



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
«KAZAN STATE POWER ENGINEERING UNIVERSITY»
(FSBEI HE «KSPEU»)

APPROVED

Director of the Institute of Digital
Technologies and Economics

_____ Zainullin R.R.

«24» _____ February _____ 2026

WORKING PROGRAM OF THE DISCIPLINE

B1.V.06 Strategic management

Field of training

38.03.02 Management

Qualification

Bachelor's Degree

Kazan, 2026

The program was developed by:

Name of the department	Position, academic degree, academic title	Full name of the developer
Management	Associate Professor, Candidate of Technical Sciences Economic Sciences, Associate	Professor E. F. Khuzieva

Approval	Name of department	Date	Minutes No.	Signature
Approved	Management	10.02.2026	Protocol №5	_____ Head of Department, Doctor of Social Sciences, Professor Makhiyanova A.V.
Agreed	Management	10.02.2026	Protocol №5	_____ Head of the Department., Doctor of Social Sciences, prof.Makhiyanova A.V.
Agreed	Educational and Methodological Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R..
Approved	Scientific Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R.

1. Purpose, objectives and planned results of training in the discipline

The purpose of mastering the discipline "Strategic Management" is providing students with basic knowledge on the basics of strategic management; developing skills in using theoretical knowledge on strategic management to solve professional problems.

Objectives of the discipline introduction to the features of modern trends in the development of strategic management; study of the mission and goals of strategic management, methods of analyzing the external and internal environment, determining the structure of management analysis and portfolio investments, be able to use the principles and methods of management analysis, have scientific analysis skills, SWOT analysis skills; analysis of the external environment of the organization based on PEST-analysis; construction of the matrix of the Boston Consulting Group and independent work with economic literature.

Competencies formed by students:

Competence code and name	Indicator code and name
PC-2 Able to develop strategies for the organization with the aim of adapting its production and economic activities to changing external and internal market conditions in order to ensure investment attractiveness and competitiveness in the modern global economy	PC-2.1 Participates in the development of proposals for specific areas of market research with the aim of determining the prospects for the strategic development of the organization
	PC-2.2 Demonstrates the ability to effectively implement the main sections of the organization's strategy in order to adapt it to changing market conditions

2. Place of the discipline in the structure of the OPOP

Previous disciplines(modules), practices, research, etc., History of Russia, Foreign language, Introduction to professional activity, Economics, Mathematics, Information technology.

Subsequent disciplines(modules), practices, research, etc. Business planning, Logistics, Risk management, Industry Economics.

3. Structure and content of the discipline

3.1. Structure of the discipline

For full-time education

Type of academic work	Total ZE	Total hours	Semester (s)	
			5	6
TOTAL LABOR INTENSITY OF THE DISCIPLINE	9	324	180	144

CONTACT WORK*	-138	138	56	82
CLASSROOM WORK	3,5	126	50	76
Lectures	1,3	46	16	30
Practical (seminar) classes	2,2	80	34	46
Laboratory work			-	
INDEPENDENT WORK ABOUT THE STUDENT	3,5	126	63	63
Study material	development 0.33	12	6	6
Course project	-	-	-	-
Coursework	-	-	-	-
Preparation for intermediate certification	2	72	36	36
Intermediate certification:			Uh	E

For full-time and part-time education

Type of academic work	Total ZE	Total hours	Semester (s)	
			9	B
TOTAL LABOR INTENSITY OF THE DISCIPLINE	9	324	180	144
CONTACT WORK*	-130	130	71	59
CLASSROOM WORK	3	110	60	50
Lectures	1,4	50	30	20
Practical (seminar) classes	1,6	60	30	30
Laboratory work			--	-
INDEPENDENT WORK ABOUT THE STUDENT	5,4	196	111	85
Study material	development 0,6	20	11	9
Course project		--	-	-
Coursework		-	-	-
Preparation for intermediate certification	0,5	18	9	9
Intermediate certification:			E	E

3.2. Content of the discipline, structured by sections and types of classes

Sections Discipline sections	Total hours	Distribution of labor intensity by type of academic work				Forms and type of control	Indexes of indicators of formed competencies
		lectures	lab. rab.	pr. zan.	sam. rab.		
Section 1		6		15	20	TC1	PC-2.1
Section 2		8		15	20	TC2	PC-2.1

Section 3		8		15	20	TC3	PC-2.1
Section 4		8		15	22	TC4	PC-2.2
Section 5		8		10	22	TC5	PC-2.2
Section 6		8		10	22	TC6	PC-2.2
Exam	36					ohms 1	PC-2.1, PC-2.2
Exam	36					OHMS 2	PC-2.1, PC-2.2
TOTAL	324	46- 80	-	80	126		

3.3. Content of the discipline

Section 1. Introduction to strategic management The essence of strategic management.

Topic 1.1. The concept and essence of strategic management

Topic 1.2. Basic strategies of organizations

Topic 1.3. Approaches to developing an organization's strategy

Section 2. The concept of the organization's mission. Strategic analysis of the external and internal environment of the organization

Topic 2.1. Shaping the mission and strategic vision

Topic 2.2. Formulation and setting of the organization's goals

Topic 2.3 .. Factors that determine the organization's strategy

Section 3. Strategic groups of competitors. Differentiation strategy.

Topic 3.1 .. Assessment of the company's condition under the current strategy

Topic 3.2. Determining the strength of a company's competitive position

Topic 3.3. Methods used to analyze the current business strategy

Section 4. Analysis of the internal and external environment of the organization

Topic 4.1. Features of identifying the company's strengths and weaknesses, opportunities and threats (based on SWOT analysis)

Topic 4.2. Types of firm strategies.

Topic 4.3. Basic competition strategies

Section 5. Enterprise Portfolio analysis

Topic 5.1. Corporate (Portfolio) strategies

Topic 5.2. Functional strategies

Topic 5.3. Building a portfolio of strategies

Section 6. Strategic management tools

Topic 6.1. Matrix tools in strategic management

Topic 6.2. Economic evaluation of strategies.

Topic 6.3. Effectiveness of strategies

3.4. Thematic plan of practical exercises

Section 1. Introduction to strategic management The essence of strategic management.

1.1. Vision and philosophy of the organization. company's mission statement

1.2. . Basic principles of forming an organization's goals and objectives

1.3. The SMART principle.

Section 2. Strategic analysis of the internal environment of the organization, the external environment of the organization.

