Федеральное государственное бюджетное образовательное

учреждение высшего образования

Московский государственный университет имени М.В. Ломоносова

Московская школа экономики

Учебная программа утверждена

решением Ученого совета МШЭ МГУ

Протокол №\_\_\_\_\_\_

**РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ**

**Наименование дисциплины:**

**«Global business strategy»**

**Уровень высшего образования:**

*магистратура*

**Направление подготовки / специальность:**

*38.04.01 "Экономика"*

**Направленность (профиль)/специализация ОПОП:**

«Экономическая и финансовая стратегия»

Форма обучения:

*Очная*

Учебная программа утверждена

решением кафедры ЭиФС МШЭ МГУ

Протокол №\_\_\_\_\_\_

Москва

The work program of the discipline was developed in accordance with the educational standard independently established by Moscow State University for the main professional higher education programs implemented in the field of training 38.04.01 Economics (master's level) as amended, Order of the Ministry of Education and Science of the Russian Federation approved by order No. 132 of November 12, 2015.

**1.** Place of discipline in the structure of the Educational Programme:

*variable part; not a discipline of choice*

**2.** Entrance requirements for mastering the discipline, prerequisites (if any):

Mastering disciplines:

- Strategic management accounting;

- Financial mathematics and statistics;

- History and methodology of economic science;

- Project financing.

**3.** Discipline Learning Outcomes:

|  |
| --- |
| **The planned results of training in the discipline** |
| To know the strategic aspects of team leadership in the field of their professional activities,  tolerantly perceiving social, ethnic, confessional and cultural differences;  To be able to lead the team in making strategic decisions, tolerantly perceiving social, ethnic, religious and cultural differences;  To possess the skills of effective team leadership in the planning process.ОПК-3  To know the strategic aspects of making organizational and managerial decisions;  To be able to make strategic organizational and management decisions:  To possess the skills of strategic analysis of the effectiveness of organizational and managerial decisions.ПК-5  Know the methodology for preparing assignments and developing strategic design solutions, taking into account the uncertainty factor, developing appropriate methodological and regulatory documents, as well as proposals and activities for the implementation of developed strategic projects and programs;  To be able to formulate strategic tasks and strategic design decisions taking into account the uncertainty factor, as well as develop appropriate methodological regulatory documents;  To possess the skills of strategic analysis of the effectiveness of tasks and strategic design decisions, taking into account the uncertainty factor, as well as the developed relevant methodological regulatory documents.  Know the methodology of developing strategies for the behavior of economic agents in various markets;  Be able to apply the methodology of developing strategies for the behavior of economic agents in various markets;  To possess the skills of strategic analysis of the effectiveness of the developed strategies for the behavior of economic agents in various markets.  Know the methodology for making strategic forecasts of the main socio-economic indicators of the enterprise, industry, region and economy as a whole;  To be able to make strategic forecasts of the main socio-economic indicators of the enterprise, industry, region and the economy as a whole;  To possess the skills of strategic analysis of existing forecasts of the main socio-economic indicators of the enterprise, industry, region and economy as a whole.  To know the development trends in the external and internal environment of the strategic object;  To be able to apply strategic analysis to search and evaluate development trends in the external and internal environment of the strategic object;  Own strategic thinking and the ability to develop industry, regional and corporate strategies. |
|  |

4. The volume of discipline is 5 c.u.

5. The content of the discipline, structured by topics (sections) indicating the number of academic hours allocated to them and the types of classes:

5.1. The structure of the discipline by topics (sections) indicating the number of academic hours allocated to them and the types of training sessions (in strict accordance with the curriculum)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| № № | Name of sections and topics of the discipline / Name of sections (stages) of practice | Labor input (in academic hours) by occupation (for disciplines) and type of work (for practices) | | | | Forms of control |
| Classroom work (by form and type) | | | Individual work |
| Lectures | Practical classes (seminars) | Laboratory work / test / colloquium |
| 1. | Introduction to the course and familiarization with the professional interests of students.  Strategic thinking | 1 | 6 |  | 14 | д/з |
| 2. | Philosophical and historical foundations of strategy | 2 | 12 |  | 28 | д/з |
| 3. | Strategy system | 2 | 6 |  | 14 | д/з |
| 4. | Strategic management concept | 1 | 6 |  | 14 | д/з |
| 5. | Transformation of the global economy into a global business space. Strategic assessment of the global business space. Global Trends in the World Economy | 1 | 6 |  | 14 | д/з |
| 6. | Organizational forms of strategy implementation in the global market | 1 | 6 |  | 14 | д/з |
| 7. | Global Emerging Market Concept | 2 | 6 |  | 14 | д/з |
| 8. | Presentation of term paper | 2 | 8 | 4 |  |  |
|  | **Total:** | **12** | **56** | **4** | **112** |  |

5.2. The content of sections (topics) of the discipline

Topic 1. Introduction to the course and familiarization with the professional interests of students.

