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I. Goals and objectives of the discipline

Goals:

The purpose of the discipline "Strategic Management" is:

1. To form knowledge of the theoretical and methodological foundations of strategic management necessary for the development and implementation of development strategies of an economic entity.
2. To study the basic principles of strategic management, the main stages of development strategy development, analysis of strengths and weaknesses, opportunities and threats from the external environment.
3. To identify and analyze competitive advantages, as well as modern ideas about the management of the organization from the standpoint of the principles of strategic planning in the face of risks.
4. To develop practical skills of strategic planning in conditions of incomplete information and risks, the ability to find alternative options in conditions of uncertainty and risks.

Objectives:

The achievement of this goal is ensured by solving the following tasks:

1. To master the theoretical and methodological foundations of strategic management.
2. To form practical skills of modern strategic management.
3. To expand knowledge and skills of strategic decision-making, critical thinking based on modern mathematical methods and scientific approaches to management in conditions of incomplete information, constant changes in the external environment, taking into account possible risks.
4. To develop communication skills that allow you to effectively interact with stakeholders, develop a strategy and find alternative options in conditions of uncertainty.
5. To improve managerial experience based on classical models and tools of strategic management in relation to various conditions of the organization's activities.

II. Place of the Discipline in the CPEP Structure

The academic discipline "Б1. B. 01 Strategic Management" refers to the part formed by the participants of educational relations of the bachelor's degree program in the field of training 27.03.05 Innovation, profile "Management of Innovative and IT Projects and Products".

To study this academic discipline, it is necessary to have knowledge, skills and abilities formed by the previous disciplines: Б1.О.14 Management, Б1.О.17 Organizational Behavior, Б1.О.18 Financial Management at an Innovative Enterprise.

List of subsequent academic disciplines that require knowledge, skills and abilities formed by this academic discipline: the discipline is implemented in the 8th semester.

III. Requirements for the Discipline Learning Outcomes

The process of mastering the discipline is aimed at the formation of elements of the following competencies in accordance with the Federal State Educational Standards of Higher Education and the Educational Programs of Higher Education in the area of training (specialty) 27.03.05 "Innovatics.», profile Management of innovative and IT projects and products

List of Planned Learning Outcomes for the Discipline, Mapped to Competency Achievement Indicators

Competence	Competency Indicators	Learning outcomes
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<p>PC-1 To be able to develop, coordinate and control the implementation of business plans, pricing policy and development strategy for a series of innovative and IT products</p>	<p>PC-1.1 To be able to collect, process and analyze initial data for the calculation of technical and economic indicators of economic entities</p>	<p>Demonstrates strategic planning skills both for companies as a whole and for products and projects based on the collection and processing of initial data (statistical, financial, marketing, and so on)</p>
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IY. CONTENT AND STRUCTURE OF THE DISCIPLINE

Discipline scope is 3 credits, 108 hrs.
including 36 hrs of Summative Assessment.
Summative assessment: exam-8th semester

4.1 The content of the discipline, structured by topic, indicating the types of classes and the number of academic hours allocated for them

№ T opics	Discipline Section/ Theme	Semester	Total Hours	Of these, practical training of students	Types of Educational Activities, Including Self-Study, Practical Sessions, and Workload (in hrs)				Formative Assessment Formats; Summative Assessment Formats
					Teacher Contact Hrs			Self-Study	
					Le cture	Practical lesson	Consultati ons		
1	2	3	4	5	6	7	8	9	10
1	Introduction to Strategic Management	8	1 3		4	4		5	Oral questioning
2	Schools of Strategies – Approaches to the Implementation of the Strategic Process	8	1 3		4	4		5	Oral questioning
3	Development of strategic objectives of the organization	8	1 3		4	4		5	Testing
4	Strategic Organizational Alternatives	8	1 4		4	4	1 (KCP)	5	Oral questioning
5	Implementation of strategic decisions and control.	8	1 7		4	4	1 (KCP)	8	Oral questioning
6	Formative Assessment	8	3 6				10 (KO)	26	Exam
Total hours:			1		20	20	14, incl. 2	54	

			08			KCP	
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4.2. Plan for Out-of-Class Student Self-Study of the Discipline

Semester	Section, Themes	Self-Study			Assessment tool	Educational and methodological support of independent work
		Type of self-study	Deadlines	Load (hr.)		
8	Concept 5 of G. Mitzberg. Criticism of schools and their contribution to the formation of strategic management, the context of using the main provisions.	Study of the material, preparation for the survey	1-2 weeks	5	Oral questioning	<i>Frolov, Y. V.</i> Strategic Management. Formation of Strategy and Design of Business Processes: Textbook for Universities / Y. V. Frolov, R. V. Seryshev ; edited by Y. V. Frolov. – 2nd ed., ed. and add. – Moscow : Yurayt Publishing House, 2022. – 154 p. – (Higher Education). – ISBN 978-5-534-09015-4. – Text : electronic // Educational platform Yurayt

Semester	Section, Themes	Self-Study			Assessment tool	Educational and methodological support of independent work
		Type of self-study	Deadlines	Load (hr.)		
8	Management analysis (analysis of the internal environment): the purpose of the analysis, the constituent elements, their characteristics and interrelation. Internal environment and resource analysis: personnel, organizational capabilities, production potential, marketing, finance.	Study of the material, preparation for the survey	Week 3-4	5	Oral questioning	<i>Kazakova, N. A.</i> Modern Strategic Analysis: Textbook and Practicum for Higher Educational Institutions / N. A. Kazakova. – 3rd ed., revised and supplemented – Moscow: Yurayt Publishing House, 2022. – 469 p. – (Higher Education). – ISBN 978-5-534-11138-5. – Text: electronic // Yurayt Educational Platform

Semester	Section, Themes	Self-Study			Assessment tool	Educational and methodological support of independent work
		Type of self-study	Deadlines	Load (hr.)		
8	Prerequisites and necessary conditions, advantages and risks of applying competitive strategies. The use of offensive and defensive strategies to create, maintain and protect competitive advantage, their classification and characteristics.	Study of the material, preparation for the survey	Week 5-6	5	Testing	<i>Glushchenko, A. V.</i> Strategic Accounting: Textbook and Practicum for Universities / A. V. Glushchenko, I. V. Yarkova. – Moscow : Yurayt Publishing House, 2022. – 240 p. – (Higher Education). – ISBN 978-5-534-05061-5. – Text : electronic // Yurayt Educational Platform
8	Strategies of competition in world markets: causes, conditions and methods of entering foreign markets, multinational (international) and global strategies.	Study of the material, preparation for the survey	7-8 weeks	5	Oral questioning	<i>Purlik, V. M.</i> Management of the effectiveness of the organization: a textbook for universities / V. M. Purlik. — Moscow: Yurayt Publishing House, 2022. — 207 p. — (Higher education). — ISBN 978-5-534-12817-8. — Text: electronic // Yurayt Educational Platform

