

Syllabus

1. Course Description

- a. Title of a Course: Strategic Management for Innovative Company
- b. Pre-requisites: -
- c. Course Type: Compulsory
- d. Abstract:

The course provides students with different perspectives of the strategic management in the organizations engaged in the innovative business. The course will examine concepts, theoretical frameworks and techniques that are useful in understanding, formulating and implementing successful strategy in innovative companies. The course describes the origins and development of business strategy, the existing strategic paradigms, competing or alternative theoretical frameworks and their implications. In particular, this course addresses the concept of fit in strategy, the resource-based view of the firm, sustainable competitive advantage and emergent strategies of the innovative companies.

2. Learning Objectives

- Identify and explain the contribution that strategy can make to successful performance in an organization and an industry
- Identify and implement different strategic frameworks
- Explain the differences between frameworks and the implications on strategy formulation and implementation
- Evaluate the arguments for different approaches to strategic design, formulation, and implementation
- Identify and explain the main structural features of an industry that influence competition and profitability
- Evaluate the potential for a company's resources and capabilities to confer sustainable competitive advantage
- Explain the forces that are driving companies to seek new organizational structures and strategies.

3. Learning Outcomes

- Critical Judgment - Students will employ evidence-based approach to critically evaluate opinions and materials for decision making.
- Ethical and Social Understanding - Students will apply corporate ethical, social and civic responsibility in a global environment.

- PRME-Principles for Responsible Management Education - Students will develop responsible leadership principles to meet social and environmental responsibilities in a national, regional, global complex business environment.
- Creativity - Students will generate innovative business related ideas to solve problems enabling adaptation to a changing regional and global environment.
- Effective Communication - Students will evaluate appropriate communication tools suitable to be used for effective written and oral communication and interaction in any business environment.
- Team work - Students will collaborate with people of diverse perspectives to achieve goals.
- In depth Knowledge of Business Administration - Students will apply the theories and business related practices of business administration from a national, regional and global perspective.

4. Course Plan

- Course overview
- Introduction to Strategic Management
Group Case Study: Robin Hood (Warming Up Case)
- Strategy, vision, mission, values
Group Case Study: Harry Lindsol's electronic textbook
- Strategy and Strategic Environment
Group Case Study: Google
- Corporate Resources and Capabilities
Group Case Study: Kodak and the Digital Revolution
- Five generic strategies
Group Case Study: Biopure/ Apple
- Further strategic options
Group Case Study: Airbus vs Boeing
- International Markets
Group Case Study: Tata Motors
- Organization and Execution of Strategy
Group Case Study: Apple / ZipCar/ Beta Golf
- Corporate Culture and Leadership
Group Case Study: Herman Miller
- Group project presentations
- Revision of the overall material before final exam

5. Reading List

- a. Required

- Brennan, Linda L., and Faye Sisk. Strategic Management : A Practical Guide, Business Expert Press, 2014. ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=3002874>.
- de, Kluyver, Cornelius A., and John A. Pearce. Strategic Management : An Executive Perspective, Business Expert Press, 2015. ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=1934291>.

b. Optional

- Томпсон-мл., А. А. Стратегический менеджмент: концепции и ситуации для анализа / А. А. Томпсон-мл., А. Дж. Стрикленд III; Пер. с англ. А. Р. Ганиевой, и др.; Под ред. Н. М. Макаровой. – 12-е изд. – М.; СПб.; Киев: Вильямс, 2009. – 924 с. – (Б-ка "Strategica") . - ISBN 978-5-84590-407-2.
- Томпсон-мл., А. А. Стратегический менеджмент: концепции и ситуации для анализа / А. А. Томпсон-мл., А. Дж. Стрикленд III; Пер. с англ. А. Р. Ганиевой, и др.; Под ред. Н. М. Макаровой. – 12-е изд. – М.; СПб.; Киев: Вильямс, 2006. – 924 с. – (Б-ка "Strategica") . - ISBN 5-84590-407-2.
- Thompson, A. A. Strategic Management: Concepts & Cases / A. A. Thompson, A. J. Strickland III. – 9th ed. – Boston; Toronto; London: Irwin/McGraw-Hill, 1996. – 1035 с. – На англ. яз. - ISBN 0-07-114795-0.

