

The Government of the Russian Federation
Federal State Autonomous Institution for Higher Professional Education
National Research University Higher School of Economics
St. Petersburg Branch
St. Petersburg School of Economics and Management

Course Syllabus
Strategic Management and Investments
(Organization Focus)

Area of Studies: 38.03.02 “Management”

Level: Bachelor

Bachelor Programme “International Business and Management Studies”

Author:

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Recommended by the Head of the Students’ Office for Bachelor Programme “International Business and Management Studies”

Boyko K.A. _____ “ ____ ” _____ 20__

Approved by the Academic Council of Bachelor Programme “International Business and Management Studies”

Academic director: Shakina E.A. _____ “ ____ ” _____ 20__

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Course Syllabus

Title of the course	Strategic Management and Investments				
Title of the Academic Programme	Bachelor’s Programme “International Business and Management Studies”				
Type of the course	Mandatory				
Prerequisites	-				
ECTS workload	6				
Total indicative study hours	Directed Study	Self-directed study	Total		
	72	118	190		
Course Overview	In whatever position you will be employed later, it is important to understand the strategy of the organization you work for. This course provides an introductory overview of the formulation and implementation of such organizational strategies. You learn how to analyze the strategic position of an organization and how to think about strategic choices. Against the backdrop of these concepts, you will learn about recent sociologically informed concepts in strategy research (e.g., strategy-as-practice). After successful completion of this course, you will be able to discuss traditional heuristics for strategy making and reflect upon the practice of strategy making itself. You will know today’s internationally used terms and concepts of organizational strategy, you will be able to discuss on their base, and to contribute new views on strategy formulation to the organization you work for in the future.				
Intended Learning Outcomes (ILO)	Upon completion of this course, you will be able to - elaborate on the roles of strategy for organizations; - apply different strategy tools to different decision situations; - understand strategy instruments as means to cope with complexity; - see strategy not only as a set of decisions, but a process of organizational sense-making; - reflect on the emergent and distributed aspects of organizational strategy; - navigate the structure and content of scientific articles from strategy research.				
Teaching and Learning Methods	Teaching methods include: <ul style="list-style-type: none">• case studies;• group presentations and discussions;• in-class problem solving;• lectures & seminars				
Content and Structure of the Course					
№	Topic / Course Chapter	Total	Directed Study		Self-directed study
			Lectures	Tutorials	
1	Introduction – what is strategy?	11	2	2	7
2	The environment – PESTEL	5	1	1	3
3	The industry – industry types, competitor analysis, forces and dynamics	5	1	1	3

4	Resources and capabilities within the organization	18	4	4	10
5	Stakeholders, governance, responsibility	18	4	4	10
6	History and culture	13	2	2	9
7	Business strategy and models	18	4	4	10
8	Corporate strategy and diversification	11	2	2	7
9	International strategy	11	2	2	7
10	Entrepreneurship and innovation	11	2	2	7
11	Mergers, acquisitions and alliances	12	2	2	8
12	Evaluating strategies	11	2	2	7
13	Strategy development processes	12	2	2	8
14	Organizing and strategy	11	2	2	7
15	Leadership and strategic change	11	2	2	7
16	The practice of strategy	12	2	2	8
Total study hours		190	36	36	118

Indicative Assessment Methods and Strategy

Course requirements:

This class is all about understanding organizational strategy as an instrument, as well as a perspective on human behavior. Your final grade will be composed of an overall grade for two mid-term exams of each 25% and a final exam (50%) with “avtomat”. Avtomat means, with an average of not less than 8 out of 10, the combined grade of both mid-terms will be considered the result for the whole module and a final exam will not be required from the respective student. Also, each of you is asked to kick-off one of the sessions with a brief impulse on the weekly readings (mandatory, not graded). Failing to do so results in a deduction of 20% of the final mark.

Final grade=50%*Exam grade+50%*Cumulative grade

Cumulative grade=50%*Mid term exam 1+50%*Mid term exam 2

Grading policy:

The assessment list with all students' grades will be sent to you. All assignments, except reading impulse, will be assessed on a 10-point scale. Cumulative and final grades are rounded. Rounding is arithmetical (3.49 equals 3; 3.501 equals 4).

