

“PLEKHANOV Russian University of Economics”

Discipline – “The economic strategy of development of  
the hotel enterprise”

Theme 2: "Economic Strategy as a system of  
competitive advantages in business development"

Practicum

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# Themes of essay

## Theme 3. Strategy as a system of development of competitive advantages

1. Give a definition of the concept of strategy for G. Mintzberg.
2. Describe the advantages and disadvantages of strategies considered in the book of H. Mintzberg, B. Alstrand, J. Lampal "Strategy School."
3. Explain the approaches you know about the definition of strategy.
4. Explain the notion of "strategic solutions", "strategic implications" and "strategic potential".
5. Describe the principles of classifying schools of strategies.

## Themes of essay

6. Describe the concept of the design school that is part of the prescriptive group.
7. Describe the concept of the school of planning that is part of the prescriptive group.
8. Describe the concept of the school of positioning, which is part of the prescriptive group.
9. Explain the parameters of the schools of strategies according to the criteria that characterize the process of developing the strategies of the prescriptive group.
10. Explain the parameters of the schools of strategies according to the criteria that characterize the content of the strategies of the prescriptive group.

# Themes of essay

11. Describe the concept of an entrepreneurship school that is part of a descriptive group.
12. Describe the concept of the cognitive school that is part of the descriptive group.
13. Describe the concept of the school of learning, which is part of the descriptive group.
14. Describe the concept of the school of power that is part of the narrative group.
15. Describe the concept of the school of culture that is part of the narrative group.

## Themes of essay

16. The concept of the external environment school.
17. Parameters of schools of strategies by criteria that characterize the content of the strategies that make up the narrative group.
18. Parameters of schools of strategies by criteria that characterize the process of developing strategies that are part of the descriptive group.
19. The concept of the school of configuration, which is part of the group of combined approaches.
20. The concept of the school of SPbSPU, which is part of the group of combined approaches.

## Themes of essay

21. Novelty of the concept offered by the school of St. Petersburg State University.
22. Can the principles of cognitive school be used by other schools?
23. How do you assess the concept of a school of power from a position of fair competition?
24. Should the principles of the school of culture be used in modern Russian conditions?
25. What are the criteria of similarity and differences between schools of strategies?

# Tests

## Test 3.1

Does the concept of strategy include the following definitions:

- a) strategy is a plan, direction, direction or direction of development, a road from the present to the future;
- b) strategy - is the principle of behavior or following a certain model of behavior;
- c) strategy is a position, namely the location of certain products in specific markets;

# Tests

## Test 3.1

- d) strategy is a perspective, i.e., the main way the organization works, or it is the "business theory" of an organization.
- e) strategy is the involvement of strategic influence groups;
- f) strategy is a clever trick, a special maneuver undertaken to outwit an opponent or competitor.



# Tests

## Test 3.2

The strategy of economic management, or economic strategy, develops:

- a) rules and techniques ensuring economically effective achievement of strategic goals;
- b) rules and techniques for SWOT analysis;
- c) rules and techniques for achieving strategic goals, based on raising the interest of all participants in the process of developing and implementing strategic programs in the effective achievement of these goals.

# Tests

## Test 3.3

Should the company's economic strategy include:

- a) research of conditions of competitive advantages;
- b) research of markets for potential goods and services;
- c) the formation of the product range of the firm;
- d) distribution of the available resources at the disposal of the firm and its additional resources;
- e) interaction with the markets of factors of production, securities, foreign exchange markets;
- f) conducting an advertising campaign;
- g) the formation of an effective pricing policy;
- h) early detection of crisis trends.

# Tests

## Test 3.4

Are the following types of strategic management consistent with the proposed methods of I. Ansoff and used in relation to the degree of instability of the external environment:

- a) extrapolation-based management (long-term planning), applied in conditions of relatively low degree of instability;
- b) management based on anticipation of changes (strategic planning, choice of strategic positions), applied at medium values of the degree of instability;

# Tests

## Test 3.4

- c) management based on the program-target method;
- d) management based on flexible expert decisions (ranking of strategic tasks, management of "weak signals";
- e) management in the conditions of strategic surprises), applied for the conditions of significant instability of the external environment.

# Tests

## Test 3.5

Are the features of the economic strategy and distinguishing it from the short-term (current) management of the firm the following:

- a) the process of elaborating an economic strategy does not end with any immediate action;
- b) during the formation of an economic strategy, it is impossible to foresee all the opportunities that will arise in the preparation of a specific strategic project, which leads to an increase in the uncertainty of all types;

# Tests

## Test 3.5

- c) a significant strengthening of the role of feedback in the development of an economic strategy;
- d) absence of the impact of competitive market forces;
- e) at the level of strategic planning, unlike planning at the tactical level, it is very difficult to determine the absolute indicators of the usefulness of certain strategic decisions.

# Tests

## Test 3.6

Are the following schools of strategies included in the proposed classification of G. Mintzberg:

- a) prescriptive;
- b) descriptive;
- c) schools of substance;
- d) school configuration.

# Tests

## Test 3.7

Does the concept of the SPbSPU school suggest the following directions:

- a) definition of the economic strategy and the process of its development and implementation as a system of interrelated rules and practices that ensure the achievement of a global strategic goal - the formation and maintenance of the company's long-term competitive advantages;
- b) the methodology of the system approach to the formation of a strategy, taking into account the laws of the systems interpreted to the actual strategy and the process of its creation, as well as the use of the principles of structuring strategic goals and highlighting the elements (components) of the strategy;



# Tests

## Test 3.7

- c) the company's economic strategy as a trajectory of a dynamic system that lies in the space of resources and goods;
- d) elements of the communication complex, including advertising, PR, brand promotion, sales promotion and direct sales;
- e) the formation of an economic strategy taking into account the interests of the firm, the federal and regional levels of the hierarchy, and be adapted to the economic order that is taking shape in the country;
- e) the company's marginal capabilities in the fields of goal-setting and achieving strategic goals are determined by the category of the strategic potential of the firm, which is a combination of the firm's abilities to select and implement these goals;

# Tests

## Test 3.7

- g) the firm is considered as an information system that characterizes the principles of interaction between the product, resource, social and institutional concepts embodied in the mission and strategic potential of the firm, as well as a system of harmonizing the interests of all participants in the process of forming and implementing the economic strategy;
- h) the strategy of anti-crisis management of the company is formed as a strategy to prevent its insolvency (bankruptcy) and ensure the economic security of the firm.