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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"30" 05 2022

Dean,
Faculty of Economics and Management
/A.V. Nazarenko/
"30" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"Managing the Competitiveness of the Organization"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline

The main goals of mastering the discipline "Management of the competitiveness of an organization" include the formation of knowledge and skills in assessing the competitiveness of projects, including innovative ones, using principles and methods; development of organizational, managerial and methodological approaches to assessing competitiveness, skills for managing competitiveness in an unstable internal and external environment.

To the main tasksmastering the discipline "Management of the competitiveness of an organization" should include:

- obtaining special knowledge in the field of competition theory, competitiveness of projects, competitive advantages of projects;

- obtaining skills in applying methods for assessing the competitiveness of projects in the Russian and international markets,

- obtaining skills in applying methods of competitive analysis of projects of companies and industries;

- obtaining skills and abilities to identify key success factors and sources of competitive advantages of projects, conducting SWOT and PEST analysis;

- obtaining skills in building a competitive strategy for the development of a high-tech enterprise on the example of specific projects;

2. The place of the discipline in the structure of the bachelor's program

The discipline "Tools for managing business processes" refers to the disciplines of the part formed by the participants in the educational relations of block B 1.2.09. It is related to the following disciplines:

- Strategic management
- Corporate management

3.The list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the educational program.

As a result of mastering the discipline (module), students form the following competence and the following learning outcomes should be achieved as a stage in the formation of the relevant competence:

Cipher	**Name**	**professional standard**	**OTF**	**List of planned learning outcomes by discipline**
PC-5	Capable of gathering information about business problems and identifying business opportunities in the organization	08.037 "Business Analyst"	Identification of business problems or business opportunities	**know:** macro-economic and microeconomic market conditions that affect business activities, the main methods for assessing the competitiveness of projects; **be able to**: develop corporate, competitive and functional strategies for the development of organizations, evaluate competitiveness of projects, develop a system of measures to improve competitiveness, analyze the competitive environment, develop options for management decisions in the field of providing competitiveness of organizations and justify their choice; **own:** the skills of strategic analysis and ensuring its competitive prospects based on project competitiveness management.

4. Structure and content of the discipline

The content of the sections of the discipline

Topic 1. The concept of competition

The concept of competition, approaches to determining the essence of competition, types of competition, the concept and types of competitiveness, the concept and classification of competitive advantages, directions for studying market conditions, determining market capacity, market saturation and market share

Seminar 1. Competitor ranking, competition research, competitor analysis, competitive intelligence, benchmarking, consumer behavior styles, purchasing decision, segmentation and target market selection

Topic 2. Assessment of the competitiveness of projects

Assessment of the competitiveness of goods, services, enterprises.

Seminar 2. The concept and causes of crises, the typology of organizational crises, the concept and essence of diagnosing an organization, the procedure for diagnosing a crisis state of an organization, assessing the risk of an organization's crisis

Topic 3. Risks and competitiveness of projects

The concepts of risk and uncertainty, risk functions, risk management terminology, basic risk management methods, application of various risk management methods, risk insurance, risk hedging, industrial and commercial risk management in holding companies, risk reduction using an outsourcing strategy.

Seminar 3. The concept of strategy and the essence of the strategic management of an organization, types and features of the choice of competitive strategies

Topic 4. Potential and competitiveness of projects

management potential. Indicators for evaluating the final results of using the potential of management. resource potential. Indicators for assessing the resource potential. Marketing potential. Marketing potential assessment indicators. Sales potential. Indicators for assessing the marketing potential of the enterprise. supplier potential. Indicators for assessing the potential of the supplier.

Seminar 4. Financial potential. Criteria for assessing financial potential. Enterprise life cycle potential. Stages of the life cycle of an enterprise. Innovative potential. Indicators for assessing innovative potential. Production potential. Indicators for assessing the production potential. logistics potential. Indicators for assessing the logistics potential of the enterprise.

Topic 5. Management of the competitiveness of the organization

The concept of strategic management of the organization's competitiveness.Benefits of strategic management. Types of strategic management systems. Systems with passive adaptation to the external environment. Systems with active adaptation. Systems that affect the change in the environment.Principles of strategic management of competitiveness. Goal-setting in the enterprise competitiveness management system.

Seminar 5. The main functions implemented in the enterprise competitiveness management system. Goals of strategic management of competitiveness. System of organizational development. The tasks of managing the competitiveness of an enterprise. The main elements of the mechanism for managing the potential of the competitiveness of the enterprise.

Topic 6. Strategy and competitiveness of projects

The process of forming a competition strategy.Signs of non-strategic enterprise. Matrix "Potential - Competitive strength". Factors for choosing a competitive strategy.The position of the enterprise in the industry and the factors of its determination.