2.1. Strategic analysis of the internal environment of the organization, the external environment of the organization.

2.2. Essence and content of the Organization's corporate strategy

2.3. Strategic competitive positioning of the organization in the market

Section 3. Strategic solutions in production

3.1. The concept and types of strategic decisions in production

3.2. Formation of strategic alternatives and strategy selection

3.3. R & D strategy. Solving situational problems

Section 4. Strategic Analysis Tools

- 4.1. Development of SWOT analysis
- 4.2. Development of PEST analysis
- 4.3. Product strategy development based on the BCG matrix

Section 5. Strategic analysis of the organization's activities

- 5.1. ADL matrix for determining the company's development vector
- 5.2. Porter's 5 powers
- 5.3. The McKinsey Matrix

Section 6 . Investment strategies: types and features.

- 6.1. Strategic investment management.
- 6.2. Regularities of strategic management of enterprises and organizations
- 6.3. Methodology for developing an organization's commercial security strategy

3.5. Thematic plan of laboratory work

This type of work is not provided for in the curriculum.

3.6. Course project /course work

This type of work is not provided for in the curriculum.

4.Evaluation of learning outcomes

Assessment of the results of training in the discipline is carried out within the framework of current control and intermediate certification, conducted according to the point-rating system (BRS).

Scale of assessment of learning outcomes in the discipline:

Code competency	Code indicator competence	Planned rovanie the results of training in the discipline	Level of formation of competence indicator			
			High	Average	Below average	Low
			of 85 to 100	from 70 to 84	55 to 69	0 to 54
			Scale of evaluation			
			excellent	good	satisfactory	unsatisfactory-levoritional
PC-2 Able to develop strategies for the organization with the aim of adapting its production and economic activities to changing external and internal market conditions in order to ensure investment attractiveness and competitiveness in the modern global	PC-2.1 Participates in the development of proposals for specific areas of market research with the aim of determining the prospects for the strategic development	to know: the basic principles, functions and techniques of strategic management, the theoretical basis of strategic analysis of	the Level of knowledge of the basic principles and techniques of strategic management, the	Level of knowledge of the basic principles, functions, and techniques of strategic management, the theoretical	Minimum of the basic principles, functions, and techniques of strategic management, the theoretical foundation	Level of knowledge of the basic principles, functions, and techniques of strategic management, the theoretical

economy	of the organization		<p>theoretical foundations of strategic analysis in the scope of the training program, error</p>	<p>foundations of strategic analysis in the scope of the training program, there are several mistakes structurally unstable</p>	<p>foundations of strategic analysis, there is a lot mistakes structurally unstable</p>	<p>applications of the fundamentals of strategic analysis below the minimum requirements gross error</p>
		<p>to be able to: identify the sources and mechanisms of ensuring the competitive advantages of the organization, to formulate the main tasks and stages of strategic management</p>				
			<p>Demonstrated all the basic skills to identify the sources and mechanisms to ensure competitive advantage, formulate objectives and stages of strategic management to fully</p>	<p>demonstrate all the basic skills to identify the sources and mechanisms to ensure the competitive advantage of the organization to formulate the main tasks and stages of strategic management with structurally unstable defects</p>	<p>Demonstrated all the basic skills to identify the sources and mechanisms to ensure competitive advantage, formulate objectives and stages of strategic management are the place structurally unstable errors</p>	<p>Not shown all the basic skills to identify the sources and mechanisms to ensure competitive advantage, formulate objectives and stages of strategic management gross error</p>
		<p>to possess: skills to conduct analysis of the internal and external environment of the organization</p>				
			<p>Demonstrated skills in analyzing internal and external environment</p>	<p>Basic skills of conducting an analysis of the internal and</p>	<p>are demonstrated The minimum set of skills of conducting an</p>	<p>is demonstrated Application skills of conducting an</p>

			nt of the organization in full.	external environment of the organization	analysis of the internal and external environment of the organization	analysis of the internal and external environment of the organization are not demonstrated
PC-2.2 Demonstrates the ability to effectively implement the main sections of the organization's strategy in order to adapt it to changing market conditions	to know: methods of management of strategic projects and the relationship between the functional strategies of the company					
		, the Level of knowledge management practices strategically and the relationship between the functional strategies of the company within the scope of the training program, error	Level of knowledge management practices strategically and the relationship between the functional strategies of the company, in volume appropriate training program, there are several structurally unstable	Minimum acceptable level of knowledge management practices strategically and the relationship between the functional strategies of the company has many structurally unstable	Level of knowledge of knowledge management practices strategically and the relationship between the functional strategies of the company below the minimum requirement, gross error	
	to be able to: to analyze the existing strategy of the company and to evaluate the effectiveness of the adopted innovation and investment solutions					
	demonstrated good game.stero many all the basic ability to analyze existing company strategy	demonstrated good game.stero many all the basic skills to analyze the strategies of the	demonstrated good game.stero many all the basic skills to analyze the strategies of the	Not shown all the basic skills to analyze the strategies of the company and to		

			and to evaluate the effectiveness of innovation and investment decisions in full	company and to assess the effectiveness of innovation and investment solutions with structural defects	company and to assess the effectiveness of innovation and investment decisions take place structurally unstable errors	assess the effectiveness of innovation and investment solutions gross error
to possess: the process of formation of economic thinking in the management of production and economic activity organizations						
			Demonstrated the skills of mastering the process of forming economic thinking in managing the operational (production) activities of organizations to the full extent.	Basic skills of proficiency in the process of forming economic thinking in the management of operational (production) activities	of organizations are demonstrated The minimum set of skills of proficiency in the process of forming economic thinking in the management of operational (production) activities of organizations	is demonstrated The skills of proficiency in the process of forming economic thinking in the management of operational (production) activities of organizations are not demonstrated.

Evaluation materials for conducting current control and interim certification are given in the Appendix to the discipline's work program.

The full set of tasks and materials required for evaluating the results of training in the discipline is stored at the department of development.

5. Educational, methodological and informational support of the discipline

5.1. Educational and methodological support

5.1.1. Main literature

1. Strategic management: a textbook / V. M. Dzhukha, I. S. Shtapova, N. P. Zhukovskaya. - Moscow:Knorus, 2021. - 282 p. - URL: <https://book.ru/book/936316>. - ISBN 978-5-406-03171-1. - Text: electronic.

