

38 times and translated into 25 languages. As highlighted earlier, Porter's educational background is characterised by interdisciplinary orientation.

He acquired his academic background in industrial organisation (doctorate in business economy in 1971). His interdisciplinary orientation is clearly visible in his books *Competitive Advantage* and *Competitive Strategy*, where he connected industrial organisation and business policy. For example, *Competitive Advantage* and *Competitive Strategy* cover a wide variety of disciplines including marketing, finance and operations while making connections with business policy and industrial organisation (Huggins and Izushi, 2012). He accentuates that it is impossible to completely comprehend competitive advantage and competitive strategy without combining all of these disciplines to form a complete picture of an overall company.

After publishing these two books, Michael Porter has, in a way, become a virtual professor, since his video presentations are used today as basic material at 56 universities worldwide. It can be freely argued that, after the publication of these two books, nothing is the same anymore in the rising scientific field of strategic management. Before these two books were published, the field of strategic management was a loosely connected set of unstructured ideas and limited theoretical realm with inconclusive implications for economic practice. After his two books appeared, strategic management has become an academic discipline formed on well-articulated theories created by answering a host of questions highly beneficial to company management. Many company located around the world and operating at different industries, such as Caterpillar, DuPont, Procter & Gamble, Royal Dutch Shell, Sysco and Taiwan Semiconductor Manufacturing Company and many others, follow the advice of Michael Porter on competitive advantage (Huggins and Izushi, 2012).

Namely, Michael Porter has proposed and created a special program at HBS for top managers (with an annual income of over one billion dollars) who represented a focus group for his future research. Michael Porter has developed a large number of concepts in his two books which have been studied by theoreticians and practitioners for over 30 years. Value chain, five forces analysis and generic strategy are only some of his key ideas.

He continually highlights the particularity of each company in his works. That is why he *dismisses the word model* and replaces it with the *word framework*. All of his works are embedded with the thesis that the essence of business strategy is the relationship between the company and its environment. Accordingly, he believes that the organisation has its analytical frame, and the surrounding has its industry frame.

### **The transition of the course business policy into the course business strategy**

Following the recommendations of *Gordon-Howell's and Pierson's* report from 1959, a vast number of business schools introduced a course titled