

APPROVED:  
Vice-rector for study and methodical work  
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« 28 » *March* 20 22 .

***Современный стратегический менеджмент / Modern strategic management***

**Рабочая программа дисциплины**

Specialty	38.04.02 Management
Specialization	Risk Management and Controlling
Level of higher education	Master's Degree
Form of training	Full-time
Year of enrolment	2022

Authored by:

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Total number of hours	144	<b>Form of final attestation:</b>  Exam: semester 1
incl:		
contact work	32	
self-study	76	
practical training	0	
control hours	36	

**Hours distribution:**

Semester:	1
Type of classes	Hours
Contact hours	18
Practical training	14
Laboratory work	
<b>Total contact hours</b>	<b>32</b>
Self-study	76
Control hours	36
<b>Total academic hours</b>	<b>144</b>
<b>Total credits</b>	<b>4</b>

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## 1. LEARNING OBJECTIVES

<b>Objective:</b>	Understand the nature of modern strategic management and the sources of a company's competitive advantage in today's economy in the context of various companies and industries
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## 2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.O Modern strategic management refers to the mandatory part of Block 1.

## 3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
GPC-3 - Able to independently make informed organizational and managerial decisions, evaluate their operational and organizational effectiveness, social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment;	GPC-3.2 - Critically evaluates alternative options for solving the set professional tasks, develops and justifies ways to solve them, taking into account efficiency criteria, risk assessment and possible socio-economic consequences	<p>To know: types of operational and organizational efficiency, social significance of strategic decisions, criteria for evaluating the effectiveness, risks and possible socio-economic consequences of implementing a strategy in a complex (including cross-cultural) and dynamic environment</p> <p>To be able to: make informed strategic decisions, evaluate their effectiveness, social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment.</p> <p>To possess: the skills of evaluating alternative options for solving the set professional tasks in the field of strategic management Methods for developing and justifying strategic tasks, taking into account performance criteria, risk assessment and possible socio-economic consequences.</p>
GPC-4 - Able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and evaluate new market opportunities, develop strategies for creating and developing innovative activities and their respective business models	GPC-4.2 - Conducts market analysis and identifies new market opportunities, develops strategic and tactical decisions in the field of creating and developing innovative areas of the organization's activities	<p>To know: modern management practices in the field of strategic management for the development of innovative activities of the organization</p> <p>To be able to: develop strategies for the creation and development of innovative activities, design and implement business models of organizations corresponding to them.</p> <p>To possess: leadership and communication skills in making and justifying strategic decisions Skills in developing strategic decisions in the field of creating and developing innovative areas of the organization's activities.</p>

#### 4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. Actual problems and traditional approaches to the development and implementation of the strategy	Strategic thinking and strategic alternatives. Technological structures. Industrialization, deindustrialization and reindustrialization. Industrial and scientific-industrial complexes. Model of stable development and expanded reproduction in the modern economy. Theoretical and applied aspects of solving the problem of studying complex economic systems. The problem of reductionism in the study of the economics of the firm. A systematic approach to the study of strategy in the modern economy. System dynamics.	2	2		12
Topic 2. The problem of forming a stable competitive advantage as a subject of scientific research	Research of branch structure. Positional approach to the study of the formation of a stable competitive advantage. Sectoral structure as a competitive factor in the modern economy. Resource-oriented approach to the study of the formation of a stable competitive advantage. The role of resources and abilities in strategy formulation. Conceptual and methodological apparatus for the study of intra-company organizational and economic factors. Interdisciplinary relationships of the most important approaches to the study of strategic factors.	4	4		14
Topic 3. Integration strategy, network and spatial organization	Network organization as a mechanism of modern development. Management strategy within value chains. cluster approach. Territorial production complexes. Network (relational) capital and network resource flows. Cooperation networks in traditional sectors of the modern economy. Innovation networks in the modern economy. Vertical integration and cooperation. Areas of economic efficiency of enterprises of various sizes. Problems of industrial cooperation of small, medium and large enterprises. Substantiation of strategic decisions on network organization in the modern economy.	4	2		16
Topic 4. Innovative strategy of a modern company	High-tech and technology-intensive industries. Innovative potential and resources of innovative activity in the modern economy. Protection of industrial property. Intellectual capital as a strategic resource of a modern enterprise. Analytical framework for the study of the dynamic potential of the modern enterprise. Organizational and managerial innovations. Strategies for the effective use of innovations. The problem of open innovation in the modern economy.	4	2		20
Topic 5. Strategic analysis and evaluation of the activities of industrial modern	Efficiency, efficiency and value creation in the modern economy. Cash flow discounting in strategic analysis: opportunities and limitations. SWOT analysis: opportunities and limitations. Models for analysis of industry structure and product markets. Strategic	4	4		14