Semester	Section, Themes	Self-Study			Assessment tool	Educational and methodological support of independent work
		Type of self-study	Deadlines	Load (hr.)		
8	Identification of resistance to strategic changes: concept, signs, levels and forms of resistance. Resistance and rate of change. Individual and group resistance: their causes. Methods of overcoming resistance to change.	Study of the material, preparation for the survey	Weeks 9-10	8	Oral questioning	<i>Popov, S. A.</i> Strategic Management: Actual Course: Textbook for Higher Educational Institutions / S. A. Popov. – 2nd ed., revised and supplemented – Moscow: Yurayt Publishing House, 2022. – 481 p. – (Higher Education). – ISBN 978-5-534-09665-1. – Text: electronic // Yurayt Educational Platform
Total self-study load (hr)				28		

4.3 Learning Content

№	Section, Themes	Table of Contents
1	Introduction to Strategic Management	<p>Topic 1. Introduction to Strategic Management Prerequisites for the emergence and conditions for the development of strategic management. Methodology of strategic management. Advantages of a strategic approach to management. Problems and limitations on the use of strategic management. The content of the concept of "strategy" (the concept of 5 P by G. Mitzberg and others).</p>
2	Schools of Strategies – Approaches to the Implementation of the Strategic Process	<p>Topic 2. Schools of Strategies – Approaches to the Implementation of the Strategic Process Prerequisites for the emergence, conditions of development, current state, representatives of schools. Characteristics of the process of strategy creation. Criticism of schools and their contribution to the formation of strategic management, the context of using the main provisions. Stages of strategic management development.</p>
3	Development of strategic objectives of the organization	<p>Topic 3. Stages of the strategic management cycle. Determining the direction of the organization - vision, mission, goals. Vision concept. Mission and its importance for the organization. Development of the mission statement. The goals of the organization: the evolution of views and modern approaches to the interpretation of the essence. The system and hierarchy of the organization's goals: the main elements and their characteristics. The process of goal formation: the main stages and their characteristics. Criteria for the quality of the developed goals.</p> <p>Topic 4. Analysis of the external environment of the organization. Analysis of strategic factors of the external environment: the purpose of the analysis, constituent elements, their characteristics and interrelation. Macroenvironment (general environment, environment of indirect impact): economic, legal, political, technological, socio-cultural and environmental factors of the external environment. Environmental analysis tools: PEST, SWOT analysis. Microenvironment (immediate environment, environment of direct impact): characteristics of the state and prospects for the development of the industry; analysis of the competitive environment in the industry (M. Porter's model); analysis of the driving forces in the industry; Study of key success factors in the industry; strategic group analysis (drawing up a map of strategic groups of competitors); analysis of the organization's closest competitors and their possible actions.</p>

		<p>Topic No 5. Analysis of the internal environment of the organization.</p> <p>Management analysis (analysis of the internal environment): the purpose of the analysis, the constituent elements, their characteristics and interrelation. Internal environment and resource analysis: personnel, organizational capabilities, production potential, marketing, finance.</p> <p>Strategic analysis of the organization's costs and value chain. Effectiveness and efficiency of the use of the organization's resources.</p> <p>Determination of the competitive advantages of the organization: core (key) competencies and distinctive abilities.</p>
		<p>Topic No 6. Choice of strategic alternatives.</p> <p>The concept of strategic alternatives. The process of developing strategic alternatives and making strategic choices. Factors for the formation of strategy portfolio options and their forecasting.</p> <p>Approaches to the formation of strategic alternatives: competitive strategic approach; a strategic approach based on scenario development; a strategic approach based on modelling; a strategic approach based on brainstorming; strategic approach "Market growth - competitive position of the firm"; strategic approach based on the results of the SWOT analysis;</p> <p>Portfolio approach: building a strategic pyramid, hierarchy of strategies. The concept and essence of corporate, business (business strategy), functional and operational strategies. Tools for portfolio analysis of strategies: BCG matrix, modified BCG matrix. McKincey - General Electric dies. Arthur D. Little Matrix (ADL/LC). Ansoff matrix. Three-dimensional Abel matrix. Business Integrated Analysis (PIMS Project). Portfolio matrix of Shell's directed policy.</p> <p>Ambitious strategic approach.</p>
4	Strategic Organizational Alternatives	<p>Topic No 7. Strategic development of the organization.</p> <p>Corporate (basic) development strategies. The concept and essence of the strategic development of the organization: fixing the existing state of business; internal growth (reinvestment of capital in existing business, competitive strategies); external growth (mergers and acquisitions, strategic alliances, integration and diversification, portfolio strategies); business reduction and capital restructuring (disintegration, disaggregation, outsourcing, anti-crisis measures); access to foreign markets.</p> <p>Topic No 8. Competitive behavior of the organization.</p> <p>Strategy and competitive advantage: cost leadership strategy ("force", violent strategy); broad differentiation strategy; the strategy of optimal costs; focused strategy, or market niche strategy based on low costs; a focused strategy, or a market niche strategy based on differentiation ("niche",</p>

		<p>patient strategy); innovation strategy ("pioneer", exploratory strategy); strategy of rapid response ("adaptive", commutative strategy).</p> <p>Prerequisites and necessary conditions, advantages and risks of applying competitive strategies. The use of offensive and defensive strategies to create, maintain and protect competitive advantage, their classification and characteristics.</p> <p>Competitive environment in the industry and strategic behavior of organizations: strategies for competition at different stages of the industry life cycle; strategies for competition in fragmented (segmented) industries; strategies of organizations occupying various industry positions.</p> <p>Strategies of competition in world markets: causes, conditions and methods of entering foreign markets, multinational (international) and global strategies.</p>
5	Implementation of strategic decisions and control.	<p>Topic No 9. Implementation of the organization's strategy.</p> <p>The main goals, objectives and conditions for the implementation of the strategy, the relationship with the strategic process. The concept and essence of strategic changes.</p> <p>The main areas of strategic change are management and personnel. Planning the implementation of the strategy and the implementation of strategic leadership. Organization resources and strategy implementation. Organizational culture and strategy implementation. Structure of the organization and implementation of the strategy.</p> <p>Identification of resistance to strategic changes: concept, signs, levels and forms of resistance. Resistance and rate of change. Individual and group resistance: their causes. Methods of overcoming resistance to change.</p>