	<ul style="list-style-type: none"> •Excellent –8-10 points •Good –6-7 points •Satisfactory –4-5 points •Failure –0-3 points <p>Reading impulse:</p> <p>Giving an opening statement to a group discussion is a core skill for practitioners and researchers of strategy alike. Each student is therefore asked to give a brief impulse on the readings at one of our sessions. Due to the number of session and students, these impulses will be given in teams. Your impulse does not need to summarize the whole reading, but should introduce the group to the issue at hand in an interesting and engaging way. Please do not try to answer the guiding questions we propose for reading.</p> <p>Be creative! Giving an impulse is a mandatory requirement for completion of this seminar, however it will not be graded. Not completing the reading impulse will lower the mark by 20%. Slots for impulses will be allocated and can be found in the LMS.</p> <p>Examinations:</p> <p>There will be a mid-term exam at the end of the first module, and a second mid-term exam during the second module. The course concludes with a final exam covering topics from across the course. Each exam takes 60 minutes and is made up of two parts. Part 1 consists of multiple choice questions (10-15 questions). Part 2 comprises two essay-type discussion questions, from which you can choose one for answering. The questions relate to the readings and discussions from class and may contain small case studies. The questions do not require you to memorize all details from the different academic papers and cases, but to understand the key content we discussed well. You need to be able to build up your own discussion argument, show thereby a good understanding of the core concepts and an ability to answer questions that intersect more than one concept. You also required to mention different point of views or solutions and to compare them. Practicalities of the exam will be discussed in class before the mid-term exam.</p>
Readings / Indicative Learning Resources	<p>This seminar is structured around the core textbook</p> <p>Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regner, P. (2017): <i>Exploring Strategy: Text & Cases</i>, 11th edition, Harlow: Pearson.</p> <p>The core text and all weekly readings are made available by LMS or email. Please make sure that you are enrolled to this course on the LMS and you receive emails to the email account registered at HSE. If you experience any problems, let us know.</p> <p>This is a course that requires you to work outside of class regularly every week, but the amount of work per week will be manageable and it will pay off, e.g. when you revise for the final exam.</p> <p>Weakly reading will consist of an academic paper or a case study and a textbook section.</p> <p>Reading academic papers will be your first contact with how strategy research works, and what the hot topics currently are here. Learning how to read these articles is a major element of university studies we will be working on. It will help to prepare you to write your own first scientific contribution - the bachelor's thesis - on the base of articles in international journals.</p>

	<p>The case studies will train you to connect the theoretical concepts we discuss with real world examples. This will help you in your later job to navigate the complexity of strategic situations in business.</p> <p>Further reading:</p> <p>Hall, D.J., & Saias, M.A. (1980): Strategy follows structure! <i>Strategic Management Journal</i>, 1(2), 149-163.</p> <p>Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. <i>Strategic Management Journal</i>, 6(3), 257-272.</p> <p>Ramírez, R., & Selsky, J. W. (2016). Strategic planning in turbulent environments: A social ecology approach to scenarios. <i>Long Range Planning</i>, 49(1), 90-102.</p> <p>Rindova, V. P., & Kotha, S. (2001). Continuous “morphing”: Competing through dynamic capabilities, form, and function. <i>Academy of Management Journal</i>, 44(6), 1263-1280.</p> <p>Akemu, O., Whiteman, G., & Kennedy, S. (2016). Social enterprise emergence from social movement activism: The Fairphone case. <i>Journal of Management Studies</i>, 53(5), 846-877.</p> <p>Gond, J. P., Cabantous, L., & Krikorian, F. (2017). How do things become strategic? ‘Strategifying’ corporate social responsibility. <i>Strategic Organization</i>, 1476127017702819.</p> <p>Whittington, R. (2006). Completing the practice turn in strategy research. <i>Organization studies</i>, 27(5), 613-634.</p> <p>Whittington, R., Caillaud, L., & Yakis - Douglas, B. (2011). Opening strategy: Evolution of a precarious profession. <i>British Journal of Management</i>, 22(3), 531-544.</p> <p>Jarzabkowski, P., Lê, J. K., & Van de Ven, A. H. (2013). Responding to competing strategic demands: How organizing, belonging, and performing paradoxes coevolve. <i>Strategic Organization</i>, 11(3), 245-280.</p> <p>Case Studies:</p> <p>Cases will be selected based upon the interest of students and will be made available during the course.</p>		
Indicative Self- Study Strategies	Type	+/-	Hours
	Reading for seminars / tutorials (lecture materials, mandatory and optional resources)	+	39
	Assignments for seminars / tutorials / labs	+	39

	E-learning / distance learning (MOOC / LMS)	-	-
	Fieldwork	-	
	Project work	-	-
	Other (please specify)	-	-
	Preparation for the exam	+	40
Academic Support for the Course	Consultations. By appointment. Please send an email for any questions regarding the course or appointments with any of us directly to our course email address: strategicmando@gmail.com		
Facilities, Equipment and Software	Not required		
Course Instructor	Florian Stache, PhD, fnstache@gmail.com Alexander Travin, atravin@hse.ru Evguenii Zazdravnykh, ezazdravnykh@hse.ru		