companies and cooperative networks	analysis tools. Key performance indicators: strategic aspect. Mapping the process of making strategic decisions. Balanced scorecard. strategic maps. Theory of restrictions. Benchmarking as a tool for strategic analysis. Analysis of profitability by type of activity in the modern economy.				
<b>Control hours:</b>					<b>36</b>
<b>Total hours:</b>		<b>18</b>	<b>14</b>	<b>0</b>	<b>76</b>

## 5. TEACHING AND LEARNING TOOLS OF THE COURSE

### 5.1 Recommended literature

<b>Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)</b>	<b>Digital resources</b>
Modern strategic management: a textbook for masters / [A.M. Aronov et al.]; ed. A.N. Petrova; Ministry of Science and Higher. education Ros. Federation, St. Petersburg. state economy un-tElektron. text data. (1 file: 6.34 MB) St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2018	<a href="https://opac.unecon.ru/elibrar ... B6%D0%BC%D0%B5%D0%BD%D1%82.pdf">https://opac.unecon.ru/elibrar ... B6%D0%BC%D0%B5%D0%BD%D1%82.pdf</a>
Strategic management: in search of a new paradigm / A.N. Petrov; Ministry of Science and Higher. education Ros. Federation, St. Petersburg. state economy un-t St. Petersburg : Publishing House of St. Petersburg State University of Economics, 2022	<a href="https://opac.unecon.ru/elibrar ... 0%BC%D0%B5%D0%BD%D1%822022.pdf">https://opac.unecon.ru/elibrar ... 0%BC%D0%B5%D0%BD%D1%822022.pdf</a>
Strategic management of intellectual capital: textbook / V.V. Platonov, V.P. Vorobyov, O.S. Pavlova; Ministry of Education and Science of the Russian Federation, St. Petersburg State University University of Economics, Department of Economics and Control. enterprises, Center for Research on the Economics of the Firm and Organizational Innovations Electron. text data. (1 file : 676 Kb) St. Petersburg: SPbGEU Publishing House, 2016	<a href="https://opac.unecon.ru/elibrar ... BB%D1%8C%D0%BD%D1%8B%D0%BC.pdf">https://opac.unecon.ru/elibrar ... BB%D1%8C%D0%BD%D1%8B%D0%BC.pdf</a>
Modern problems of strategic management: study guide / A.M. Aronov, A.N. Petrov; Ministry of Education and Science Ros. Federation, St. Petersburg State. University of Economics, Specialized Department of OAO "Gazprom" 2nd ed. Electron. text data. (1 file: 1.60 MB) St. Petersburg: Publishing house of St. Petersburg State University of Economics, 2015	<a href="https://opac.unecon.ru/elibrar ... B1%D0%BB%D0%B5%D0%BC%D1%8B.pdf">https://opac.unecon.ru/elibrar ... B1%D0%BB%D0%B5%D0%BC%D1%8B.pdf</a>
Karlik A.E., Platonov V.V. Study of the organizational and dynamic potential of enterprises: study guide / A.E. Karlik, V.V. Platonov; Ministry of Education and Science of the Russian Federation, St.	<a href="https://opac.unecon.ru/elibrar ... BD%D0%BD%D0%BE%D0%B3%D0%BE.pdf">https://opac.unecon.ru/elibrar ... BD%D0%BD%D0%BE%D0%B3%D0%BE.pdf</a>

