

**Educational Establishment  
Belarus State Economic University**

**APPROVED**

Rector of

Belarus State Economic University

 V.Y. Shutilin

“21” 04 2020

Registration № УД 4333-20/уч.

**STRATEGIC ORGANISATION MANAGEMENT**

Course program for Master's Degree

1-26 80 03 Master of Business Administration

2020

The course program is based on the study plan for the major “Business Administration” registr. No. 50МГР-19, 25.03.2019.

**AUTHOR:**

*Y. Vashkevich.*, Assistant Professor of the World Economy Department,  
Belarus State Economic University

**REVIEWERS:**

*Yanchuk A.L., Ph.D. (Economics)* Associate Professor, Head of the World Economy Department, Belarus State Economic University

*Derevyago I.P., Ph.D. (Economics)* Associate Professor, Head of the Corporate Finance Department, Belarus State University

**RECOMMENDED FOR APPROVAL:**

Economics and Management Department, Belarus State Economic University  
(Minutes № 11, March 12, 2020)

Scientific and Methodological Council of the Belarus State Economic University  
(Minutes № 5, 15.04., 2020)

## **COURSE INTRODUCTION**

The Strategic Organisation Management course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

**The purpose of the course** is to equip students with knowledge, tools and skills to analyze and implement successful managerial decisions.

**The aims of the module:**

- to develop students' capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage;
- to build students' skills in conducting strategic analysis in a variety of industries and competitive situations;
- to give students hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and initiating the changes necessary to keep the strategy responsive to newly emerging market conditions;
- to develop students' powers of managerial judgment, help them learn how to assess business risk, provide them with a stronger understanding of the competitive challenges of a global market environment.

On completion of this course, Master's Degree students should

**know:**

- history and development of strategic organization management;
- the key concepts, tools, and principles of strategy formulation and competitive analysis;

**be able to:**

1. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness;
2. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage;
3. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies;
4. Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios;
5. Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage;
6. Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively;
7. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production;
8. Make recommendations for vertical changes in the boundary of the firm based on an understanding of the advantages of vertical integration and outsourcing and the factors that determine the relative efficiency of each;
9. Make recommendations for horizontal changes in the boundary of the firm based on an understanding of the conditions under which diversification creates value;
10. Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios;
11. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

The Strategic Organisation Management course is aimed to develop the following **academic skills**:

- to assimilate and critically analyze data from an appropriate range of sources;
- to understand and use tools and techniques of quantitative research;
- to deploy theoretical arguments and apply them to empirical case studies.

**Interdisciplinary relationships.** The Strategic Organisation Management course builds on previous courses in Economics, Marketing, Organizational Behavior. It implies familiarity with a number of basic concepts and models studied within Calculus and Statistics courses.

Total student study time – 200 hours, including lectures – 36 hours, seminars – 36 hours.

The form of knowledge control – exam.

## SYLLABUS PLAN

Topic No.	Topic Name	Hours	
		lectures	seminars
Topic 1	<b>Introduction to Strategic Organization Management</b>	2	2
Topic 2	<b>The Business Vision and Mission</b>	3	2
Topic 3	<b>The External Assessment</b>	4	5
Topic 4	<b>The Internal Assessment</b>	4	4
Topic 5	<b>Strategies in Action</b>	3	3
Topic 6	<b>Strategy Analysis and Choice</b>	5	3
Topic 7	<b>Implementing Strategies: Management and Operations Issues</b>	2	4
Topic 8	<b>Implementing Strategies: Marketing, Finance/Accounting, R&amp;D, and MIS Issues</b>	1	3
Topic 9	<b>Strategy Review, Evaluation, and Control</b>	2	2
Topic 10	<b>Business Ethics, Social Responsibility, Environmental Sustainability</b>	4	4
Topic 11	<b>Global and International Issues in Strategic Organization Management</b>	4	4
<b>Total</b>		<b>36</b>	<b>36</b>

# **CONTENTS**

## **Topic 1. Introduction to Strategic Organisation Management**

Strategic organization management: definition and key terms. Stages of strategic organization management. The strategic management model.