6. Grading System

Overall mark will be calculated as:

[Individual paper 1 (max. 5) + Individual paper 2 (max. 5) +
Project presentation (max. 10) + Project paper (max. 10) +
GLO-BUS results (max. 10) + GLO-BUS presentation (max. 10) +
Class participation (max. 30) + Exam (max. 20)] / 10

7. Guidelines for Knowledge Assessment

At the beginning of the course the students will be asked to write a short individual essay (individual paper 1) (2 pages) where they have to describe:

- Their working experience,
- The areas of the professional and personal interests,
- Their knowledge of the strategic management issues (theory and practice practice),
- Their interests in strategic management (what do they want to learn),
- The strategy of their companies, the strategic problems, issues and challenges that their companies are facing, or the strategies of one of the well-known successful innovative companies (for those who do not have a significant professional experience) in their own words.

At the end of the course the students should provide a short reflective essay (individual paper 2) (2 pages) where they will be proposed to depict:

- The topics that they found the most interesting and important for their professional and personal growth,
- The strategic frameworks, concepts and theories that they would prefer to investigate deeper in the future,
- Their experience of working in teams, playing GLO-BUS game and preparing different deliverables within the course.

Both individual papers will be assessed based on the following criteria:

- The logical flow of the narrative,
- The validity of the judgements by facts, observations, knowledge;
- Engaging style and proper English.

Students will be divided into teams and prepare the group project preferably based on the company of one of the students in the team. In the group project students have to provide:

- SWOT-analysis,
- Five market forces analysis,
- Analysis of the value chain and/or existing capabilities of a company,
- Analysis of the vision, mission, corporate and functional strategies of the company,
- Analysis of the corporate culture,
- Analysis of the key strategic challenges,
- Proposals for improvement or elaboration of the new corporate strategy of the firm.

The team project will be delivered as a group project presentation (max 20 minutes) and a group project paper (max 4000 words, excluding appendices). Both parts will be assessed separately.

Within the GLO-BUS Business Game the students will be free-grouped into the teams (different from the group project teams). At the end of the game GLO-BUS teams will prepare short group reflexive presentations (max 15 minutes; no written report) aimed at:

- Analysis of the group performance (initial strategy, reactions to the results, change in the strategy, mistakes and decisions that led to the success);
- Incorporation of the knowledge (which concepts, frameworks and theories were used; what helped to achieve better results and to understand the strategic market behavior);
- Retrospection (what would you do in a different way) and lessons learned (what are the main takeaways for the practice).

The actual performance of the GLO-BUS teams and their retrospective presentations will be assessed separately.

Students participation will be assessed based on the following criteria:

- Preparedness for the classes (the course is based on the pre-reading format that means that students should read both textbook and cases before classes; it is especially important for the case analysis; the majority of the cases are long-reads; it will be impossible to get properly engaged into the discussion without pre-class reading; reading of the cases before classes is a must);
- Participation in the group discussions and presentations of the results (it is important to express yourself and show your knowledge and the results of your intellectual work; sitting at the back row and free-riding will not be assessed, actually these strategies will be punished);
- Interesting, unexpected and out-of-the-box ideas (though substantiated).
Students participation will include several (at least one) home exercises (analysis of the strategic issues in one or several real companies).

The due dates for the individual papers, group project presentation and report, GLO-BUS team presentation will be agreed to later in class. Failures to meet deadlines will be penalized by the marks' reduction.

Examination will be organized as a two hours' individual open book written in-class exam.

8. Methods of Instruction

Students will participate in face to face lectures, workshops and seminars where they will discuss a range of issues on organizational behavior. Students will debate, through extensive use of research, case studies and journal articles, the intricacies and application of various theoretical frameworks.

Each lecture session will be run via interactive workshops, small group activities, team project, and individual reflections. Designed to promote an interactive dialogue, this type of setting will allow the exploring of 'tentative' ideas as an open-ended process based on the premise that learning/managing is a lifelong activity. While the atmosphere encouraged will be informal, rigorous and substantive student involvement is required.

It is extremely important that all students prepare well with all the allocated chapter and case study readings listed in the course timetable below and any amendments thereafter.

9. Special Equipment and Software Support (if required)

- Computers (for 1 session for all students, for the rest of the sessions only one for a lecture) with the access to the Internet with installed operation system and browser.
- LCD-projector with remote control.