Strategic thinking

Strategy as a professional activity. Strategies at the international, national, regional, industry and corporate levels. Characteristics of strategic thinking. Axis of strategic thinking.

Topic 2. Philosophical and historical foundations of strategy

Philosophers and thinkers who had a significant impact on the formation of the theory of strategy: the periods of antiquity, modern times and modern history. The philosophical foundation of strategy.

Development of military, state, technological and business strategies: periods of antiquity, the Middle Ages, modern times and modern history.

The study of the fundamental works of philosophers and strategists. Russia - Homeland of strategy as a science.

Тема 3. Система стратегии

Дефиниции стратегии. Взаимосвязь стратегии, стратегического планирования, стратегического управления и прогнозирования. Постулат ресурсообеспеченности стратегии. Гносеология категории “Качество жизни”. Философия стратегии. Взаимосвязь миссии и основных компонентов видения. Концептуальная схема целостной национальной стратегии. Иерархическая система разрабатываемых и реализуемых стратегий.

Topic 4. Strategic management concept

The relationship of forecasting, strategic planning, targeted programming, project management and planning. Stages of strategy development: the study of forecasts of the internal and external environment. The choice of strategic scenario, tactics and policies. The main strategic factors of economic development. The position of the strategist between past and future and the use of information from these periods in planning.

Topic 5. Transformation of the global economy into a global business space. Strategic assessment of the global business space. Global Trends in the World Economy

Globalization. Economic nationalism. Democratization. Regional economic integration. Technological Revolution (IT). Digitalization (“smart city”). Environmental pollution. Limited capital. Terrorism and extremism. The growing shortage of fresh water and its sources. Rapid population growth in the world and most mega regions (including Central Asia) with a decrease in the population of Siberia and the Far East of the Russian Federation.

Topic 6. Organizational forms of strategy implementation in the global market

The main blocks of the process of implementing the strategy. Interconnection of target programs, projects and technology platforms in planning. The concept of the basic elements and functions of a strategic management system. Quantitative restrictions when choosing a strategic scenario. Hierarchical model for choosing a possible strategic scenario. Model for choosing the optimal strategy. Conceptual model of tactics optimization. Terms of use of the tactical scenario. Model for choosing the best policy in the region. 10 rules of the strategy used in the US Air Force (Dr. William A. Cohen's approach). The Six Sigma concept is the strategic approach of General Electric. 15 rules of strategic thinking. Making a strategic decision by the method of Descartes. The system of implementation, monitoring and evaluation of social and economic effectiveness of the strategy. Implementation of an agent-based model in the strategy implementation monitoring system.

Topic 7. Global Emerging Market Concept

Assessment of existing classifications of countries and development of their own strategic approaches to the country classification of global business space Strategic classification of countries in the global business space

6. Fund of assessment tools (FAT, assessment and methodological materials) for assessing the results of training in the discipline.

6.1. Typical control tasks or other materials for conducting current performance monitoring, criteria and grading scales (in the absence of approved relevant local regulations at the faculty)- демонстрирование активности во время обсуждения материалов в классе (вопросы, комментарии, участие в дискуссиях) (30%);

- quality of homework (10%);

- Presentation of homework in the classroom using presentations (20%);

- Presentation of term paper in the classroom using presentations (40%).

6.2. Typical control tasks or other materials for conducting intermediate certification in the discipline, criteria and grading scales (in the absence of approved relevant local regulations at the faculty)

1. Characteristics of the strategic way of thinking

2. Stages of the strategic thinking process

3. Symmetric and asymmetric strategic response to competitors

4. The relationship between the development and implementation of the strategy and the optimization of resource factors

5. The correlation between time and resources in the process of developing and implementing a strategy

6. Strategy as a system

7. The correlation between strategy, tactics and politics

8. The main stages of strategy development

9. The relationship between forecasting and strategy development

10. What are the differences between the processes of analysis and monitoring of the internal and external environment

11. SWOT analysis and its improvement in the period of innovative economy

12. The main elements and stages of strategy formation

13. The mission and its role in shaping the strategy

14. Strategic quantitative and qualitative factors limiting the choice of a strategic scenario

15. The role of tactics in the implementation of policies and strategies

16. Cultural and religious traditions as a strategic factor

17. The main organizational forms of foreign direct investment

18. The correlation between domestic competition, foreign investment and outsourcing

19. The main stages of the risk management system

20. Systemic and non-systemic risks

21. The specifics of the emerging market risk system

22. The main integrated indicators of political risks of investments

23. The similarities and differences between the economic and political risks of investment

24. The main factors of economic risk of investments

25. The relationship of the economic risk of investments and the sectoral structure of the economy of the country that accepts foreign direct investment