4.3.1. List of Practical Sessions

№	Theme Number	Seminars, Practical and Laboratory Work	Load (hours)		Assessment Tools	Developed Competencies (Indicators)
			Total hours	Including Practical Sessions		
1	2	3	4	5	6	7
1	1	Methodology of strategic management.	5	–	Oral questioning	PC-1.1
2	2	Characteristics of the strategy creation process	5	–	Oral questioning	PC-1.1
3	3	Analysis of strategic factors of the external environment	5	–	Testing	PC-1.1
4	4	The concept and essence of the strategic	5	–	Oral questioning	PC-1.1

		development of the organization: fixing the existing state of business; internal growth (reinvestment of capital in existing business, competitive strategies); external growth (mergers and acquisitions, strategic alliances, integration and diversification, portfolio strategies)				
5	5	Main goals, objectives and conditions for the implementation of the strategy, relationship with the strategic process	5	–	Oral questioning	PC-1.1
		Total Hours	20			

4.3.2. List of topics (questions) submitted for independent study by students within the framework of independent work (SRS)

№ p/n	Subject	Task	Competency Being Formed	IDM
1	2	3	4	5
1	Introduction to Strategic Management	Identify the strategic risks of a business in a particular industry (at the student's choice). Make a risk map. Suggest adjustments to the business development strategy in this industry.	PC 1	PC-1.1
2	Schools of Strategies – Approaches to the Implementation of the Strategic Process	Vision of strategic risks from the perspective of different strategic schools: analysis and review	PC 1	PC-1.1
3	Development of strategic objectives of the organization	Develop alternative options for the company's strategic objectives in a particular industry, taking into account the risks	PC 1	PC-1.1
4	Strategic Organizational Alternatives	Identify new target segments of the organization's customers in the context of a changing external environment	PC 1	PC-1.1
5	Implementation of	Development of a	PC 1	

	strategic decisions and control.	strategic development plan for the organization, identification of strategic challenges and gaps on the example of a company in a specific industry		PC-1.1
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4.4. Guidelines for Organizing Student Self-Study

and distance learning technologies. Educational and methodological materials for self-study are available to students through electronic library systems and the Hecadem Internet learning system, which presents materials of lectures and practical (seminar) classes, interactive forms of training, examples of tasks. . The Hecadem Internet Learning System is a platform for distance learning and learning using digital technologies of the Baikal International Business School of ISU. Each student receives authorized access to the system. Available at: <https://edu.buk.irk.ru>.

Independent work consists of:

- in the student's independent preparation for the lecture – reading the notes of the previous lecture, watching the video version of the lecture (if any). This helps to better understand the material of the new lecture, relying on previous knowledge;
- in preparation for practical classes on the main and additional sources of literature;
- in independent study of individual topics or questions in classes on the main and additional sources of literature, on sources on the Internet and on the electronic portal of the university;
- in preparation for current control and intermediate certification.

When performing independent work in preparation for current control and intermediate certification, the student must take into account the criteria for evaluating the task being performed (section 8 of this program).

Control over independent work is carried out when the student performs tasks from the fund of assessment materials of the discipline. In the course of independent work control, both the actual knowledge, skills and abilities of students are assessed, as well as the depth of understanding and the ability to isolate and interpret integral semantic structures, as well as the skills of independent search for the necessary information on the topic of the lesson and its critical assessment.

Independent work of students is a process of active, purposeful acquisition of new knowledge and skills by a student without the direct participation of a teacher, characterized by a subject orientation, effective control and evaluation of the results of the student's activities.

Goals of independent work:

1. systematization and consolidation of the theoretical knowledge and practical skills of students;
2. deepening and expanding theoretical knowledge;
3. formation of skills to use regulatory and reference documentation, special literature;
4. development of cognitive abilities, activity of students, responsibility and organization;
5. formation of independent thinking, creative initiative, abilities for self-development, self-improvement and self-realization;
6. development of research skills and academic skills.

Self-study work can be carried out individually or by groups of students, depending on the goal, volume, level of complexity, and specific topics.

The technology of organizing students' independent work includes the use of information and material and technical resources of an educational institution.

Before students perform extracurricular independent work, the teacher can instruct them on how to complete the task. The briefing includes:

1. the purpose and content of the task;
2. deadlines;
3. an estimated amount of work;

4. basic requirements for the results of work and evaluation criteria;
5. possible typical errors during execution.

Instruction is conducted by the teacher at the expense of the amount of time allotted for the study of the discipline.

Control of the results of extracurricular independent work of students can take place in written, oral or mixed form.

Students should approach self-study work as the most important means of consolidating and developing theoretical knowledge, developing a unity of views on certain issues of the course, acquiring certain skills and using professional literature.

Premises for independent work of students should be equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of the organization.

When studying the course independently, students should:

1. view key definitions and facts;
2. repeat the material summarized at the lecture session and supplement it taking into account the literature recommended on this topic;
3. study the recommended literature, make theses, annotations and summaries of the most important points;
4. independently perform tasks similar to those offered in the classroom;
5. to use the materials of the fund of assessment tools for self-examination.

V. Educational, Methodological, and Information Support for the Discipline

a) Required Reading:

Frolov, Y. V. Strategic Management. Formation of Strategy and Design of Business Processes: Textbook for Universities / Y. V. Frolov, R. V. Seryshev; edited by Y. V. Frolov. – 2nd ed., ed. and add. – Moscow : Yurayt Publishing House, 2022. – 154 p. – (Higher Education). – ISBN 978-5-534-09015-4. – Text : electronic // Educational platform Yurayt [site]. – URL: <https://urait.ru/bcode/513928>

Glushchenko, A. V. Strategic Accounting: Textbook and Practicum for Higher Educational Institutions / A. V. Glushchenko, I. V. Yarkova. – Moscow: Yurayt Publishing House, 2022. – 240 p. – (Higher Education). – ISBN 978-5-534-05061-5. – Text: electronic // Educational platform Yurayt [site]. – URL: <https://urait.ru/bcode/515403>

Kazakova, N. A. Modern Strategic Analysis: Textbook and Practicum for Higher Educational Institutions / N. A. Kazakova. – 3rd ed., revised and supplemented – Moscow: Yurayt Publishing House, 2022. – 469 p. – (Higher Education). – ISBN 978-5-534-11138-5. – Text: electronic // Educational platform Yurayt [site]. – URL: <https://urait.ru/bcode/511185>

Popov, S. A. Strategic Management: Actual Course: Textbook for Higher Educational Institutions / S. A. Popov. – 2nd ed., revised and supplemented – Moscow: Yurayt Publishing House, 2022. – 481 p. – (Higher Education). – ISBN 978-5-534-09665-1. – Text: electronic // Educational platform Yurayt [site]. – URL: <https://urait.ru/bcode/510959>

Purlik, V. M. Management of the effectiveness of the organization: a textbook for universities / V. M. Purlik. — Moscow: Yurayt Publishing House, 2022. — 207 p. — (Higher education). — ISBN 978-5-534-12817-8. — Text: electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/518939>

b) Databases, reference and retrieval systems

1. EBS ECZ "Bibliotech". State Contract No 019 dated 22.02.2011 Bibliotech LLC. License Agreement No 31 dated 22.02.2011 Access address: <https://isu.bibliotech.ru/> Validity: from 22.11.2011 indefinitely.