## **Topic 2. The Business Vision and Mission**

Stakeholders: classification. The mission statement: the mission, vision, values and goals. Corporate governance and strategy: the agency problem.

## **Topic 3. The External Assessment**

External environmental analysis: scanning, monitoring, forecasting, assessing.

Segments of the general environment: demographic, economic, political/legal, sociocultural, technological, global segments.

Competitive analysis: Porter's five-forces model.

Industry analysis: the external factor evaluation matrix, the competitive profile matrix, industry life cycle analysis.

## **Topic 4. The Internal Assessment**

Resources, capabilities, core competencies. Tangible and intangible resources. The criteria of sustainable competitive advantage.

The resource-based view approach to competitive advantage.

The functions of management, marketing, finance/accounting, production/operations, research and development. Management information systems.

Value chain analysis: primary and support activities.

The internal factor evaluation matrix.

## **Topic 5. Strategies in Action**

Long-term objectives. The balanced scorecard.

Types of strategies. Integration strategies: forward, backward, horizontal integration.

Intensive strategies: market penetration, market development, product development.

Diversification strategies: related and unrelated diversification. Defensive strategies: retrenchment, divestiture, liquidation. Michael Porter's five generic strategies: cost leadership strategies, differentiation strategies, focus strategies, strategies for competing in turbulent markets.

Means for achieving strategies.

Strategic management in non-profit and governmental organizations. Strategic management in small firms.

Competitive positioning in different industry environments: fragmented and growing industries, mature industries, declining industries.

## **Topic 6. Strategy Analysis and Choice**

The strategy-formulation analytical framework: The strength-weaknesses-opportunities-threats (SWOT) matrix, the strategic position and action evaluation (SPACE) matrix, the Boston

consulting group (BCG) matrix, the internal-external (IE) matrix, the grand strategy matrix. The quantitative strategic planning matrix (QSPM).

Cultural aspects of strategy choice.

The politics of strategy choice. Governance issues.

### **Topic 7. Implementing Strategies: Management and Operations Issues**

Annual objectives. Policies. Resource allocation.

Managing conflicts.

Matching structure with strategy: the functional, divisional, strategic business unit, matrix structures.

Restructuring, reengineering, e-engineering.

Production and operations, human resource concerns.

### **Topic 8. Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues**

Current marketing issues: market segmentation, product positioning.

Finance/Accounting issues: acquiring capital to implement strategies.

Research and development issues.

Management information systems issues.

### **Topic 9. Strategy Review, Evaluation, and Control**

A strategy evaluation framework.

Sources of strategy-evaluation information.

Characteristics of an effective evaluation system.

Contingency planning.

Auditing.

### **Topic 10. Business Ethics, Social Responsibility, Environmental Sustainability**

Business ethics: code of business ethics, an ethics culture.

Social responsibility: social policy, social policies on retirement.

Environmental responsibility.

### **Topic 11. Global and International Issues in Strategic Organization Management**

Multinational organizations.

Advantages and disadvantages of international operations.

Global strategies: transnational strategy, international strategy.

Entry modes: exporting, licensing, franchising, joint ventures, wholly owned subsidiaries.



## INFORMATION AND METHODOLOGICAL PART

### Required reading

1. David, F.R. Strategic Management: concepts and cases / Fred R. David, 16-th edition. – Prentice Hall, 2017. – 692 p.
2. Jones, G.R., George, J.M. Contemporary Management / Gareth R. Jones, Jennifer M. George. – 8-th ed. – McGraw Hill Education, 2019. – 545 p.
3. Hill, C.W.L., Schilling, M., Jones, G.R. Strategic Management: Theory & Cases: An Integrated Approach / Charles W.L. Hill, Melissa A. Schilling, Gareth R. Jones. – Cengage Learning, 2016. – 896 p.
4. Hitt, M.A. Strategic Management: concepts and cases / Michael A. Hitt, R. Duane Ireland, Robert E. Hoskinsson. – South-Western Cengage Learning, 2009. – 843 p.
5. Rothaermel, Frank T. Strategic Management / Frank T. Rothaermel. – McGraw-Hill Education; 4 edition, 2018. – 1184 p.
6. Wheelen, T., Hunger J.D. Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability / Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford – Pearson, 2018. – 480 p.