Seminar 6. Motives for developing new markets and creating new resources. Advantages and disadvantages.Competition suppression strategy. The strategy of studying and copying the experience of competitors.The main standard management decisions to regulate competition and reduce negative consequences.

Topic 7. Competitive advantages of projects

Groups of competitive advantages.Cost leadership strategy.Ways to reduce unit costs.range characteristics. learning curve.Differentiation strategy.Differentiation Strategy Risks.

Seminar 7. Market Niche Strategy. Stages of strategy selection.Violet strategy. Patent strategy. commutative strategy. Exploratory strategy.

Topic 8. Project Outsourcing

The concept of outsourcing, differences from the sub-series.Benefits of outsourcing. Outsourcing risks.Motives for outsourcing.Opportunities for outsourcing. Prospects for the use of outsourcing.

Seminar 8. Extended outsourcing. outsourcing strategy. stages of outsourcing.

Topic 9. Financial and economic performance and project risks

Principles and rules of risk management, the role of the organization's strategy in the risk management process, stages of risk management, risk management strategies, information support of the risk management process.

Seminar 9. The concept and goals of managing the safe development of an enterprise, stakeholders in ensuring the safe development of enterprises, economic security of activities and development of an enterprise.

5. Educational technologies.

The methodology for teaching the discipline "Management of the competitiveness of an organization" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting group, individual, classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

– lectures;
– preparation for seminars and colloquium;
– individual discussion of the reports being performed;
– preparation, presentation and discussion of case studies in seminars;
- organization and conduct of current control of students' knowledge in the form of testing.

6. Evaluation tools for current monitoring of progress, intermediate certification based on the results of mastering the discipline and educational and methodological support for students' independent work.

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

Evaluative means of monitoring progress include a report, participation in a colloquium, the completion of a case task, tests, and an oral survey. Sample tasks for current control, questions for the test, are given in the appendix.

When performing current control, it is possible to use test material. Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://online.mospolytech.ru/).

When teaching people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them.

6.1. Fund of assessment tools for conducting intermediate certification of students in the discipline (module).

6.1.1. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competence is formed:

Competency code	As a result of mastering the educational program, the student must have
PC-5	Capable of gathering information about business problems and identifying business opportunities in the organization

In the process of mastering the educational program, this competence, including its individual components, is formed in stages during the development of disciplines (modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

6.1.2. Description of indicators and criteria for assessing competencies formed on the basis of the results of mastering the discipline (module), description of assessment scales

An indicator of assessing competence at various stages of its formation is the achievement by students of the planned learning outcomes in the discipline (module).

PC-5 Capable of gathering information about business problems and identifying business opportunities in the organization				
Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
know: macro-economic and microeconomic market conditions that affect business activities, the main methods for assessing the competitiveness of projects;	The student demonstrates the complete absence or insufficient correspondence of the following knowledge: principles of development and patterns of functioning organization, basic concepts of competition, factors influencing the level of competitiveness of organizations, ways to improve the level	The student demonstrates incomplete compliance with the following knowledge: principles of development and patterns of functioning organization, basic concepts of competition, factors influencing the level of competitiveness of organizations, ways to improve the level competitiveness of	The student demonstrates partial compliance with the following knowledge: principles of development and patterns of functioning organization, basic concepts of competition, factors influencing the level of competitiveness of organizations, ways to improve the level competitiveness of organizations,	The student demonstrates full compliance with the following knowledge: principles of development and patterns of functioning organization, basic concepts of competition, factors influencing the level of competitiveness of organizations, ways to improve the level

	competitiveness of organizations, methods of analysis of the level of development	organizations, methods of analysis of the level of development. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	methods for analyzing the level of development, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	competitiveness of organizations, methods of analysis of the level of development, freely operates with acquired knowledge.
Be able to: Use the main methods of managing the level of development of the organization to develop corporate, competitive and functional strategies for the development of organizations, evaluate competitiveness of projects, develop a system of measures to improve competitiveness, analyze the competitive environment, develop options for management decisions in the field of providing competitiveness of organizations and justify their choice	The student is unable or insufficiently able to: develop corporate, competitive and functional strategies for the development of organizations, evaluate competitiveness of projects, develop a system of measures to improve competitiveness, analyze the competitive environment, develop options for management decisions in the field of providing competitiveness of organizations and justify their choice	The student demonstrates an incomplete correspondence of the following skills: to develop corporate, competitive and functional strategies for the development of organizations, evaluate competitiveness of projects, develop a system of measures to improve competitiveness, analyze the competitive environment, develop options for management decisions in the field of providing competitiveness of organizations and justify their choice Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences significant difficulties in operating with skills when transferring them to new	The student demonstrates partial compliance with the following skills: to develop corporate, competitive and functional strategies for the development of organizations, evaluate competitiveness of projects, develop a system of measures to improve competitiveness, analyze the competitive environment, develop options for management decisions in the field of providing competitiveness of organizations and justify their choice. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student demonstrates full compliance with the following skills: to develop corporate, competitive and functional strategies for the development of organizations, evaluate competitiveness of projects, develop a system of measures to improve competitiveness, analyze the competitive environment, develop options for management decisions in the field of providing competitiveness of organizations and justify their choice. Freely operates with acquired skills, applies them in situations of increased complexity.