2. Strategic management : a textbook / V. A. Dresvyannikov, Yu. T. Shestopal, A. N. Shmeleva [et al.]. - Moscow: KnoRus, 2023. - 310 p. - ISBN 978-5-406-10968-7. - URL: <https://book.ru/book/947265> — - Text : electronic.

5.1.2. Additional literature

1. Стратегический менеджмент :Dudin N. M., Lyasnikov N. V. Strategic management : a textbookЛясников. - 2nd ed., ster. - Moscow:Knorus, 2022. - 254 p. - (Bachelor's degree). - URL: <https://book.ru/book/942436>. - ISBN 978-5-406-09065-7. - Text: electronic.

2. Babich, T. N., Planning at the enterprise. : textbook / T. N. Babich, Yu. V. Vertakova. - Moscow: KnoRus, 2023. - 343 p. - ISBN 978-5-406-10946-5. - URL: <https://book.ru/book/947676> — - Text : electronic.

3. Strategic financial management: guidelines for completing course work for students of the 38.03.02 "Management" training area (Master's degree level)on the discipline "Strategic financial management" / N. V. Klochkova ; ed. by Yu.F. Biteryakov. Ivanovo: IGEU Publ., 2019, 48 p. (IN Russian). <https://elib.ispu.ru/node/4815>. - Text : electronic.

4. Abdulov R. E., Medvedeva Yu.M., Nosova S. S. Strategicheskiy menedzhment : uchebno-metodicheskoe posobie [Strategic Management: a training manual]. - Moscow: Rusains, 2023. - 179 p. - ISBN 978-5-466-00811-1. - URL: <https://book.ru/book/945248> — - Text : electronic.

5.2. Information support

5.2.1.2.1. . Electronic and Internet resources

№ n/	a Name of electronic and Internet resources	Reference
1	<i>Electronic library system "Lan"</i>	https://e.lanbook.com/2
2	<i>Electronic library system "ibooks.ru.ru"</i>	https://ibooks.ru/3
3	<i>Electronic library system "book.ru.ru"</i>	https://www.book.ru/4
4	• <i>Encyclopedias, dictionaries, reference</i>	books http://www.rubricon.com
5	• <i>Open Education Portal</i>	http://npoed.ru
6	• <i>Single window of access to educational resources</i>	http://window.edu.ruwindow.edu.ru

5.2.2. Professional databases / Information and Reference systems

№ n/	a Name of professional databases	Address	Mode Access mode
1	eLibrary.RU	www.elibrary.ru	www.elibrary.ru
2	National Electronic Library of the Bible (NEB)	https://rusneb.ru/https://rusneb.ru/3	https://rusneb.ru/
3	Scientific Electronic Library eLIBRARY.RU	http://elibrary.ru	http://elibrary.ru
4	Federal Educational Portal "Economics, Sociology,	http://ecsocman.hse.ru/http://ecsocman.h	se.ru/5

	Management"		
5	Ministry of Economic Development of the Russian Federation	https://economy.gov.ru / https://economy.g	ov.ru/

5.2.3.2.3.Licensed and freely distributed software of the Discipline

№ n /	a Name программного of the software	Способ Distribution method (licensed/free)	Details of supporting documents
1	Windows 7 Professional (Starter)	User operating system	3AO "of SoftLineTrade CJSC No. 2011.25486 dated 28.11.2011 Not applicable. right. Unlimited
2	1S:Enterprise 8 Training kit for higher and secondary educational institutions	" Software for automation of accounting and management accounting, economic and organizational activities of the enterprise."	BIT Business Solution LLC No. 21/000608 dated 05.2010 Neiskl. right. Unlimited
3	Adobe Acrobat	Software package for creating and viewing PDF files PDF	Free license Neiskl. right. Unlimited
4	"Alt-Invest Sums"	Software for preparation, analysis and optimization of investment projects of various industries, scales and directions.	Alt-Invest LLC No. 1-17-125 dated 02.10.2017 Non-exclusive. right. Indefinitely

6. Material and technical support of the discipline

Name of the type of educational work	Name of the educational audience, specialized laboratory	List of necessary equipment and technical means of teaching
Lectures	Educational audience for conducting lecture-type	classes Specialized educational furniture, technical means of teaching that serve to present educational information to a large audience (multimedia projector, computer (laptop), screen), demonstration equipment, educational and visual aids
Practical classes	Training room for conducting seminar-type classes, group and индивиду-individual consultations, ongoing monitoring and intermediate certification	Specialized educational furniture, technical training tools (multimedia projector, computer (laptop), screen), etc.
Independent work	Computer class with Internet	Specialized educational furniture for 30 seats,

	access B-600a	30 computers, technical training equipment (multimedia projector, computer (laptop), screen), video cameras, software
	Reading room Library Reading room	Specialized furniture, computer equipment with Internet access and Internet access EIOS, screen, multimedia projector, software

7. Features of the organization of educational activities for persons with disabilities and disabled people

Persons with disabilities and persons with disabilities have the opportunity to move freely from one educational and laboratory building to another, to climb all floors of educational and laboratory buildings, to study in educational and other premises, taking into account the peculiarities of psychophysical development and health status.

Conditions of unhindered access to all educational facilities are provided for the training of persons with disabilities and disabled people with musculoskeletal disorders. Information about special conditions created for students with disabilities and disabilities is available on www//kgeu.ru. There is a possibility to provide technical assistance by an assistant, as well as sign language interpreters and tiflosurd interpreters.

To adapt to the perception of reference and educational material on the discipline by persons with disabilities and hearing impairments, the following conditions are provided:

- for better orientation in the classroom, use alerts about the beginning and end of the lesson (the word "call" is written on the blackboard).

- the teacher attracts the attention of a hard-of-hearing student with a gesture (a hand is placed on the shoulder, a soft pat is performed);

- when talking to a student, the teacher looks at them, speaks clearly, in short sentences, providing the ability to read lips.

Compensation for difficulties in speech and intellectual development of hard-of-hearing students is carried out by:

- use of diagrams, diagrams, drawings, computer presentations with hyperlinks that comment on individual components of the image;

- regular use of exercises for graphic selection of essential features of objects and phenomena;

- providing an opportunity for the student to receive targeted advice by e-mail as needed.

