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**Federal State Autonomous Educational Institution of Higher Education  
Peoples' Friendship University of Russia named after Patrice Lumumba  
RUDN University**

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educational division (faculty/institute/academy) as higher education programme developer

## **COURSE SYLLABUS**

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### **GLOBAL STRATEGIC MANAGEMENT**

course title

**Recommended by the Didactic Council for the Education Field of:**

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#### **38.04.02 MANAGEMENT**

field of studies / speciality code and title

**The course instruction is implemented within the professional education programme of higher education:**

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#### **INTERNATIONAL MARKETING AND BUSINESS**

higher education programme profile/specialisation title

**2026 г.**

## 1. COURSE GOAL(s)

The discipline "Global Strategic Management" is part of the Master's program "International Marketing and Business" under 38.04.02 "Management" and is studied in the 2nd semester of the 1st year. The discipline is implemented by the Marketing Department. The discipline consists of 2 sections and 12 topics and is aimed at studying how companies manage internal and external business factors using analytical tools.

The goal of mastering the discipline. Throughout the course, students would design and sophisticate their own research work (the level of publishable) by employing one of the analytic tools. At the very end, they should defend their research work at the class.

## 2. REQUIREMENTS FOR LEARNING OUTCOMES

Mastering the discipline "Global Strategic Management" is aimed at forming the following competencies (parts of competencies) among students:

*Table 2.1. List of competences that students acquire through the course study*

<b>Competence code</b>	<b>Competence descriptor</b>	<b>Competence formation indicators (within this course)</b>
GC-1	Able to search for and critically analyze problematic situations based on a systematic approach, and develop an action strategy.	GC-1.1 Analyzes the task, highlighting its basic components; GC-1.2 Defines and ranks the information required to solve the task.; GC-1.3 Searches for information to solve a given task using various types of queries.; GC-1.4 Suggests solutions to the problem, analyzes the possible consequences of their use; GC-1.5 Analyzes ways to solve problems of a philosophical, moral and personal nature based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context.;
GPC-2	Able to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving managerial and research tasks.	GPC-2 .1 Proficient in modern techniques and methods of data collection, methods of searching, processing, analyzing and evaluating information for solving managerial tasks; GPC-2 .2 Conducts analysis and modeling of management processes in order to optimize the organization's activities; GPC-2 .3 Uses modern digital systems and methods in solving management and research tasks;
GPC-3	Able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness and social significance, and ensure their implementation in a complex (including cross-cultural) and dynamic environment.	GPC-3 .1 Knows the methods of making optimal management decisions in a dynamic business environment; GPC-3 .2 Makes informed organizational and managerial decisions; GPC-3 .3 Evaluates the operational and organizational effectiveness and the social significance of organizational and managerial decisions; GPC-3 .4 Ensures the implementation of organizational and managerial decisions in a complex (including cross-cultural) and dynamic environment;
GPC-4	Able to lead 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 areas of activity and their corresponding business models of organizations.	GPC-4 .1 Uses modern methods, technologies and tools for managing project and process activities in the company; GPC-4 .2 Applies modern management practices, leadership and communication skills in process and project activities.; GPC-4 .3 Identifies and evaluates new market opportunities for the development of innovative activities of the company; GPC-4 .4 Develops company development strategies and corresponding business models based on the use of modern business positioning methods.;

### 3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The discipline "Global Strategic Management" belongs to the mandatory part of block 1 "Disciplines (modules)" of the higher education program.

Within the higher education program, students also master other disciplines and/or practices that contribute to achieving the planned learning outcomes of the discipline "Global Strategic Management".

*Table 3.1. The list of the higher education programme components/disciplines that contribute to the achievement of the expected learning outcomes as the course study results*

<b>Competence code</b>	<b>Competence descriptor</b>	<b>Previous courses/modules*</b>	<b>Subsequent courses/modules*</b>
GPC-3	Able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness and social significance, and ensure their implementation in a complex (including cross-cultural) and dynamic environment.	Corporate governance;	Pre-Degree Internship;
GPC-2	Able to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving managerial and research tasks.	Consumer Behavior in International Markets; Research Work;	Research Work; Pre-Degree Internship;
GPC-4	Able to lead 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 areas of activity and their corresponding business models of organizations.	Marketing management in international companies;	International Aspects of Product Development; Pre-Degree Internship;
GC-1	Able to search for and critically analyze problematic situations based on a systematic approach, and develop an action strategy.	Corporate governance; Managerial Economics; Management Research Methodology; Research Work;	<i>Regulation of Marketing Activities in International Markets**</i> ; <i>Service Marketing**</i> ; <i>Macromarketing**</i> ; Research Work; Pre-Degree Internship;

\* filled in accordance with the competency matrix and the SIP of the educational program of higher education

\*\* - elective disciplines/practices

#### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the discipline "Global Strategic Management" is 3 credit units.