26. How is economic risk related to social infrastructure and the level of education in a country that accepts foreign direct investment?

27. The relationship between operational, financial and product specific risks

28. Key indicators of financial risk

29. Key elements of the business infrastructure of Emerging Markets and its impact on strategic decision-making by foreign investors

30. The difference between the international business infrastructure and the stock market infrastructure of an emerging market

31. The effect of changes in money supply and inflation on business risks

32. BRICS. Relationship between these countries

33. Features of banking in emerging markets

34. The formation of the capital market and the level of corruption and economic crime in economically backward countries

35. Relations between global emerging market companies and international stock exchanges

36. Technological risk of foreign direct investment

37. Dynamics and economic role of foreign direct investment of a global emerging market in the economies of developed countries

38. Reasons for the outflow of FDI from the global emerging market into the economies of developed countries.

7. Resource provision:

7.1. List of basic and additional literature

Basic literature:

1. *Квинт В. Л.* Концепция стратегирования. — Кемеровский государственный университет Кемерово, 2020. — 170 с.
2. Квинт В. Л. Концепция стратегирования. — СЗИУ РАНХиГС Санкт-Петербург, 2020. — 164 с. Том 2
3. Квинт В. Л. Концепция стратегирования. — СЗИУ РАНХиГС Санкт-Петербург, 2019. — 132 с. Том I
4. Квинт В.Л. Стратегия есть философия успеха //Научная Россия. - 25 октября 2019 г. - https://scientificrussia.ru/articles/nauka-strategiya
5. Квинт В. Л. К истокам теории стратегии: 200 - летие издания теоретической работы генерала Жомини Серия: Б-ка стратега Издательство: ИПЦ СЗИУ, 2017 г.
6. Kvint V. Strategy for the Global Market: Theory and Practical Applications. – Routledge, 2015. P
7. Квинт В. Стратегическое управление и экономика на глобальном формирующемся рынке. — Бюджет Москва, 2012. — С. 381
8. The Global Emerging Market: Strategic Management and Economics. – New-York and London: Routledge, 2009. - pp.488 (Квинт ГФР: СУ и Э) [www.routledge.com](http://www.routledge.com) (use 20% code BUS73825)

Дополнительная литература:

1. Морита А. S. Сделано в Японии: пер. с англ./А. Морита при участии ЭМ Рейнголда и М. Симомуры.—3-е изд..—Москва: Альпина Паблишер, 2014.—288
2. Кеничи Омае. Мышление стратега. Искусство бизнеса. = The Mind of the Strategist: The Art of Japanese Business. — пер. С англ. - М.: «Альпина Паблишер», 2007.
3. Пригожин И. и др. Порядок из хаоса. – Общество с ограниченной ответственностью УРСС, 2005.
4. Journal “Global Strategy”
5. Journal “STRATEGY +BUSINESS”
6. Журнал «Экономика в промышленности»
7. Journal “Economist”
8. Financial Times
9. Journal The International Journal of Emerging Markets
   1. The list of licensed software, including domestic production (to be updated if necessary): Power Point presentations, Internet access, stock exchange statistics.
   2. The list of professional databases and information reference systems (to be updated if necessary)
   3. The list of resources of the information and telecommunication network "Internet"
   4. Description of logistics.

A. Premises: lecture hall, seminar rooms;

B. Equipment: a computer with an Internet connection, a projector for presentations; printer for printing control tasks

B. Other materials: writing paper, calculators.

1. The conformity of the learning outcomes for this element of the OPOP with the results of the development of OPOP is indicated in the General characteristics of the OPOP.
2. Developer (developers) of the program.

Doctor of Sciences (Economics), Professor, Foreign Member of the Russian Academy of Sciences, Honored Scholar of Higher School of the Russian Federation, Laureate of the M.V. Lomonosov Prize for scientific work of the I degree Kvint Vladimir L’vovich