The following conditions are provided for adaptation to the perception of reference, educational, and educational materials provided by the educational program for the chosen field of study by persons with disabilities and visually impaired people:

- the official website on the Internet is being adapted to meet the special needs of visually impaired people, and large-scale reference information on the schedule of training sessions is provided.

- the teacher and his interlocutor (if necessary) who are present at the lesson are introduced to the students, and each time the person to whom the teacher addresses is called;

- actions, gestures, and movements of the teacher are briefly and clearly commented on.

- printed information is provided in a large font (starting from 18 points) and is fully voiced.

- the necessary level of illumination of the premises is provided;

- it is possible to use computers during classes and the right to record explanations on a voice recorder (at the request of students).

The form of conducting current and intermediate certification for students with disabilities and disabilities is determined by the teacher in accordance with the curriculum. If necessary, students with disabilities, taking into account their individual psychophysical characteristics, are given the opportunity to pass an interim certification orally, in writing on paper, in writing on a

computer, in the form of testing, etc., or are given additional time to prepare an answer.

8. Methodological recommendations for teachers on the organization of educational work with students.

Methodological support of the process of educating students is one of the determining factors of high quality of education. A university teacher, demonstrating high professionalism, erudition, a clear civic position, self-discipline, and a creative approach to solving professional problems, contributes to the formation of a harmonious personality during the educational process.

When implementing the discipline, the teacher can use the following methods of educational work:

- methods of forming a person's consciousness (conversation, dispute, suggestion, instruction, control, explanation, example, self-control, story, advice, persuasion, etc.);
- methods of organizing activities and forming behavioral experience (task, public opinion, pedagogical requirement, assignment, training, creating educational situations, training, exercise, etc.);
- methods of motivating activity and behavior (approval, encouragement of social activity, censure, creating success situations, creating situations for emotional and moral experiences, competition, etc.)

When implementing the discipline, the teacher should take into account the following areas of educational activity:

Civic and patriotic education:

- formation of students' holistic worldview, Russian identity, respect for their family, society, state, spiritual, moral and socio-cultural values accepted in the family and society, national, cultural and historical heritage, formation of the desire for its preservation and development;
- formation of students' active citizenship based on traditional cultural, spiritual and moral values of Russian society, in order to increase their ability to responsibly exercise their constitutional rights and obligations;
- development of legal and political culture of students, expansion of constructive participation in decision-making affecting their rights and interests, including in various forms of self-organization, self-government, socially significant activities;
- formation of motives, moral and semantic attitudes of the individual, allowing to resist extremism, xenophobia, discrimination on social, religious, racial, national grounds, interethnic and interfaith intolerance, and other negative social phenomena.

Spiritual and moral education:

- education of a sense of dignity, honor and honesty, conscientiousness, respect for parents, teachers, and older people;
- formation of the principles of collectivism and solidarity, the spirit of mercy and compassion, the habit of caring for people in difficult life situations;
- forming solidarity and a sense of social responsibility towards people with disabilities, overcoming psychological barriers towards people with disabilities;
- formation of an emotionally rich and spiritually elevated attitude to the world, the ability and ability to pass on your aesthetic experience to others.

Cultural and educational education:

- forming an aesthetic picture of the world;
- formation of respect for the cultural values of the native city, region, country;
- increase the cognitive activity of students.

Scientific and educational education:

- formation of students' scientific worldview;
- formation of the ability to acquire knowledge;

- formation of skills in analyzing and synthesizing information, including in the professional field.

Current changes and approvals for the new academic year

No n/	a No. of the section of making -----	Date of making changes	Content of changes	"Agreed" Head of the Department of management of the discipline	"Agreed" Chairman of the Department of Management of the Institute(faculty), which includes the graduating department)
1	2	3	4	5	6
1					
2					
3					

*Appendix to the course
syllabus*



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
"KAZAN STATE ENERGY UNIVERSITY (FSBEI HE «KSPEU»)"
«KAZAN STATE POWER ENGINEERING UNIVERSITY»
(FSBEI HE «KSPEU»)

**ASSESSMENT MATERIALS
for the discipline**

B1.V.06 Strategic management

Total 6 semester		20		20		15		100
-------------------------	--	-----------	--	-----------	--	-----------	--	------------

2.Evaluation materials of the current control and interim certification

Scale of assessment of learning outcomes in the discipline:

Code competency	Code indicator competence	Planned rovanie the results of training in the discipline	Level of formation of competence indicator			
			High	Average	Below average	Low
			of 85 to 100	from 70 to 84	55 to 69	0 to 54
			Scale of evaluation			
			excellent	good	satisfactory	unsatisfactory-levori-tional
			read			, not read to
PC-2 Able to develop strategies for the organization with the aim of adapting its production and economic activities to changing external and internal market conditions in order to ensure investment attractiveness and competitiveness in the modern global economy	PC-2.1 Participates in the development of proposals for specific areas of market research with the aim of determining the prospects for the strategic development of the organization	to know: the basic principles, functions and techniques of strategic management, the theoretical basis of strategic analysis of				
		the Level of knowledge of the basic principles functions and techniques of strategic management, the theoretical foundations of strategic analysis in the scope of the training program, error	Level of knowledge of the basic principles, functions, and techniques of strategic management, the theoretical foundations of strategic analysis in the scope of the training program, there are several structural errors	a Minimum level of basic principles, functions, and techniques of strategic management, the theoretical foundations of strategic analysis, there is a lot mistakes structuraly unstable	Level of knowledge of the basic principles, functions, and techniques of strategic management, the theoretical foundations of strategic analysis below the minimum requirements gross error	
		to be able to: identify the sources and mechanisms of ensuring the competitive advantages of the organization, to formulate the main tasks and stages of strategic management				
		Demonstrated all the basic skills to identify	demonstrate all the basic skills to identify	Demonstrated all the basic skills to identify	Not shown all the basic skills	

			the sources and mechanisms to ensure competitive advantage, formulate objectives and stages of strategic management to fully	the sources and mechanisms to ensure the competitive advantage of the organization to formulate the main tasks and stages of strategic management with structurally unstable defects	the sources and mechanisms to ensure competitive advantage, formulate objectives and stages of strategic management are the place structurally unstable errors	to identify the sources and mechanisms to ensure competitive advantage, formulate objectives and stages of strategic management gross error
	to possess: skills to conduct analysis of the internal and external environment of the organization					
			Demonstrated skills in analyzing internal and external environment of the organization in full.	Basic skills of conducting an analysis of the internal and external environment of the organization	are demonstrated The minimum set of skills of conducting an analysis of the internal and external environment of the organization	is demonstrated Application skills of conducting an analysis of the internal and external environment of the organization are not demonstrated
PC-2.2 Demonstrates the ability to effectively implement the main sections of the organization's	to know: methods of management of strategic projects and the relationship between the functional strategies of the company					
			, the Level of knowledge management practices strategically	Level of knowledge management practices strategically	Minimum acceptable level of knowledge management practices	Level of knowledge of knowledge management