		situations.		
own: the skills of strategic analysis and ensuring its competitive prospects based on project competitiveness management. –	The student does not own or insufficiently the methods of formulating and implementing strategies at the level business units, special economic terminology for management competitiveness, skills of independent search for information on this issue; methods for assessing the competitiveness of organizations, analysis of the competitive environment, methods for choosing effective measures to increase the competitiveness of projects.	The student owns the methods of formulating and implementing strategies at the level business units, special economic terminology for management competitiveness, skills of independent search for information on this issue; methods for assessing the competitiveness of organizations, analysis of the competitive environment, methods for choosing effective measures to increase the competitiveness of projects. Significant mistakes are made, there is a lack of skills in a number of indicators, the student experiences significant difficulties in applying skills in new situations.	The student partially owns the methods of formulating and implementing strategies at the level business units, special economic terminology for management competitiveness, skills of independent search for information on this issue; methods for assessing the competitiveness of organizations, analysis of the competitive environment, methods for choosing effective measures to increase the competitiveness of projects. Skills are mastered, but minor mistakes, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student fully owns the methods of formulating and implementing strategies at the level business units, special economic terminology for management competitiveness, skills of independent search for information on this issue; methods for assessing the competitiveness of organizations, analysis of the competitive environment, methods for choosing effective measures to increase the competitiveness of projects. Freely applies acquired skills in situations of increased complexity.

Scales for assessing the results of intermediate certification and their description:

Form of intermediate certification: exam.

Intermediate certification of students in the form of an exam is carried out based on the results of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester.

Only students who have completed all types of educational work provided for by the work program for the discipline (tests, reports) are allowed to intermediate certification.

Evaluation scale	Description
Excellent	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities to the indicators given in the tables, according to the evaluation criterion "5".
Good	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities to the indicators given in the tables according to the evaluation criterion "4"
Satisfactorily	All types of educational work provided for by the curriculum were completed. The student demonstrates the compliance of knowledge, skills and abilities with the assessment criterion "3"
unsatisfactory	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, skills and abilities with the threshold level - according to the evaluation criterion "2"

The evaluation funds are presented in annex 1 to the work program.

7. Educational, methodological and information support of the discipline "Management of the competitiveness of an organization"

The main educational and methodological support of the discipline

1. Competitiveness management: a textbook for universities for universities / E. A. Gorbashko [and others]; edited by E. A. Gorbashko, I. A. Maksimtsev. - 2nd ed. - Moscow: Yurayt Publishing House, 2021. - 407 p. - (Higher education). - ISBN 978-5-534-13922-8. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/468160

Additional educational and methodological support of the discipline

1. *Spiridonova, E. A.*Management of innovations: textbook and workshop for universities / E. A. Spiridonova. - Moscow: Yurayt Publishing House, 2021. - 298 p. - (Higher education). — ISBN 978-5-534-06608-1. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/474270

2. *Eremeeva, N. V.*Competitiveness of goods and services: textbook and workshop for universities / NV Eremeeva. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2021. - 242 p. - (Higher education). - ISBN 978-5-534-09362-9. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/471886

Software and Internet Resources:

- Office applications, Microsoft Office 2013 (or lower) - Microsoft Open License.License No. 61984042

eight. Logistics support of discipline.

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

9. Guidelines for students when working on lecture notes during the lecture

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work with literature, and prepare for the exam.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

Since the student's activity in seminars is the subject of monitoring his progress in mastering the course, preparation for seminars requires a responsible attitude. In interactive classes, students should be active.

Guidelines for students on the organization of independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

10.Methodological recommendations for the teacher

(Guidelines for making presentations)

A presentation (from the English word - presentation) is a set of color slide pictures on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures that are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact of the speaker with the demonstration material;
- mobility and compactness of information carriers and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for the design of computer presentations

General Design Rules

Many designers argue that there are no laws and rules in design. There are tips, tricks, tips. Design, like any kind of creativity, art, like any way of some people to communicate with others, like language, like thought, will bypass any rules and laws.

