemented marketing competitive strategy. Please, choose the example that illustrates the focus strategy.
- A shop that sells women's plus size clothing
 - A corporation that offers a wide range of household chemicals and cosmetics
 - A company that produces the cheapest ballpoint pens
9. You can see several examples of the implemented marketing competitive strategy. Please, choose the example that illustrates the differentiation strategy.
- A company that manufactures collars for different breeds of dogs and cats
 - A furniture shop that sells only exclusive furniture made of mahogany
 - A language school that teaches people who are planning to move abroad for permanent residence
10. You can see several examples of the implemented marketing competitive strategy. Please, choose the example that illustrates the cost leadership strategy.
- A company which produces several brands of cigarettes
 - A firm that regularly reduce costs to invest saved funds in the development
 - A corporation that produces different refrigerators for people with different income levels

V. RESOURCES

5.1 Main literature

1. Gaeta, Gordian. Opportunities emerging Markets: investing in the economics of tomorrow [Электронный ресурс] / Gordian Gaeta; БД Books 24x7. - John Wiley & Sons, 2013. - ISBN 9781118247174. - Режим доступа: <http://library.books24x7.com/searchresults.aspx>. - Загл. с экрана.

5.2 Further readings

1. Bordeless Business Managing the Far-flung Enterprise [Электронный ресурс] / Clarence J.Mann, Klaus Gotz; БД Books24x7. - Praeger Publishers, 2006. - ISBN 9780275991470. - Режим доступа: <http://library.books24x7.com/searchresults.aspx>. - Загл. с экрана.

2. Литвак, Б.Г. Стратегический менеджмент: учебник [электронный ресурс] / Б.Г.Литвак; ЭБС Юрайт. – М.: Юрайт, 2017. – 507 с. – (Бакалавр. Академический курс). – Режим доступа: <https://www.biblio-online.ru/viewer/36DE9BEA-A585-46EE-A79F-7FB3FDC2B864#page/1> . – Загл. с экрана.

3. Тебекин, А.В. Стратегический менеджмент: учебник [электронный ресурс] / А.В.Тебекин; ЭБС Юрайт. – М.: Юрайт, 2017. – 333 с. – (Профессиональное образование). – Режим доступа: <https://www.biblio-online.ru/viewer/CF1E6223-C68E-487B-9165-4517C8EDE6B5#page/1> . – Загл. с экрана.

5.3 Software

№	Name	Access
1.	Microsoft Windows 7 Professional RUS Microsoft Windows 10 Microsoft Windows 8.1 Professional RUS	<i>Из внутренней сети университета (договор)</i>
2.	Microsoft Office Professional Plus 2010	<i>Из внутренней сети университета (договор)</i>

5.4 Professional database, enquiry systems, internet sources (electronic educational resources)

Not required

5.5 Course support

Lecture rooms for the course classes are equipped with the necessary tools for the course visual aids demonstration:

- computer with access to the internet (operational system, office software packages, antivirus software);
- multimedia projector with remote control.