2. EBS "Rukont" Contract No 98 dated 11/13/2020; Act No bK-5415 dated 11/14/20 Valid until 11/13/2021. access: <http://rucont.ru/>

3. EBS "Lan Publishing House". LLC "Lan Publishing House". Information letter No 128

dated 09.10.2017 Validity period: indefinite. Access address: <http://e.lanbook.com/>

4. EBS "National Digital Resource "Rukont". Central Design Bureau "Bibkom". Contract No 04-E-0343 dated 12.11.2021 Access address: <http://rucont.ru/>

5. EBS "Ibuku.ru/ibooks.ru". LLC "Ibux". Contract No 04-E-0344 dated 12.11.2021; Act dated 14.11.2021. Access address: <http://ibooks.ru>

6. Electronic Library System "EBS Yurayt". LLC "Electronic Publishing House Yurayt". Contract No 04-E-0258 dated 20.09.2021. Available at: <https://urait.ru/>

7. School of the Moscow Exchange. Access address: <https://school.moex.com/>

VI. Material and Technical Support for the Discipline

6.1. Educational and Laboratory Equipment

Names of specialized premises and self-study areas	Equipment of specialized premises and self-study areas	List of licensed software. Details of the supporting document
Classroom for lecture-type classes	<p>The classroom is equipped with specialized (educational) furniture for 48 students and technical teaching aids that serve to present educational information to a large audience.</p> <p>1.PC HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVD RV/kb/m/DOS/Sole noid Lock and Hood Sensor (RUS)2. Monitor Viewsonic TFT 20" VA2014WM glossy-black 5ms 20 00:1 250cd M/M3. Projector Epson EB-18304. Genius SP-S110 Active Speakers Black5. Aten VS92A Video Splitter 2-port VGA</p> <p>It is equipped with educational and visual aids and electronic presentations that provide thematic</p>	<p>BASIC SOFTWARE INSTALLATION KIT:Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with SoftLine Trade Tr026664 dated 17.05.2007Project Standard 2007, Access 2007 – Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. –Agreement with CJSC "SoftLine Trade" Tr000023480 dated 19.05.2015 Windows Operating Systems for Licensed OEM Pre-Installation Programs, Academic Cooperation Programs with Microsoft MSDN AA.- Agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008 Windows Operating Systems for Licensed OEM Pre-Installation Programs, Academic Cooperation Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015Anti-virus programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per year) migration with additional purchase(LBW-BC-12M-120:119-C4) – agreement with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015Firewall, Proxy functionality - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC</p>

	illustrations on all topics specified in the work program of the discipline	"SoftLine Trade" Tr000112196 dated 29.09.2016
Classroom for seminar-type classes	<p>The auditorium is equipped with specialized (educational) furniture for 48 students and technical teaching aids that serve to present educational information to a large audience</p> <p>The demonstration kit includes: 1.PC HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVD RV/kb/m/DOS/Sole noid Lock and Hood Sensor (RUS)2. Monitor Viewsonic TFT 20" VA2014WM glossy-black 5ms 20 00:1 250cd M/M3. Projector Epson EB-18304. Genius SP-S110 Active Speakers Black5. Aten VS92A Video Splitter 2-port VGA</p>	<p>BASIC INSTALLATION KIT:Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with SoftLine Trade Tr026664 dated 17.05.2007Project Standard 2007, Access 2007 – Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with SoftLine Trade CJSC Tr000023480 dated 19.05.2015</p> <p>Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft MSDN AA.- agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008</p> <p>Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015</p> <p>Anti-Virus Programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per year) migration with additional purchase (LBW-BC-12M-120:119-C4) – contract with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016</p> <p>Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010</p> <p>Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015</p> <p>Firewall, functionality Proxy - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013</p> <p>Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016</p>
Auditorium for group and individual consultations, current control and intermediate certification	The classroom is equipped with specialized (educational) furniture for 11 students, 5 workplaces, equipped with computers with Internet connection	<p>BASIC SOFTWARE INSTALLATION KIT:Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with SoftLine Trade Tr026664 dated 17.05.2007Project Standard 2007, Access 2007 – Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. –Agreement with CJSC "SoftLine Trade" Tr000023480 dated 19.05.2015 Windows Operating Systems for Licensed OEM Pre-Installation Programs, Academic Cooperation Programs with Microsoft</p>

	<p>and access to the EIOS of the Federal State Budgetary Educational Institution of Higher Education "ISU". 1. 5 Workstations HP compad dc7800SFF Dual Core PE-2180, 4 Gb DDR2 PC6400, 160GB SATA 3.0 HDD2. LCD Monitor 17.0" ViewSonic "VA703m" 1280x1024, 8mc, TCO"03, Silver-Black (D-Sub, MM)3. Printer Hewlett-Packard LaserJet 3055 All-in-One Multifunction Device, one piece.</p>	<p>MSDN AA.- Agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008 Windows Operating Systems for Licensed OEM Pre-Installation Programs, Academic Cooperation Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015Anti-virus programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per year) migration with additional purchase(LBW-BC-12M-120:119-C4) – agreement with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015Firewall, Proxy functionality - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016</p>
<p>Room for independent work of students</p>	<p>It is equipped with specialized (educational) furniture for 10 students, equipped with computer equipment connected to the Internet and provided with access to the EIOS of ISU 1. Think Centre M80 Series SFF System Unit Included: Intel® Core™ i3-540 Clarkdale 2.93GHz / 1333MHz / Dual Core™ / 4M / 73W / LGA 1156 / 32nm / 4GB PC3-10600 SDRAM x 2 /250 GB, 7200RPM SATA</p>	<p>BASIC SOFTWARE INSTALLATION KIT:Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with CJSC "SoftLine Trade" Tr026664 dated 17.05.2007 Project Standard 2007, Access 2007 - Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. –agreement with CJSC "SoftLine Trade" Tr000023480 dated 19.05.2015Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft MSDN AA.- Agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008 Windows operating systems for licensed OEM pre-installation programs, Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – Agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015Anti-Virus Programs - Rights to computer programs drWeb Server Security, complex protection 120PC (1 license per year)</p>