*Table 4.1. Types of academic activities during the periods of higher education programme mastering.*

Type of academic activities	Total academic hours		Semesters/training modules
			2
<i>Contact academic hours</i>	54		54
Lectures (LC)	18		18
Lab work (LW)	0		0
Seminars (workshops/tutorials) (S)	36		36
<i>Self-studies</i>	27		27
<i>Evaluation and assessment (exam/passing/failing grade)</i>	27		27
<b>Course workload</b>	academic hours	<b>108</b>	108
	credits	<b>3</b>	3

## 5. COURSE CONTENTS

Table 5.1. Course contents and academic activities types

Nuber of Module	Name of the Discipline Section	Name of the Topic		Content of the Topic	Type of Academic Work*
Раздел 1	Principle of Strategic Management	1.1	Introduction to Strategic Management	<ul style="list-style-type: none"> <li>- Course introduction</li> <li>- Concepts and theoretical backgrounds of strategy (vision and mission)</li> <li>- Strategic management and strategic analysis</li> <li>- External and internal assessment</li> </ul>	LC
		1.2	Levels of Strategy	<ul style="list-style-type: none"> <li>- Corporate-level strategy</li> <li>- Business-level and functional-level strategies</li> </ul>	LC
		1.3	Strategic Decision Process	<ul style="list-style-type: none"> <li>- Selection of strategies</li> <li>- Implementation of strategies</li> <li>- Evaluation of strategies</li> <li>- Quiz</li> </ul>	LC
Раздел 2	Strategic Analytic Tools and Application	2.1	Strategic Analysis Tools	<ul style="list-style-type: none"> <li>- SWOT analysis</li> <li>- PEST analysis</li> <li>- Porter's Five Forces</li> <li>- OLI paradigm</li> </ul>	LC
		2.2	ABCD Model	<ul style="list-style-type: none"> <li>- Introduction to the ABCD model</li> <li>- Expanded ABCD model</li> <li>- Practice and application</li> </ul>	LC
		2.3	ABCD vs. Diamond Model	<ul style="list-style-type: none"> <li>- Comparison between ABCD and Diamond models</li> <li>- Applications in strategic analysis</li> </ul>	LC
		2.4	Diamond Model	<ul style="list-style-type: none"> <li>- Introduction to Porter's Diamond Model</li> <li>- Case studies and practice</li> </ul>	LC
		2.5	Double Diamond Model	<ul style="list-style-type: none"> <li>- Concept and structure of the Double Diamond Model</li> <li>- Applications in international competitiveness</li> </ul>	LC
		2.6	Expanded Diamond Models	<ul style="list-style-type: none"> <li>- Double Diamond model practice</li> <li>- Expanded and generalized Diamond models</li> </ul>	LC
		2.7	Introduction to Econometric Analysis	<ul style="list-style-type: none"> <li>- Basic concepts of econometric analysis</li> <li>- Role of econometrics in strategic research</li> </ul>	LC

		2.8	Econometric Analysis Practice	- Introduction to econometric tools - Practice with datasets - Small quiz	S
		2.9	Review of Previous Research	- Study of previous academic research - Discussion of methodologies and findings	S

## 6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Таблица 6.1. Материально-техническое обеспечение дисциплины

Type of academic activities	Classroom equipment	Specialised educational / laboratory equipment, software, and materials for course study (if necessary)
Lecture	A lecture hall for lecture-type classes, equipped with a set of specialised furniture; board (screen) and technical means of multimedia presentations.	Hall 4. Libraries Lenovo AIO-510-22ISH Monoblock Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, monitor 21" Multimedia Projector Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC
Seminar	A classroom for conducting seminars, group and individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and technical means for multimedia presentations.	Hall 4. Libraries Lenovo AIO-510-22ISH Monoblock Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, monitor 21" Multimedia Projector Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC
Self-studies	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialised furniture and computers with access to the electronic information and educational environment.	Hall 4. Libraries Lenovo AIO-510-22ISH Monoblock Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, monitor 21" Multimedia Projector Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC

\* - The premises for students' self-studies are subject to **MANDATORY** mention!

## 7. RESOURCES RECOMMENDED FOR COURSE STUDY

### Main reading:

1. 1. Ansoff, H. I., Kipley, D., Lewis, A. O., Helm-Stevens, R., & Ansoff, R. (2018). *Implanting strategic management*. Springer.
2. 2. Henry, A. (2008). *Understanding strategic management*. Oxford University Press, USA.

### Additional reading:

1. 3. Porter, M. E. (2011). *Competitive advantage of nations: creating and sustaining*

superior performance. simon and schuster.

2. 4. Moon, H. C. (2016). The strategy for Korea's economic success. Oxford University Press.

*Internet sources*

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access on the basis of concluded agreements:
  - RUDN Electronic Library System (RUDN ELS) <http://lib.rudn.ru/MegaPro/Web>
  - EL "University Library Online" <http://www.biblioclub.ru>
  - EL "Yurayt" <http://www.biblio-online.ru>
  - EL "Student Consultant" [www.studentlibrary.ru](http://www.studentlibrary.ru)
  - EL "Lan" <http://e.lanbook.com/>
  - EL "Trinity Bridge"
2. Databases and search engines:
  - electronic foundation of legal and normative-technical documentation <http://docs.cntd.ru/>
  - Yandex search engine [https:// www .yandex.ru/](https://www.yandex.ru/)
  - Google search engine <https://www.google.ru/>
  - Scopus abstract database <http://www.elsevierscience.ru/products/scopus/>

*Training toolkit for self- studies to master the course* \*:

Course of Lectures on the Discipline "Global Strategic Management"

\* The training toolkit for self- studies to master the course is placed on the course page in the university telecommunication training and information system under the set procedure.

***All teaching and methodological materials for students' independent work are posted in accordance with the established procedure on the discipline page in TUIS!***

**DEVELOPERS:**

Associate Professor

Li Khansol

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position, department

name and surname

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position, department

name and surname

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position, department

name and surname

**HEAD OF EDUCATIONAL DEPARTMENT:**

Head of the Department

Anastasia Vladimirovna Lukina

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name of department

name and surname

**HEAD**

**OF HIGHER EDUCATION PROGRAMME:**

Head of the Department

Anastasia Vladimirovna Lukina

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position, department

name and surname