			<p>y mi projects and the relationship between the functional strategies of the company within the scope of the training program, error</p>	<p>projects and the relationship between the functional strategies of the company, in volume appropriate training program, there are several mistakes structurally unstable</p>	<p>strategically mi projects and the relationship between the functional strategies of the company has many mistakes structurally unstable</p>	<p>ent practices strategically mi projects and the relationship between the functional strategies of the company below the minimum requirement, gross error</p>
		<p>to be able to: to analyze the existing strategy of the company and to evaluate the effectiveness of the adopted innovation and investment solutions</p>				
	<p>strategy in order to adapt it to changing market conditions</p>		<p>Demonstrated all the basic ability to analyze existing company strategy and to evaluate the effectiveness adoptsthe most innovative and investment decisions in full</p>	<p>display of all the basic skills to analyze the strategies of the company and to evaluate the effectiveness adoptsthe most innovative and investment decisions with structurally unstable defects</p>	<p>Demonstrated all the basic skills to analyze the strategies of the company and to evaluate the effectiveness adoptsthe most innovative and investment decisions take place structurally unstable errors</p>	<p>Not shown all the basic skills to analyze the strategies of the company and to assess the effectiveness deliver innovative investment solutions and gross error</p>
		<p>to possess: the process of formation of economic thinking in the management of production and economic activities of organizations</p>				
			<p>Demonstrated their skills in the process of</p>	<p>Basic skills of proficiency in the process of</p>	<p>are demonstrated A minimum set of</p>	<p>is demonstrated Skills of proficiency</p>

			formation of economic thinking in the operating (production) activities of organizations fully.	forming economic thinking in the management of operational (production) activities of organizations	skills of proficiency in the process of forming economic thinking in the management of operational (production) activities of organizations	y in the process of forming economic thinking in the management of operational (production) activities of organizations are not demonstrated.
--	--	--	---	---	---	---

Оценка **The "excellent"** rating is given for completing *test tasks; deep study of questions for the report at seminars, meaningful execution of control works, active participation in solving cases;*

Оценка **The "good"** rating is given for completing *test tasks, deep study of questions for the report at seminars, and active participation in solving cases.*

Оценка **The "satisfactory"** rating is given for completing *test tasks, and actively participating in solving cases.*

Оценка **The "unsatisfactory"** rating is given for weak or incomplete performance of *test tasks and solving cases..*

3.List of evaluation tools

Brief description of the assessment tools used in the current monitoring of academic performance and intermediate certification of a student in the discipline:

Name estimated value tools	Brief description of the evaluation tool	Description of the evaluation report tools
Report (Dcl), communication (Sbs)	The product of a student's independent work, which is a public speech on presenting the results of solving a certain educational and practical, educational and research or scientific topic.	Topics of reports and messages
Case task (KZ)	A problem task in which the student is asked to comprehend a real professionally-oriented situation that is necessary to solve this problem	Tasks for solving a case problem
Test (Test)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student	Set of test tasks

4. A list of control tasks or other materials necessary for assessing knowledge, skills and abilities that characterize the stages of competence formation in the course of mastering the discipline

Task example

For the current control of TC1:

Tested competence: PC-2.1

Test (Test)

1. Strategic planning means:
 - a. A set of measures aimed at solving the primary goals and objectives of the firm
 - + b. The process of developing a firm's strategy, in which the development plan is specified over a long period of time with a detailed description of the decisions and actions necessary to achieve the goals of the plan
 - B. The process of creating tasks for each member of the firm's workforce
2. Types of corporate diversification strategy:
 - + a. Related and unrelated
 - b. Shared and private
 - b. Concrete and abstract
3. The highest level of strategic management is:
 - + a. Corporate
 - b. Business
 - B. Public
4. Name three elements that make up the strategic management process: cc стратегического менеджмента:
 - a. Strategic planning, analysis of the external environment, formation of goals and objectives of the company
 - b. Analysis of the external environment, formation of goals and objectives of the company, implementation of the strategy
 - + B. Strategic planning, strategy implementation, control and regulation
5. The future of the firm, predicted by the method of extrapolation of historical development trends, is:
 - a. Medium-term planning
 - + b. Long-term planning
 - B. Forecasting
6. What is the most common mistake when implementing a new strategy?
 - a. The necessary resources are missing
 - b. It takes a long time to adapt to the new market conditions
 - + B. The new strategy is automatically superimposed on the old management structure
- 7-Test. What does the element method of estimating the cost of strategic programs imply?
 - but. Allocation of cost elements for each of the works included in the program
 - + b. Calculation of costs for each of the works included in the program
 - B. Comparative analysis and consolidated calculations based on similar projects implemented earlier
8. The process of comprehensive analysis of internal resources and capabilities of the enterprise, aimed at assessing the current state of the business, its strengths and weaknesses, identifying strategic problems is:
 - + a. SWOT analysis
 - b. STEP analysis
 - B. Management analysis
9. Which strategy is most suitable for leading companies in a particular industry?
 - a. A distinctive image strategy

- b. Specialization strategy
- + B. Active defense strategy
- 10. What does PEST analysis mean?
 - + a. Analysis of political, economic, social and technological aspects of the external environment that can affect the company's activities
 - b. Grouping all factors of the internal environment and studying each of them in the context of their impact on the company's development
 - B. Study of the firm's most powerful competitors

Report (Dcl), communication (Sbs)

Topics of the reports:

1. The essence of the concepts of "strategy", "strategic management".
2. Structure and features of the strategic management process.
3. Strategic analysis of the organization's external environment. Analysis of the organization's external environment based on PEST analysis.
4. Methods of environmental analysis: SWOT analysis. SWOT analysis technology. Its advantages and disadvantages.
5. The concept of the organization's mission. Purpose and role of the mission in strategic management

Case study task

Case-task 1. To formulate the mission of PJSC "Maslokombinat "N". The main activities of PJSC "Maslokombinat"N" are: providing the population with food sour and dairy products, such as milk, kefir, sour cream, cottage cheese, butter, cheeses, etc. Consumers of goods are all retail outlets in Perm, and products are exported outside the region. The company carries out both retail and wholesale trade, there is a network of branded stores. For the convenience of customers, the products are packaged in a variety of packages.