### Additional reading

7. HBR's Must-Reads on Strategy / *Harvard Business Review*. – 143 p.  
<http://www.sementeeestrategica.com.br/wp-content/uploads/downloads/2011/10/ESTRATÉGIA-Coletânea-de-10-artigos-clássicos-da-Hravid-em-ingles.pdf>
8. Mahoney, J.T. Towards a Stakeholder Theory of Strategic Management / Joseph T. Mahoney [electronic source]. – Mode of access:  
[www.business.illinois.edu/Working\\_Papers/papers/12-0100.pdf](http://www.business.illinois.edu/Working_Papers/papers/12-0100.pdf)
9. Mintzberg, H. Strategy Safari: a Guided Tour through the Wilds of Strategic Management / Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel. – New York: The Free Press, 1998. – 405 p.  
<http://ir.nmu.org.ua/bitstream/handle/123456789/129342/302f6ca09c9e120adbfd88738b437fba.pdf?sequence=1>
10. Nag, R. What is strategic management, really? Inductive derivation of a consensus definition of the field / Rajiv Nag, Donald C. Hambrick, Ming-Jer Chen. – Strategic Management Journal, Volume 28, Issue 9, September 2007. – pp. 935–955.  
<http://faculty.darden.virginia.edu/chenm/CvAndBio/ForResearchers%20AndAcademics/What%20Is%20Strategic%20Management%20Really%20-%20SMJ2006.pdf>
11. On point: selected article from HBR. *Harvard Business Review* (fall 2015). – 140 p.  
[https://cs7066.vk.me/c612318/u16929061/docs/cbd2a5f6e267/Harvard\\_Business\\_Review\\_OnPoint\\_Fall\\_2015.pdf?extra=sTaRkAPxEKqi4MIDgOnVZV0aDXLo4s7Du0n9fjnNoISMeOPbiIJS20QJFMhdiXfOC8n8WznUUjO-audiSiOrkLGyGRnH4JA](https://cs7066.vk.me/c612318/u16929061/docs/cbd2a5f6e267/Harvard_Business_Review_OnPoint_Fall_2015.pdf?extra=sTaRkAPxEKqi4MIDgOnVZV0aDXLo4s7Du0n9fjnNoISMeOPbiIJS20QJFMhdiXfOC8n8WznUUjO-audiSiOrkLGyGRnH4JA)
12. Kim, W. Chan, Mauborgne, Renee. Blue Ocean Strategy (2005).  
[https://psv4.vk.me/c538103/u198667109/docs/eecde7c16451/Blue\\_Ocean\\_Strategy.pdf?extra=cgxqTcSnB5MCF4qVJjsZswUpchbZ3bzgrjt94OXBRL9MxKED-aZRgaSO0K433wP3yZVHBkqte2eHP15yJLHAdsixXJTXk59](https://psv4.vk.me/c538103/u198667109/docs/eecde7c16451/Blue_Ocean_Strategy.pdf?extra=cgxqTcSnB5MCF4qVJjsZswUpchbZ3bzgrjt94OXBRL9MxKED-aZRgaSO0K433wP3yZVHBkqte2eHP15yJLHAdsixXJTXk59)