Petersburg State University Economic University, Department of Economics and Management of Enterprises .– St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2016	
Collection of business situations on the academic discipline "Strategic innovation management": study guide / O.P. Savichev, N.N. Tikhomirov; Ministry of Science and Higher. education Ros. Federation, St. Petersburg. state economy un-t, Dept. economics and ex. enterprises and manufacturers complexes St. Petersburg : St. Petersburg State University of Economics, 2019	<a href="https://opac.unecon.ru/elibrar ... 83%D0%B0%D1%86%D0%B8%D0%B9.pdf">https://opac.unecon.ru/elibrar ... 83%D0%B0%D1%86%D0%B8%D0%B9.pdf</a>
Strategic and innovative management [Electronic resource]: study guide / I.G. Salimyanova, V.L. Stelmashonok; SPbGIEU St. Petersburg : SPbGIEU, 2011	<a href="https://opac.unecon.ru/elibrary/bibl/fulltext/Study/7430.pdf">https://opac.unecon.ru/elibrary/bibl/fulltext/Study/7430.pdf</a>
Strategic and innovative management: workshop / Ministry of education and science Ros. Federation, St. Petersburg. state University of Economics and Finance. E.N. Vetrova St. Petersburg. : Publishing House of St. Petersburg State University of Economics, 2010	<a href="https://opac.unecon.ru/elibrary/elib/348603496.pdf">https://opac.unecon.ru/elibrary/elib/348603496.pdf</a>

## 5.2 List of software (including national production)

- 7-Zip
- Microsoft Office Professional
- Microsoft Windows Professional

## 5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – <a href="http://www.grebennikon.ru">www.grebennikon.ru</a>
2.	Science Digital Library eLIBRARY – <a href="http://www.elibrary.ru">www.elibrary.ru</a>
3.	Science Digital Library КиберЛенинка – <a href="http://www.cyberleninka.ru">www.cyberleninka.ru</a>
4.	Database ПОЛПРЕД Справочники – <a href="http://www.polpred.com">www.polpred.com</a>
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary <a href="http://www.oecd-ilibrary.org">www.oecd-ilibrary.org</a>
6.	Legal reference system КонсультантПлюс (installed resource UNECON or <a href="http://www.consultant.ru">www.consultant.ru</a> )
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or <a href="http://www.garant.ru">www.garant.ru</a> )
8.	Information and referral system «Кодекс» (installed resource UNECON or <a href="http://www.kodeks.ru">www.kodeks.ru</a> )
9.	Digital library system BOOK.ru - <a href="http://www.book.ru">www.book.ru</a>
10.	Digital library system ЭБС ЮРАЙТ – <a href="http://www.urait.ru">www.urait.ru</a>
11.	Digital library system ЗНАНИУМ (ZNANIUM) – <a href="http://www.znanium.com">www.znanium.com</a>
12.	Digital library UNECON – <a href="http://opac.unecon.ru">opac.unecon.ru</a>

## 6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Aud. 413 Classroom (for conducting lecture-type classes and seminar-type classes, course design (term papers), group and individual consultations, current control and intermediate certification), equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 36 seats; workplace of the teacher; chalk board 1 pc.; pedestal. Portable multimedia kit: Notebook HP 250 G6 1WY58EA, Multimedia projector LG PF1500G. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	196084, St. Petersburg, Moskovsky pr., 103, lit. Ah, pom. 1H, 2H
Aud. 401 room 2 Laboratory "Laboratory complex". Specialized furniture and equipment: Educational furniture for 25 seats; Computer Intel Core I5-7400/DDR4 8GB/1Tb/Dell 23 E2318H - 20 pcs., Laptop HP 250 G6 1WY58EA - 5 pcs. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	196084, St. Petersburg, Moskovsky pr., 103, lit. Ah, pom. 1H, 2H

## 7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;

- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

## **8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS**

Students with disabilities, if necessary, are taught on the basis of an adapted work program using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);
- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;
- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.