For current control of TC 2:

Tested competence: PC-2.1

Test (Test)

1. The section of the strategic plan that deals with the concept of strategic marketing, market analysis, product life cycle, product market segmentation, pricing strategy, classification and analysis of competitors, sales and product distribution planning – and advertising campaign planning is:
 - a. Strategic production plan
 - b. Strategic HR management Plan
 - + B. Strategic marketing plan
2. The company's HR, production, and financial management strategy and strategies for all other areas of activity are:
 - + a. Corporate strategy
 - b. Functional strategy
 - B. Business strategy
3. What can the Boston Advisory Group model be used for?
 - a. To form a competitive strategy of the company
 - + b. To form the firm's portfolio strategy
 - B.. To form the firm's business strategy

4. Which of the elements is not included in the strategic plan?
 - + a. Investment plan
 - b. Financial plan
 - B. Marketing plan
5. What is the basis of conglomerate integration?
 - but. Ownership relationships
 - + b. Unified management
 - B. Commonality of finance
6. If price competition prevails, the most effective strategy is to:
 - + a. Price Leadership strategy
 - b. Innovation strategy
 - B.. Стратегия Service differentiation strategy
7. According to the concept of strategic management, what should an employee indicate when setting a task?
 - a. Strictly on the scope of his duties
 - b. Strictly on the field of application of efforts
 - + Focus. on the desired outcome, rather than on its responsibilities and scope of effort
8. Who are considered to be the forerunners of strategic management and the first strategists?
 - + a. Ancient philosophers
 - b. Chinese philosophers
 - B. German military strategists
9. Which strategy is most effective as a way out of the crisis?
 - + a. Taking comprehensive measures to dramatically increase revenues
 - b. Giving the product or service the properties that the buyer is willing to pay for
 - b. Raising the price of the product to a value that can cover costs
10. A strategy that involves abandoning long-term views of the business in favor of maximizing revenue in the short term is the strategy of:
 - a. Cost reductions
 - b. Product development
 - + B."Harvesting"

Case task (KZ)

Case study-task 2. Formulate the mission of Rai LLC. The subject of activity of Rai LLC is any commercial activity that is not prohibited on the territory of the Russian Federation by the current legislation of Russia. The Company carries out the following types of activities: - real estate activities; - excursion and tourist activities with the organization of passenger transportation; - organization and holding of cultural, mass and entertainment events; - foreign economic activity.

Report (Dcl), communication (Sbs)

1. Goals of the organization. Concept and types of goals. Hierarchy of goals, growth goals.
2. Setting goals, phases of setting goals, methods of setting goals, and forms of decision-making.
3. Situational analysis, its features and content.
4. Analysis of the firm's strengths and weaknesses.
5. Requirements for creating goals. Factors that influence the definition of a mission.

For current TC 3 monitoring:

Tested competence: PC-2.1

Test (Test)

1. What is functional benchmarking?
 - a. The process of studying the products, services, and work processes of firms that are direct competitors
 - + b. The process of studying the products, services, and work processes of firms that are not direct competitors
 - b. Conducting an independent expert evaluation of the firm's performance
2. What is the main disadvantage of the scientific management system? Taylor?
 - + a. It can only be implemented with disciplined employees
 - b. It is disconnected from the actual decision-making environment
 - B. The level of remuneration of employees does not depend on the quality of their work
3. Who is the author of the scientific work "General and Industrial Management"?
 - A. G. Ford
 - 6B. F. Taylor
 - + V. A. Fayol
4. What criteria are used to differentiate strategic plans?
 - a. Goals and principles
 - + b. Goals and objectives
 - B. Tasks and methods
5. A strategy is a firm's pre-planned response to:
 - a. Changing internal environment conditions
 - + b. Changing environmental conditions
 - B. Competitive advantages
6. What is the main disadvantage of strategic planning?
 - but. Inability to create potential for the firm's development
 - b. Lack of development alternatives other than the accepted one
 - + B. Inability to provide an accurate and detailed picture of the future
7. The strategy defines:
 - + a. Limits of possible actions of the firm and management decisions taken
 - b. Conscious management of the company
 - B. Effective use of internal and external capacities
8. Japanese companies that focused their efforts on the segment of cheap cars, which the leaders of the American auto industry considered not worthy of attention, applied the strategy:
 - a. Imitations
 - + b. Flank attack
 - B. A workaround
9. What is the initial stage of the strategic planning process?
 - + a. Environment analysis
 - b. Studying competitors
 - B. Search for resources
10. The strategic business zone is:
 - a. Promising market segment
 - b. Free Economic Zone
 - + b. The segment of the business environment that the organization has entered or wants to enter

Case task (KZ)

Case study-task 3. Formulate the mission of Mebel LLC. The main activities of Mebel LLC are the manufacture of: - furniture walls, cabinet furniture, kitchen sets, cabinets, nightstands,

non-standard products to order. Every year the company's team develops additional, no less complex, types of products. In recent years, there has been a 30% increase in sales volume, and a 10% discount for m - pensioners.

