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.

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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, 2020, 2020)
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.
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<td><strong>Total</strong></td>
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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


Topic 3. The External Assessment


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


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.


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.


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


Additional reading

   http://ir.nmu.org.ua/bitstream/handle/123456789/129342/302f6ca09e9e120adbfd88738b437fba.pdf?sequence=1
   https://cs7066.vk.me/c612318/u16929061/docs/cbd2a5f6e267/Harvard_Business_Review_OnPoint_Fall_2015.pdf?extra=sTaRkAPxuEkq4jMIDQoVZV0aKXLo4s7Dq09n9fMnO0sMe0PhIeJS20OJFMhLxf0C8n8WznUUiO-audjSiOrkLYGGRnH4JIA
   https://psv4.vk.me/c538103/u198667109/docs/eecde7c16451/Blue_Ocean_Strategy.pdf?extra=cgxTeSnB5MCF4qVJisZswUpchbZ3bgtrt940XBR1.9MxKED-aZRggSO0K433wP3yZVHBkqte2eHP15vJLHAdsxXJTXk59


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ДОПОЛНЕНИЯ И ИЗМЕНЕНИЯ К УЧЕБНОЙ ПРОГРАММЕ УВО
на _____/_____ учебный год

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Учебная программа пересмотрена и одобрена на заседании кафедры

_____________________ (название кафедры) (протокол № ____ от ________ 201_ г.)

Заведующий кафедрой

(учебная степень, ученое звание) (подпись) (И.О.Фамилия)

УТВЕРЖДАЮ
Декан факультета

(учебная степень, ученое звание) (подпись) (И.О.Фамилия)
The study program coordination protocol to other study disciplines of the specialization

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