	/DVD RW - 10pcs2. LCD Monitor - 20.0 ViewSonic "VA2013w" 1600x900 Monitor, 5mc, TCO 03, Black (D-Sub) - 10pcs3. HP LaserJet 5000N, A3, 22ppm, 32 MB, 250&500 sheet feeder, JetDirect 615n prn svr4. HP LaserJet 5100th, A3, 22ppm, 32 MB, 250&500 sheet feeder, JetDirect 615n prn svr	migration with additional purchase (LBW-BC-12M-120:119-C4) – agreement with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016 Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010 Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademik Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015 Firewall, Proxy functionality - Privileged right to use Traffic Inspector GOLD computer programs – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013 Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016
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6.2. Software:

The university is provided with the necessary set of licensed and freely distributed software, including domestic production:

1. Basic installation kit for: Office 2010 Services for granting the right to use Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent., 39-licenses for BMBS ISU. Contract No 03-K-1131 dated 11/29/2021 KOSGU 226.4
2. Project Standard 2007, Access 2007 – ISU Azure Dev Tools for Teaching subscription (Visio, Projekt) 1 Year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date March 31, 2023.
3. Microsoft Project Professional 2010, ISU Azure Dev Tools for Teaching subscription (Visio, Projekt) 1 year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date March 31, 2023.
4. Operating systems Windows'7, Windows'10 Services for granting the right to use Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent., 39-licenses for BMBS ISU. Contract No 03-K-1131 dated 11/29/2021 KOSGU 226.4
5. Anti-virus programs - Dr.Web renewal Contract No Tr000582689/03-E-0043 dated February 05, 2021 Invoice No Tr000582689 dated February 08, 2021
6. WinRAR Archivers: 3.x: Standard Licence - for legal entities 100-199 licenses - annex. No1 to contract No15422/IRK11 of CJSC "SoftLine Trade" dated 05.02.2010
7. Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademik Edition Device CAL 120 licenses - account Tr000051059 CJSC "SoftLine Trade" dated 27.10.2015
8. Firewall, Proxy functionality - Right to use computer programs Traffic Inspector GOLD preferential account Tr005456 CJSC "SoftLine Trade" dated 27.08.2013
9. Traffic Inspector GOLD Special* for 5 years Contract RSZ-0000276 dated 16.11.2021 KOSGU 226.4 License renewal

6.3. Technical and electronic training aids:

Multimedia tools and other equipment for presentations of educational material:

1. HP EliteDesk 800 G4 SFF Intel Core i5 8500(3Ghz)/8192Mb/1000Gb/DVDrw/war 3y/W10Pro +V2 Desktop. ViewSonic 21 Monitor, 5" VA2245a - LED [LED, 1920x1080, 10M:

1 5ms,170gor, 160ver, D-Sub]3. Projector Nec M420X LCD 4200ANSI Lm XGA 2000:1 lamp 3500h. Eco modeHDMI USB Viewer RJ-45 10W 3.6 kg4. Jetbalance JB-115U 2.0 black speakers (4W)5. Video signal splitter Aten VS92A 2-port VGAWead of licensed software used:1. Office 2010 under the program of academic cooperation with Russian Microsoft Desktop Education AllLng License/Software Assurance Pack Academic OLV 1License LevelEEnterprise2. Project Standard 2007, Access 2007 – under the program of academic cooperation with Microsoft DreamSpark Premium Electronic Software Delivery.3. Microsoft Project Professional 2010, Microsoft Visio Professional 2010 under the program of academic cooperation with Microsoft Imagine Standard Electronic Software Delivery with the assistance of the Central Research Center of ISU.

VII. Educational Technologies

In accordance with the requirements of the Federal State Educational Standard in the field of training "Management", the profile "Project Management, Controlling and Consulting", the implementation of the competence approach provides for the widespread use of active and interactive forms of conducting classes in the educational process (computer simulations, business and role-playing games, analysis of specific situations) in combination with extracurricular work in order to form and develop the professional skills of students. The training course includes meetings with representatives of Russian companies, state and public organizations, master classes by experts and specialists.

Teaching the discipline involves the use of the following educational technologies:

- conducting classroom classes using multimedia technologies, audio and video materials;
- conducting lectures in the form of a problem lecture, lecture-discussion (if necessary, in the form of a webinar with a recording of the lecture for subsequent viewing);
- the use of a problem-oriented approach through independent work;
- test technologies on the remote platform of the BIBS "Hekadem";
- the use of interactive training technologies, such as group discussion, work in small groups;
- conducting master classes with specialists;
- performance of tests and independent work by students.

The share of classes conducted in interactive forms - practical classes - is determined by the main goal (mission) of the program, the characteristics of the contingent of students and the content of specific disciplines (determined by the requirements of the Federal State Educational Standards of Higher Education and the Educational Programs of Higher Education in the area of training (specialty) 27.03.05 "Innovatics.», profile Management of innovative and IT projects and products. Lecture-type classes for the relevant groups of students are determined by the relevant working curriculum in accordance with the requirements of the Federal State Educational Standard.

VIII. Materials for Formative and Summative Assessment

8.1. Assessment tools for incoming control

No entrance test is administered for this course, as basic knowledge of management and economics is sufficient for successful completion.

8.2. Assessment materials for current control and intermediate certification

№	Formats of Assessment Tools	Assessed Themes (Sections)	Assessed Competencies/ Indicators
1	Oral questioning	Topics 1,2,4,5	PC 1.1
2	Testing	Topic 3	PC 1.1

All the results of the current control are evaluated on a 100-point scale, the final score is weighted average. The following types of control are applied.

Oral questioning. Criteria for evaluating the oral answer (maximum 100 points)

"excellent" / 10-86 points are given if the student:

- Shows a deep knowledge and understanding of the entire scope of the discipline; a complete understanding of the essence of the concepts, phenomena and patterns, theories, interrelations.
- Is able to compose a complete and correct answer based on the material studied; highlight the main provisions of science, independently confirm the answer with specific examples and facts; independently and argumentatively make an analysis, generalization, conclusions.
- Establishes interdisciplinary (based on previously acquired knowledge) and intra-subject connections. Competently, clearly, coherently presents the educational material: gives an answer in a logical sequence using the accepted terminology; draws his own conclusions; forms an accurate definition and interpretation of basic concepts, laws, theories; correctly and thoroughly answers additional questions from the teacher and fellow students. It is advisable to use visual aids, reference materials, a textbook, additional literature, primary sources.
- Independently, accurately applies the acquired knowledge in solving problems; makes no more than one defect, which he/she corrects independently; has the skills to work with schemes and graphs accompanying the answer; The notes accompanying the response are compliant.