For current TC 4 monitoring:

Test (Test)

1. Which of the following are the options for the corporate strategic portfolio?
 - a. Profit portfolio.+
 - b. A balanced portfolio.+
 - c. Investment portfolio.
 - d. Growth portfolio.+
2. Which of these industries are implementing global strategies:
 - a. Production of building materials.
 - b. Agricultural industry.
 - c. Watch industry.+
 - d. Electronics.+
 - e. Aircraft manufacturing.+
3. What is the basis for building matrix models:
 - a. Rate of return.
 - b. Features of manufactured products.+
 - c. Financial flows.
4. Who is the author of the scheme for analyzing the five main competitive forces affecting the market?
 - a. Shendel
 - b. Hatten
 - c. Higgens
 - d. Porter+
5. The basis of strategic planning is:
 - a. Taking into account market development trends and the external environment in general.+
 - b. Anticipating opportunities.
 - c. Control of deviations.
6. A systematic approach that ensures the organization's balance and overall direction of growth is:
 - a. mission statement
 - b. strategy+
 - c. competitor analysis
 - d. trend analysis
7. What can the Boston Advisory Group Model be used for?
 - a. The firm's competitive strategy.
 - b. The firm's portfolio strategy.+
 - c. The functional strategy of the firm.
8. What is not part of the strategic plan?
 - a. Production plan.
 - b. Investment plan.+
 - c. Marketing plan.
 - d. Financial plan.
9. Which of the following is easier to leave the industry:
 - a. It doesn't matter.
 - b. Firms with specialized assets.+
 - c. Firms with universal assets.
10. What are the marketing objectives when choosing a broad differentiation strategy?

- a. creating product qualities that the buyer will pay for+
- b. offer products that are similar to competitors ' products at lower prices
- c. it is a search for ways to reduce costs

Case task (KZ)

«Aquarius»

Aquarius System Inform, a pioneer of Russian computer manufacturing (it is more correct to talk about computer assembly) Аквариус Системе Информ, announced that it is practically exiting this business and is concentrating on selling foreign computers in Russia. Due to the fact that it is planned to enter the Russian market of such well-known computer manufacturers as Fujitsu, Digital, and Aquarius, I hoped to achieve success in the sales business. The situation was analyzed, and it was decided to suspend computer production until the prerequisites for returning to the "production" business are formed. The company started assembling personal computers back in 1990. It was a revolutionary undertaking at the time. And not so much because Aquarius, which at that time had the status of a joint venture, decided to start manufacturing, rather than importing computer equipment, as the vast majority of Soviet firms did, but also primarily because the company opened its own computer assembly plant in the city of Shuya, Ivanovo region. There were a lot of enthusiastic comments about the initiatives of the company "Aquarius". The forecasts were extremely optimistic. The capacity of the Shuya plant allowed to produce 10 thousand computers per month. In the current economy, it was important to fit in with the planned supply chain. Aquarius managed to sign a lucrative contract with Soyuz EVM Kit, which supplied personal computers throughout the Soviet Union. In accordance with the contract, Soyuz EVM Kit was to purchase Аквариуса 35,000 personal computers from Aquarius. Then this figure automatically increased to 75 thousand rubles. However, the "collapse" of the ruble and the introduction of increased customs duties on computer components made the contract concluded in rubles with Soyuz EVM Kit completely unprofitable. Aquarius agreed to terminate the contract and pay fines. After that, the company had to look for buyers in the market. This forced her to reduce production to 1 thousand computers per month. Then the situation became even more complicated. As a result, production dropped to 200-300 computers per month, and the number of employees tripled — from 150 to 50 people. In order for the plant to break even, it was necessary to produce 1.5 thousand computers per month. The company was unable to sell such an amount. An attempt was made to start the production of cash registers. But it didn't give the desired result. In the face of reduced production, the company's management tried to save personnel, but still had to go to the dismissal of employees. In the end, only qualified assemblers remained at the factory, who, if orders for computers appeared, would have to assemble them. Aquarius managed to overcome the difficulties due to the fact that the company went on diversification. By refocusing its capital from computer manufacturing to finance, as well as trade and construction, the firm achieved an annual turnover of approximately \$ 100 million. At the same time, the computer sector accounted for only a quarter of the turnover, which was comparable to the share of turnover in construction (20%) and less than the share of turnover accounted for 31 investment projects (32% of total turnover). Diversification of activities has led to a change in the organizational structure. Instead of the Aquarius joint venture, a group of 10 practically independent companies operating in separate business areas, such as construction, computer business, etc., has emerged. They were headed by a holding company that owned a majority stake.

Questions

1. To what extent can Aquarius management be considered strategic?
2. How did Aquarius achieve a balance with its external environment?
3. To what extent have the firm's "wishes" been negated by changes in the external environment?

Report (Dcl), communication (Sbs)

1. Basic (reference) business development strategies.
2. Positioning of the company in the market.
3. Strategies for developing new products.
4. Firm strategy as a unity of the firm's mission and hierarchy of goals.
5. Strategic decision as a sphere of risk management.
6. Forecasting the strategic consequences of decisions made.
7. Formation of strategic goals and strategies of enterprises.
8. Strategy of foreign economic activity of the enterprise.
9. Strategic potential of the organization.
10. Differentiation strategy.

For current TC 5 monitoring:

Test (Test)

1. Positional strategies of a market leader can be:
 - a. Ignoring weak opponents.
 - b. Creating new competitive advantages.
 - c. Strengthen your position in existing markets.+
 - d. Obstructing opponents.+
 - e. Intimidating opponents.
2. What is the basis of the differentiation strategy?
 - a. High quality products and services.
 - b. Unique products recognized by customers.+
 - c. Significant product diversity.
 - d. Intensive advertising of new products.
3. What does SWOT analysis allow you to do?
 - a. company fortunes+
 - b. market shares на рынке
 - c. goal reachability
4. Differentiation is:
 - a. Ability to meet the special needs of customers.+
 - b. Increase the diversity of conditions and results of production and sales activities.
 - c. Develop, produce, and market products in a more efficient way than competitors.
5. What are the main reasons for strategic transformation?
 - a. The arrival of new senior management.+
 - b. The onset of technological gaps.
 - c. A dramatic change in the market situation.+
 - d. The lack of a unified position of the company's employees.
 - e. Labor conflicts.
6. Barrier to entry of new manufacturers into the industry:
 - a. Legal restrictions.
 - b. All of the above.+
 - c. Lower costs for companies operating in the industry.
 - d. Patents and licenses.
7. Which of the types of divisions bring the company the maximum net income:
 - a. "Cash cows".+
 - b. "Stars".
 - c. "Dogs".
8. Is it true that in the strategy creation pyramid, the goals of functional units are directly related to the corporate mission and the goals of business units
 - a. yes
 - b. not yet+

