

# ADVANCED STRATEGIC MANAGEMENT: GROUP RESEARCH PROJECTS

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*Course designed for all Master Students of the Program “Strategic Management and Corporate Governance”*

## I – LEARNING OUTCOMES

The objective of this course is to equip students with the systemic overview of the major strategic problems and methods of analysis of corporate behavior within the proposed framework.

## II – CONTENT

### **Session 1. Introduction to advanced strategic theory**

- Major issues in advanced strategic theory
- Competing approaches and schools in strategic thought

### **Session 2. Strategy synthesis**

- Formulation of wicked problems as tradeoffs, dilemmas or paradoxes
- 10 major strategic paradoxes and their overall description

### **Session 3. Strategic Paradoxes and personal and organizational psychology**

- Logic and intuition
- Planning and incrementalism
- Organizational leadership and organizational chaos
- Revolution and evolution in organizations

### **Session 4. Strategic Paradoxes and Industrial Organization**

- Exploration and exploitation
- Core competences and market-driven strategies
- Competition and cooperation

### **Session 5. Strategic Paradoxes and Political Economy**

- Shareholders versus stakeholders
- Globalization and localization

### **Session 6. Mental models, dominant logic and corporate behavior**

- Mental models and mental oligopolies

- Mental oligopolies and dominant logic of actions
- Competitive imitation and corporate behavior

### **Session 7. Research methods in corporate behavior**

- Analysis of narratives
- Performance analysis
- Observation

### **Sessions 8-10. Presentations of group projects**

## **III – TEACHING METHODS**

The course is the mix of lectures (Sessions 1-7) with active participation of students and seminars (Sessions 8-10) devoted to presentations of group projects.

## **IV – ASSESSMENT METHODS**

Participants will be evaluated (1) on the basis of the introductory group project related to a specific strategic paradox which will be accounted for 20% of the final grade, (2) the major group project related to the strategic profile of a particular company along the 10 paradoxes (60% of grade); and the basis of an oral exam (20% of grade).

## **V – REFERENCE BOOKS**

De Wit, B., R. Meyer *Strategy Synthesis*. Thompson, 2005  
Gurkov I. *Corporate Strategy and Structures*. 2nd ed. DELO, 2008

Presentations of group projects from 2005/2006 and 2006/2007 may be downloaded from [www.gurkov.ru](http://www.gurkov.ru)

Computer-aided diagnostic tool “Strategy Profiler” will be used in Session 7.