"good"/85 – 71 points are given if the student:

- Shows knowledge of all the program material studied. Gives a complete and correct answer based on the theories studied; makes minor mistakes and shortcomings in the reproduction of the studied material, definitions of concepts, inaccuracies in the use of scientific terms or in conclusions and generalizations from observations and experiments; the material is presented sequentially, making one minor mistake or no more than two shortcomings, which can be corrected independently on demand or with a little help from the teacher; confirms the answer with specific examples; correctly answers the teacher's additional questions.
- Is able to independently identify the main points in the studied material; on the basis of facts and examples, generalize, draw conclusions, establish intra-subject connections.
 - Applies the acquired knowledge in practice in a modified situation, observes the basic rules of the culture of oral and written speech, uses scientific terminology.
 - Does not have sufficient skill in working with reference literature, textbooks, primary sources (correctly oriented, but works slowly).
 - Allows some violations of the rules for the design of written works.

"satisfactory"/70 – 60 points are given if the student:

- Has mastered the main content of the educational material, has gaps in the assimilation of the material that do not prevent further assimilation of the program material; The material is presented in an unsystematized, fragmentary, not always consistent manner.
- Shows the lack of formation of certain knowledge and skills; He argues conclusions and generalizations poorly, makes mistakes in them.
 - Makes mistakes and inaccuracies in the use of scientific terminology, does not accurately define concepts, does not use conclusions and generalizations from observations, facts, experiments as evidence, or has made mistakes in their presentation.
- Has difficulty applying the knowledge needed to solve different types of problems in explaining specific phenomena based on theories and laws.
- Does not fully answer the questions of the teacher and fellow students (omitting the main

ones), or reproduces the content of the textbook, but does not understand certain provisions sufficiently.

Shows insufficient understanding of certain provisions when reproducing the text of the textbook (notes, primary sources) or answers the teacher's questions incompletely, making one gross mistake.

"Unsatisfactory"/less than 60 points are given if the student:

Practically did not reveal the main content of the material; does not independently draw conclusions and generalizations.

Has poorly formed and incomplete knowledge, but is able to apply it to solving specific issues and tasks according to the model.

When answering (to one question), he/she makes no more than one gross mistake, but can correct it with the help of a teacher.

Testing is a written test and is evaluated on a 100-point scale, based on the share of the completed task.

Current control: a demo version of the test task (current control)

1) SWOT analysis includes...

- a) analysis of the organization's capabilities and possible threats
- b) analysis of strengths and weaknesses in the organization's activities in comparison with competitors
- c) analysis of the macrosystem of the market and specific target markets
- d) all of the above

2) When conducting a SWOT analysis, a combination of the following acts as guidelines for the strategic development of the company:

- a) strengths - threats
- b) weaknesses - threats
- c) strengths - opportunities
- d) weaknesses – opportunities

3) Differences between STEP and SWOT analyses:

- a) SWOT analysis allows you to synthesize the results of STEP analysis of both the external and internal environment of the organization
- b) the subject of SWOT analysis is both the external and internal environment of the organization, and the subject of STEP analysis is only its external macroenvironment
- c) SWOT analysis is an analysis of the strengths and weaknesses of the organization, and STEP analysis is an analysis of its capabilities and external threats

4) Characteristics that goals should have according to the SMART principle:

- 1. Eligibility
- 2. Measurability
- 3. Certainty in time, terms of achievement
- 4. Achievability
- 5. Flexibility
- 6. Comparability
- 7. Mutual support
- 8. Specificity/specificity
- 9. Realism

5) The main functions of strategic management:

- a) planning, control
- b) organization, motivation
- c) planning, organization, motivation, coordination, control

- d) planning, motivation, control
- 6) The main difference between an open system and a closed one is:**
- lack of orderly interaction between individual subsystems
 - the presence of interaction of individual subsystems with the outside world.
 - the isolation of the elements of the system on themselves.
 - the presence of interaction with the external environment.
 - all of the above is true
- 7) The external environment of direct impact on the organization is:**
- Shareholders, competitors, suppliers
 - Consumers, traders, local authorities
 - Government bodies, local bodies
 - All of the above
 - there is no correct answer
- 8) Organization is**
- a group of people whose activities are consciously coordinated to achieve a common goal
 - a group of people whose activities are coordinated
 - a group of people united by a common goal
- 9) The internal environment of the organization includes:**
- Suppliers, labour, regulatory laws and institutions, consumers, competitors
 - The state of the economy, changes in politics, social culture, STP, technology, group interests, international
 - Goals, personnel, tasks, structure, technology, organizational culture
 - Plans, forecasts, organizational structure, motivation, control
 - Partners, staff, socio-psychological conditions
- 10) In the management system, the subject of management is...**
- control subsystem
 - a controlled system
 - connecting subsystem
 - financial subsystem
- 11) Legal responsibility for making strategic management decisions can be:**
- disciplinary
 - administrative
 - material
 - criminal
 - civil
- 12) The specific outcomes that the organization would like to achieve are:**
-
- 13) Depending on the period of time for which the company's plans are drawn up, planning is divided into:**
- Long-term, long-term and medium-term
 - Long-term, medium-term and short-term
 - Long-term, medium-term and short-term
- 14) What is meant by market segmentation?**
- a part of the industry market
 - division of consumers into certain groups of buyers
 - measures to promote the product on the market and ensure a competitive position
- 15) Characteristic features of strategic decisions:**
- are innovative in nature
 - are aimed at solving specific problems
 - are indefinite in nature
 - are subjective in nature

- e) are objective in nature
- g) the set of alternatives is quite definite

16) The most important questions, the answer to which is the essence of strategic management:

- a) what is the current situation of the enterprise
- b) which competitors have stronger positions in relation to the enterprise
- c) whether the set goals are realistic
- d) in what position he would like to be in three, five, ten years
- e) how to achieve the desired

17) Determine the sequence of stages in the development of corporate governance (write separated by commas): _____

- (a) Strategic management
- b) budgeting
- c) long-term planning
- d) strategic planning

18) The highest level of strategic management is ... level.