13. What will it take to innovate and compete over the next decade? Disruption 2020. // MIT Sloan Management Review. – Spring 2020. – Vol. 61. – No.3.
14. Porter, M.E. Competitive Strategy: Techniques for Analyzing Industries and Competitors / M.E. Porter. – S & S International, 2003. – 416 p.
15. Porter, M.E., Heppelmann, J.E. How smart connected products are transforming competition // Harvard Business Rev. – Boston, 2014. – N 11/12. – Mode of access: <https://hbr.org/2014/11/how-smart-connected-products-are-transforming-competition>
16. Porter, M.E., Heppelmann, J.E. Why every organization needs an augmented reality // Harvard Business Rev. – Boston, 2017. – Vol. 95, N 11/12. – Mode of access: <https://hbr.org/2017/11/a-managers-guide-to-augmented-reality#why-every-organization-needs-an-augmented-reality-strategy>
17. Porter, M.E., Heppelmann, J.E. How does augmented reality work? // Harvard Business Rev. – Boston, 2017. – Vol. 95, N 11/12. – Mode of access: <https://hbr.org/2017/11/a-managers-guide-to-augmented-reality#why-every-organization-needs-an-augmented-reality-strategy>
18. Porter, M.E., Heppelmann, J.E. The battle of the smart glasses // Harvard Business Rev. – Boston, 2017. – Vol. 95, N 11/12. – Mode of access: <https://hbr.org/2017/11/a-managers-guide-to-augmented-reality#why-every-organization-needs-an-augmented-reality-strategy>
19. Morse, G. One company's experience with AR // Harvard Business Rev. – Boston, 2017. – Vol. 95, N 11/12. – Mode of access: <https://hbr.org/2017/11/a-managersguide-to-augmented-reality#why-every-organization-needs-an-augmented-reality-strategy>
20. Augmented reality in the real word // Harvard Business Rev. – Boston, 2017. – Vol. 95, N 11/12. – Mode of access: <https://hbr.org/2017/11/a-managers-guide-toaugmented-reality#why-every-organization-needs-an-augmented-reality-strategy>

### Educational and Methodological Course Outline

Topic No.	Topic name, topic contents	Lectures	Seminars	Practical classes	Managed (controlled) student independent learning		Literature	Form of control
					Lectures	Seminars		
1	2	3	4	5	6	7	8	9
1	Introduction to Strategic Organization Management	2	1		0	1	[1-20]	Quizzes, mini-tests
2	The Business Vision and Mission	2	1		1	1	[1-20]	Quizzes, case-studies, group discussions
3	The External Assessment	2	3		2	2	[1-20]	Quizzes, case-studies, group discussions
4	The Internal Assessment	2	2		2	2	[1-20]	Quizzes, case-studies, group discussions
5	Strategies in Action	2	2		1	1	[1-20]	Quizzes, case-studies, group discussions
6	Strategy Analysis and Choice	2	2		3	1	[1-20]	Quizzes, case-studies, group discussions

1	2	3	4	5	6	7	8	9
7	Implementing Strategies: Management and Operations Issues	2	2		0	2	[1–20]	Quizzes, case-studies, group discussions
8	Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues	1	1		0	2	[1–20]	Quizzes, case-studies, group discussions
9	Strategy Review, Evaluation, and Control	1	2		3	0	[1–20]	Quizzes, case-studies, group discussions
10	Business Ethics, Social Responsibility, Environmental Sustainability	2	2		2	2	[1–20]	Quizzes, case-studies, group discussions
11	Global and International Issues in Strategic Organization Management	2	2		2	2	[1–20]	Quizzes, case-studies, group discussions
Total		20	20		16	16		

**ДОПОЛНЕНИЯ И ИЗМЕНЕНИЯ К УЧЕБНОЙ ПРОГРАММЕ УВО**  
на \_\_\_\_/\_\_\_\_ учебный год

№ п/п	Дополнения и изменения	Основание

Учебная программа пересмотрена и одобрена на заседании кафедры

\_\_\_\_\_ (протокол № \_\_\_\_ от \_\_\_\_\_ 201\_ г.)  
(название кафедры)

Заведующий кафедрой

\_\_\_\_\_  
(ученая степень, ученое звание)                      (подпись)                      (И.О.Фамилия)

**УТВЕРЖДАЮ**  
Декан факультета

\_\_\_\_\_  
(ученая степень, ученое звание)                      (подпись)                      (И.О.Фамилия)

**The study program coordination protocol to other study disciplines of  
the specialization**

Study discipline for coordination	Department	Suggestions of the alterations in the study program contests	Decision taken by the Department regarding the study program (data and protocol number)
1. Strategic Marketing	Marketing		