9. What is the first step in following a leader's strategy?
 - a. Attacking the leader.
 - b. Introduction of innovations.
 - c. Protecting its market share.+
 - d. Increasing the intensity of competition.
10. Who makes business strategic decisions?
 - a. company employees
 - b. corporateguide+
 - c. middle and senior managers

Case task (KZ)

Alisa Exchange System

The Declaration of independence of the state " Alice "was proclaimed at the June (2020)"Grand Council of Presidents". According to the Unified Regulation on the Alice system, unified institutions of the "state" will be created: a credit and mortgage bank, an insurance fund, tax planning, marketing, advertising, security and lobbying services. The regulation includes items on mutual offsetting of payments between members of the system (how their own money will be used as units of account — "alisks") and on the mobilization of funds from its participants to finance projects recognized as the most promising, with subsequent equity participation in the profit. In addition to the main provision, documents specifying it are being developed on a single legal, commercial, industrial, financial and information space of the system, as well as on a single policy in the field of "publicrelations". According to experts, the need to restructure Alice is associated with significant financial difficulties that arose mainly as a result of stagnation of trade operations, a shortage of available funds and complications in payment relations within the CIS, which affected the interaction between the system's divisions located in different CIS countries.

Despite the scale of the statement, we are talking only about a structural — albeit rather serious-restructuring in the direction of consolidating and centralizing the system, "cementing" its organizational structure.

Questions for analyzing the situation (in writing)

1. Determine, based on the presented situation, what strategic decisions were made?
2. СозданиеWhat strategic image did perestroika "Alice" pursue?
3. Judging from the above information, what direct environmental factors caused difficulties in the operation of the Alice exchange system?
4. Describe the relationship between direct and indirect environmental factors and their impact on the organization.
5. What strategy has the management of the exchange system developed? To what extent did it meet the rapidly changing environmental conditions?
6. What is the effectiveness and efficiency of the strategy? Can it be considered a factor in the collapse of a powerful system of exchanges?
7. What problems inherent in this particular strategy can lead to a non-synergistic effect?
8. Will it be sufficient in practice, as noted in the example, to limit yourself to strategic changes related only to structural adjustment, in order to successfully implement the chosen strategic line of development?

Report (Dcl), communication (Sbs)

1. Goals and motives of diversification.
2. The essence and methods of portfolio analysis.
3. Business Complex Analysis (PIMS project).

4. Goals, principles, and methods of management analysis.
5. Matrix of the Boston Consulting Group. Construction features and disadvantages.
6. Defining the structure of management analysis: McKinsey system, Porter value chain, Omae approach.
7. Analysis of the microenvironment of strategic management.
8. Competitive advantages based on low costs.
9. Матрица Ansoff matrix and three-dimensional Abel system in portfolio analysis.
10. Strategic groups of competitors.

For current TC 6 monitoring:

Test (Test)

1. What can a vertical integration strategy suggest?
 - a. Consolidation of private and state-owned enterprises.
 - b. Association of enterprises that occupy adjacent steps of the production chain.+
 - c. Consolidation of small and large enterprises.
 - d. Consolidation of enterprises in different fields of activity.
 - e. Consolidation of enterprises in the same field of activity.
2. What is the difference between tactical and strategic goals?
 - a. scale
 - b. short-termism+
 - c. specificity
3. What is an example of implementing a connected horizontal integration strategy?
 - a. Severstal's acquisition of the GAZ automobile plant.
 - b. Acquisition of Skoda plants by the Volkswagen Automobile ConcernШкода.+
 - c. Lukoil's acquisition of a gas station network in the United States.
4. Strategies of firms playing secondary roles:
 - a. They may differ fundamentally.+
 - b. They are of the same type.
5. When did you switch to strategic planning?
 - a. In the 1950s and 60s.
 - b. In the 1930s and 40s.
 - c. In the 1970s and 80s.+
6. What strategies are being developed in a single-industry (non-diversified) company?
 - a. business environment
 - b. functional information
 - c. operating system
 - d. all of the above options+
7. What is the goal of the cost leadership strategy?
 - a. Creating a favorable image of the organization.
 - b. Ensuring lower product costs compared to competitors.+
 - c. Increase in staff remuneration.
 - d. Giving the product properties that are important for the buyer and distinguish it from competitive ones.
8. Focus means the implementation of the following in the market segment:
 - a. Differentiation strategies only.
 - b. Both strategies simultaneously.
 - c. Low-cost strategies only.
 - d. Any of the two strategies.+
9. What is the name of the strategy that uses technical experts to study the problem?
 - a. regulatory strategy

- b. directive strategy
 - c. analytical strategy+
 - d. стратегия negotiation-based strategy
10. Which of these industries is more competitive?
- a. Mature.
 - b. Developing countries.+
 - c. In industries experiencing a downturn.
 - d. Emerging ones.

Case task (KZ)

Each of the two types of business of Corporation A can be summarized as follows:

Business A: The business is quite young and is at the stage of developing the market for products based on the latest technologies. We are actively searching for new consumers of our innovative products. Sales are growing quite fast, but there is no tangible profit yet. Cash flow is negative because the firm invests cash in the development of this type of business.

Regardless of the behavior of its competitors, this type of business chooses its own strategies for market behavior, since it has certain advantages over competitors, the relative market share is quite high, but the business does not yet have an absolute advantage in the market.

Business B: Customers gradually lose interest in the products of this business, as the products of the business are displaced from the market by more advanced and innovative products of business A. There is a noticeable drop in demand, a decrease in the number of competitors and a narrowing of the product range. As a result, the business has virtually no important resources to support it, and it has a number of weaknesses that prevent it from generating tangible profits for Corporation A.

Using this information:

- 1) determine the maturity stages and competitive positions of these industries of Corporation A;
- 2) determine the position of each type of business on the ADL / LC model matrix;
- 3) make a "natural choice" of the development strategy of each business in accordance with its position on the matrix.

For OM

Ticket example

Ticket 1

1. The concept of competition and types of competitive strategies for the development of an organization.

2. A list of all SWOT analysis characteristics .
3. Case task

1. Interrelation of the external environment with the basic concepts of strategic management.

- 2: The McKinsey matrix.
3. Case task

Examples of exam case studies:

Case. Create a SWOT analysis

1. Tsvetochnaya klumba LLC
2. The Lenta store.

3. attack store
- Case. Create a BCG matrix
 - Case. Create a PEST analysis