- a) business
- b) corporate
- c) functional

19) The purpose of the organization is...

- a) philosophy and purpose, the meaning of the organization's existence
- b) prescribed work, a series of works or a part of work that must be performed in a predetermined way within a predetermined time
- c) specific end states of the system or the desired result that the group seeks to achieve by working together

20) Definition of mission in the narrow sense of O.S. Vikhansky:

- a) the purpose of the organization, the definition of its role in society and the economy
- b) the purpose for which the organization exists and which must be fulfilled in the planning period
- c) the mission is a complex goal, it includes both internal and external guidelines of the company's activities
- d) a formulated statement as to why or for what reason the organization exists
- e) a clearly expressed general goal of the organization's activities

21) An organization using strategic management plans its activities based on the fact that .

- a) the environment will not change
- b) there will be no qualitative changes in the environment
- c) there will be constant changes in the environment

22) Initial stage of the strategic management process

- a) analysis of the environment
- b) definition of the company's mission
- c) definition of the company's goals
- d) development of strategies for the company's behavior in the market

23) The strategy of personnel management refers to ... strategies.

- a) functional
- b) basic
- c) corporate
- d) sectoral

24) Basic Benchmark Growth Strategies:

- a) strategy of concentrated growth
- b) reduction strategy
- c) integrated growth strategy

d) strategy for achieving competitive advantages

e) diversified growth strategy

g) the leader's strategy

25) The strategy of competitive behavior of a follower of the leader assumes ...

a) an active attack on the leader

b) conducting intensive competition

c) implementation of innovation strategies

d) protecting its market share, retaining its customers

26) Integrated growth of an organization presupposes...

a) product development (its improvement or creation of a new one)

b) sale of technologically new products in existing markets

c) sale of technologically new products in new markets

d) obtaining ownership and/or establishing control over suppliers or over the sales network

27) Cost minimization strategy (cost leadership strategy) is aimed at:

a) ensuring lower system costs for the product in comparison with competitors

b) giving the product-commodity distinctive properties that are important for the buyer and which distinguish this product from the offers of competitors

c) hiring and training such personnel who work with customers more effectively than the personnel of competitors

d) a more favorable image of the organization, the advertising brand of the product (that is, the brand)

28) The strategy is the most attractive for the company, which can no longer develop in one of the markets with this product within this industry

a) concentrated growth

b) integrated growth

c) abbreviations

d) diversified growth

29) A strategy that involves abandoning a long-term view of the business in favor of maximizing income in the short term – a strategy ...

a) product development

b) reverse vertical integration

c) "harvesting"

d) conglomerate diversification

e) reducing costs

30) Strategies included in the "strategic pyramid" of a single-industry enterprise

a) corporate

b) business

c) functional

d) operating rooms

31) Strategies that form a "strategic pyramid" of a large diversified company

(a) Corporate strategy

b) horizontal integration strategy

c) functional strategy

d) focusing strategy

e) business strategy

g) operational strategy

32) A group of strategies, which includes strategies related mainly to changes in the product and (or) market and do not affect the industry, the position of the company within the industry and technology

a) concentrated growth

b) integrated growth

- c) diversification
- d) abbreviations

33) Portfolio models of strategy analysis include:

- a) I. Ansoff's matrix
- b) BCG matrix
- c) GE matrix (McKinsey)
- d) the "value chain" model
- e) Porter's 5 Forces model

34) The vision of the organization is:

- a) a set of goals in the long term
- b) it is a description of the state that the organization wants to achieve by a certain time
- c) the main socially significant functional purpose of the enterprise expressed verbally
- d) the strategic intention of the enterprise to take a certain place in the business

35) Like any management process, strategic management includes the following stages: strategic analysis; strategic choice (planning proper); implementation of the strategy (implementation of the decision made). Is it a strategic choice?

- a) top management monitors the factors that are most important for the future of the corporation, called strategic factors
- b) formation of alternative directions for the development of the enterprise, their evaluation, selection of the best strategic alternative for implementation
- c) development of programs, budgets and procedures, which can be considered as medium-term and short-term plans for the implementation of the strategy
- d) forecasting the external environment and developing ways for the enterprise to adapt to its changes

36. The strategy of the household refrigerator production unit of a diversified electrical organization is:

- (a) Functional strategy
- b) Business strategy
- c) corporate strategy
- d) strategy

If the future can be predicted by extrapolating historical growth trends, it is:

- (a) Strategic planning
- b) medium-term planning
- c) Long-term planning
- d) budgeting

38. The BCG model is characterized by four types of strategies: "Stars", "Question marks", "Cash cows", "Dogs". Determine which strategy corresponds to this characteristic: "Be content with your position, or reduce it, or liquidate this type of business in your organization"

- a) "Dogs"
- b) "Cash cows"
- c) "Question marks"
- d) "Stars"

39. The BCG model is characterized by four types of strategies: "Stars", "Question marks", "Cash cows", "Dogs". Determine which strategy fits this characteristic: "Try to maintain or increase your business market share."

- a) "Dogs"
- b) "Cash cows"
- c) "Question marks"
- d) "Stars"

I. 40. An example of the key goal of an organization (industrial enterprise): To gain a

leading position in the introduction of new types of products (services), using a certain percentage of income from the volume of sales for research and development. To which key space does this goal belong?

- a) Marketing
- b) R&D (innovation)
- c) Finance
- d) Management

8.2.1. Issues and description of the procedure for conducting interim certification

The exam is conducted on questions in the form of an interview.