## ASSESSMENT RESOURCES

### 1.1 Control tasks and assignments for interim attestation

1. Specify the conceptual-methodological apparatus for the study of intra-company organizational and economic factors on the example of a strategic analysis of one of the modern Russian enterprises.
2. What is the role of cooperative networks in the development of modern complexes and what are the mechanisms of their influence on increasing efficiency? Illustrate your answer with a hypothetical example.
3. Describe the procedure for mapping the strategic decision-making process. How can it be used to study the process of strategic decision making in an industrial company? How does the method of cause-and-effect mapping compare with the balanced scorecard?
4. What are the possibilities and limitations of the discounted cash flow method in strategic analysis? Justify your opinion on the basis of an example of investment projects aimed at creating a stable competitive advantage.
5. What are the differences between low-tech, high-tech and technology-intensive industries that are essential for making managerial decisions? Illustrate your answer with specific industry examples.
6. What significance can the results of strategic analysis have for ensuring the process of organizational and managerial innovation? Justify your opinion using the analytical framework of the resource-based approach and the role of these innovations in improving the efficiency and effectiveness of modern enterprises.
7. How does the logic of making strategic decisions in industry change during the transition to a new technological order? Specify the conclusions in relation to an industrial enterprise or industry.
8. What is the strategic importance of the sectoral structure as a competitive factor in the industry? Justify your opinion by applying a positional approach to the study of the formation of a stable competitive advantage.
9. Explain the value of benchmarking as a strategic analysis tool. Proceed from the differences between benchmarking in strategic management and its use in marketing, and the features of benchmarking as a method of strategic management.
10. How can the cluster approach be used as a tool for reindustrialization and innovative development? What are the features of using the cluster approach as a tool for strategic analysis? Illustrate your answer with an example from a specific modern region.
11. What is the essence of the management strategy within value chains? How can the implementation of this strategy help improve the efficiency of modern enterprises and complexes?
12. What strategic decisions can counteract the process of deindustrialization? Justify your opinion using the course material.
13. What are the features of strategic thinking? Illustrate your considerations in relation to branches of the real sector of the economy.
14. What are the models for studying the sectoral structure for making and justifying strategic decisions? What is the scope of each model? Specify your conclusions in relation to the industry.
15. What-are-the-opportunities-and-limitations-of-use of-open innovations in industry? Justify your answer using an analytical--structure---resource-oriented---approach-and Russian legislation on the protection of industrial property.
16. Justify-the-role-of-intellectual--capital-as-a-strategic-resource-of-the-modern-enterprise.
16. Explain the model of sustainable development and expanded reproduction in the industry based on corporate reporting data from one of the Russian companies. What are the limitations of this model and what alternative tools of strategic analysis can be used?
17. Describe strategies for protecting industrial property. Explain how they are related to the technological features of industries?
18. Application of the theory of constraints in strategic analysis. What opportunities does it open up for solving the problem of studying complex economic systems and developing a strategy for a modern enterprise?

19. Illustrate the application of a SWOT analysis to one of the Russian modern enterprises, using information from the innovation development program. What are the capabilities and limitations of this model? What are the alternative models?
20. Consider the analytical structure of the study of dynamic potential on the example of a Russian modern enterprise. Highlight on this basis the key strategically important factors and relationships.
21. Consider the role of resources and capabilities in formulating an industrial company's strategy. Justify your opinion using a resource-oriented approach to the study of the formation of a stable competitive advantage.
22. How can the network organization be used for the development of modern enterprises and complexes? Illustrate your answer to conc.
23. What are the features of strategic management of international companies?
24. What is cognitive strategic planning?
25. When is a diversification strategy implemented?
26. What are the main stages of implementation of the activity strategy?
27. What are product strategies and how do they differ in the digital age?
28. PEST analysis procedure in strategic management
29. Digital Business Transformation Strategy

### **1.2 1.2 Topics for written task**

Is not provided by the work programme of the discipline.

### **1.3 Interm checkpoints**

<b>Number</b>	<b>Type</b>	<b>Method of conduct</b>	<b>Topic number</b>
1	Settlement and graphic work	with the help of technical means and information systems	1-2
2	Analytical work	with the help of technical means and information systems	3-5
3	Monitoring	with the help of technical means and information systems	1-5

### **1.4 Other assessment objects**

Is not provided by the work programme of the discipline.

### **1.5 Self-study**

<b>Name of self-study</b>	<b>Topic number</b>
Preparation for lectures and practical classes	1-5
Preparation of messages, reports	1-5
Development of individual / group projects	1-2,4
Working with analytical databases, regulatory documents, reference literature	3-4
Exam preparation	1-5

## 1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

**A grading and rating system** is used to assess the learning outcomes of the discipline.

The form of the final control in the discipline is a credit, the final result is formed in accordance with the scale given in the table below:

Points	Grade
$\leq 54$	Unsatisfactory
55-69	Satisfactorily
70-84	Fine
$\geq 85$	Great

### Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarized.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.