1. The concept of strategic management. The main differences between strategic management and operational management.
2. Historical prerequisites for the emergence of strategic management. Stages of strategic management development.
3. Design School: Strategy Formation as a Process of Comprehension. School of planning: strategy formation as a formal process.
4. Positioning School: Strategy Formation as an Analytical Process. School of Entrepreneurship: Strategy Formation as a Process of Foresight.
5. Management Schools : Cognitive, Learning, Power:
6. School of Management: Formation of Strategy, Culture, External Environment, Configuration.
7. The concept of management strategy. Correlation of strategic, tactical and operational goals. Strategy as a specific plan for achieving a strategic goal and as a long-term qualitatively determined direction of the organization's development.
8. Basic elements of the strategy: vision, mission, goals, objectives.
9. Problem Field, Strategic Problem and Strategic Focus. Strategic decisions.
10. The process of strategy formation. Implementation of the strategy.
11. Cycle and methods of strategic planning. Types of planning structures. Forms of implementation of strategic planning.
12. Concept, types, sources and factors of competitiveness of a product, company, economy. Concept, types, types and sources of competitive advantages of the company.
13. Competitiveness and key factors of competitive success, strategic capabilities of the company.
14. Strategic analysis of the company's competitive market position. Positional assessment of a leading firm, a follower firm, an outsider firm.
15. Strategic analysis of the competitive positional behavior of the company. Offensive, defensive, wait-and-see, mixed strategic behavioral positions of the company.
16. Strategic competitive analysis of the industry market: content, characteristics and main indicators (suppliers, buyers, substitute goods, competitors, institutions, barriers to entry and exit, trends and phases of development, competitive structure, spatial scales).
17. Concept, types and types of corporate (basic) strategies. The concept and structure of the corporate education portfolio. Corporate strategies for stabilization growth.
18. Concept, types and types of competitive (business) strategies. Relationship and difference between corporate and competitive strategies.
19. Concept, types and types of innovation (business) strategies. Violent, patient, commutative, exploratory strategies.
20. Concept, types and types of functional (resource) strategies. Relationship and difference between corporate competitive and functional strategies.
21. Types and types of production functional strategies. External and internal factors, the target function of the formation of production strategies.
22. Strategic management of the company's production potential: essence, types, types, features.

23. Production functional strategies for the location and specialization of production.
24. Production resource functional strategies: attracting resources, preserving resources. Production functional profit strategies. Production functional quality strategies.
25. Strategies for managing the technological development of the company's production. R&D management strategies of the company.
26. Types and types of financial functional strategies. External and internal factors, the target function of the formation of financial strategies.
27. Cost management strategies. Dividend payment strategies. Strategies for protecting against financial risks.
28. Strategies for managing current financial transactions and ensuring the financial stability of the company: specifics and forms. Strategies for managing receivables and payables.
29. Strategies for managing long-term financial operations: specifics and forms. Strategies for attracting financial resources. Financial investment strategies.
30. Types and types of marketing functional strategies. External and internal factors, the target function of the formation of marketing strategies.
31. The place of marketing in the strategic management of the company. Functions of strategic marketing. Strategy and tactics of marketing management.
32. Marketing functional strategies for managing the product life cycle. Marketing functional strategies for managing product distribution.
33. Marketing functional pricing strategies. Marketing functional strategies for influencing consumers.
34. Types and types of personnel functional strategies. External and internal factors, the target function of the formation of the personnel management strategy.
35. Personnel functional strategies for attracting and selecting personnel. Personnel functional strategies for personnel development.
36. Personnel functional strategies for personnel movement. Personnel functional strategies for regulating employment at the enterprise.
37. The phase of the growth of the life cycle of the industry and the features of the dynamics of innovative industries. Problems limiting the development of nascent industries. Specifics of markets for new products at the early and subsequent stages.
38. Strategic management of companies in emerging (innovative) industries. Strategies for innovative promotion to a new market are offensive, wait-and-see, intermediate strategies.
39. The company's basic strategies in emerging industries are offensive, defensive, and imitative. Strategies for mastering innovations are self-reliance, cooperation with partners, and the purchase of new products.
40. The phase of stability of the industry life cycle and the features of the dynamics of mature stable industries. Features, advantages and problems of mature industries.
41. Changes in the industry during its transition from the phase of origin to the phase of maturity. A strategic dilemma exacerbated by the growing maturity of the industry.
42. Strategic management of companies in mature industries. Features, sources, competitive advantages and problems of mature industries.
43. Specifics of competitive strategies of companies in mature sectors of the economy. Strategic Transition Traps and Organizational Implications of Industry Maturity.
44. The phase of decline in the life cycle of the industry and the features of the dynamics of stagnating industries.
45. General and specific, external and internal factors of the growth of the crisis development of the organization.
46. Structural factors of competition at the stage of industry recession. Barriers to exit from the industry during its decline.
47. The most important features, competitive advantages and strategic problems of stagnant industries.

48. Features of strategic management of companies in industries experiencing a recession.
49. Strategic Alternatives for Competitive Behavior of Companies in the Period of Industry Recession.
50. The processes of anti-crisis development are controlled and uncontrollable. The role of strategy in crisis management. Basic strategies of crisis management.

When conducting intermediate certification in the form of an exam, the teacher can use the results of current monitoring of progress during the semester and the results of testing on the materials studied during the semester. Assessment tools used in the current control, in conjunction with testing, allow you to assess the knowledge, skills and possession of skills/experience of students in the development of the discipline. In order to use the results of the current monitoring of progress, the teacher calculates the average assessment of the level of formation of the student's competencies (the sum of the grades received by the student is divided by the number of grades). The time of testing is announced to students in advance. Questions for testing are formed from a set of questions from all tests on all topics and sections of the discipline. The number of questions in the test is at least 25, the completion time is 45 minutes, the number of attempts is one.

Intermediate certification in the form of an exam is carried out by means of an oral interview on tickets. The tickets were drawn up in such a way that each of them included two theoretical questions. The distribution of questions on tickets is closed to students.

At the exam, the student takes a ticket, and the student is given time within 45 minutes to prepare an answer. In the process of answering the student's questions and tasks on the ticket, the teacher may ask additional questions. The scale for assessing and determining the formation of competencies is given below.

Criteria	Evaluation			
	"excellent"	"Good"	"satisfactory"	"Unsatisfactory"
Knowledge	The student demonstrates a high level of knowledge of the concepts and theoretical provisions of the academic discipline, and integrates knowledge when answering.	The student has a good command of the terminology of the discipline, does not fully see the relationship and interdependence of theoretical provisions.	The student, revealing problems, finds it difficult to present the theory.	The student does not understand the problem, does not see the relationship between the theoretical provisions of the disciplines.
Trait	The student, answering theoretical questions, easily and accurately illustrates the answer with examples from his practice, from the borrowed experience.	The student illustrates the answer with examples, finding it difficult to justify them.	A student can support theoretical positions with examples, but makes mistakes.	A student cannot support the position of a theoretical problem with examples.

Criteria	Evaluation			
	"excellent"	"Good"	"satisfactory"	"Unsatisfactory"
Possession	The student has terminology, argumentation, skills of translating theoretical concepts into management practice.	Possesses terminology, in case of a mistake in the use of the term, is able to correct it himself, has the skills to identify the interdependence of theoretical and methodological provisions, finds it difficult to translate knowledge into practice.	The student has a poor command of terminology, inaccuracies in the understanding and interpretation of concepts, demonstrating weak argumentation, violates the logic of the statement	The student does not know professional terminology. There is no argumentation and synthesis of knowledge.



Developer:

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Head. Head of the Department of N.B. Grosheva

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