However, there are certain recommendations that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and recommendations.

Font design rules:

- Serif fonts are easier to read than sans-serif fonts;
- Capital letters are not recommended for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction, and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation design guidelines

In order for the presentation to be well perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information -

brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

Consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;
- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- it is desirable to avoid drawings in the presentation that do not carry a semantic load if they are not part of the style design;
- the color of graphic images should not contrast sharply with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
- if a graphic image is used as a background, then the text on this background should be well readable.

The content and location of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 of the slide size;
- it is desirable to have on the page blocks with different types of information (text, graphs, diagrams, tables, figures) that complement each other;
- keywords in the information block must be highlighted;
- information blocks should be placed horizontally, blocks related in meaning - from left to right;
- the most important information should be placed in the center of the slide;
- the logic of presenting information on slides and in the presentation should correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, one must not forget about their content - the text. In no case should it contain spelling errors. You should also take into account the general rules for formatting the text.

After creating a presentation and its design, you need to rehearse its presentation and your performance, check how the presentation will look like as a whole (on a computer screen or projection screen), how quickly and adequately it is perceived from different audience locations, under different lighting conditions, noise accompaniment, in an environment as close as possible to the real conditions of the performance.

The work program was compiled on the basis of the Federal State Educational Standard of Higher Education in the direction of training bachelors on March 38, 02 "Management", approved by order of the Ministry of Education and Science of the Russian Federation of August 12, 2020 No. 970 (Registered in the Ministry of Justice of Russia on August 25, 2020 No. 59449).

The program was made by:

Head of the Department "Management"

Candidate of Economics, Associate Professor / Alenina E.E. / senior lecturer of the department "Management" /Borodacheva L.V. /



The program was approved at a meeting of the department "Management"

August 29, 2022, Protocol No. 1

Head of the Department "Management"

k. e. Sc., Associate Professor / Alenina E.E. /



Part-time education

n/n	Fourth year in college	Semester	Semester week	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students						Forms of attestation	
				L	F/N	Lab	SRS	DAC	UO	To	K-Z	R	DC	T	E	Z
	Seventh semester															
one	Topic 1. The concept of competition	7	1-2	four	four		four		+				+			
2	Topic 2. Assessment of the competitiveness of projects	7	3-4	four	four		four		+				+			
3	Topic 3. Risks and competitiveness of projects	7	5-6	four	four		four		+				+			
four	Topic 4. Potential and competitiveness of projects	7	7-8	four	four		four			+			+			
5	Topic 5. Management of the competitiveness of the organization	7	9-10	four	four		four		+				+			
6	Topic 6. Strategy and competitiveness of projects	7	11-12	four	four		four			+			+			
7	Topic 7. Competitive advantages of projects	7	13-14	four	four		four		+				+			
eight	Topic 8. Project Outsourcing	7	15-16	fou	four		four				+			+		

				r												
9	Topic 9. Financial and economic performance and project risks	7	17-18	four	four		four		+							
	Appraisal Form								one	one	one		one	one	E	
	Total hours per discipline in the seventh semester			36	36		36									

Appendix 1 to
work program

MINISTRY OF SCIENCE AND HIGHER EDUCATION
RUSSIAN FEDERATION
Federal State Autonomous Educational Institution
higher education
"MOSCOW POLYTECHNICAL UNIVERSITY"
/Moscow Polytech/

Direction of training: 38.03.02 "Management"

EP (educational program): "Business Process Management"

Form of study: full-time, part-time

Type of professional activity: organizational and managerial, information and analytical, entrepreneurial

Department: "Management"

VALUATION FUND

ON THE DISCIPLINE "MANAGEMENT OF THE COMPETITIVENESS OF THE ORGANIZATION"

Composition: 1. Passport of the fund of appraisal funds

2. Description of evaluation tools: topics of reports, colloquia, case tasks, tests, questions for oral survey, questions for the exam

Compiled by:

head of the department Candidate of Economics, Assoc. Alenina E.E.

Art. teacher, Ph.D. Kostromin P.A.

Moscow, 2022

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

COMPETITIVENESS MANAGEMENT OF THE ORGANIZATION					
GEF VO 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following **competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
PC-6	Capable of gathering information about business problems and identifying business opportunities in the organization	**know:** macro-economic and microeconomic market conditions that affect business activities, the main methods for assessing the competitiveness of projects **Be able to:** Use the basic methods of managing the level of development of the organization **own:** skills of strategic analysis and ensuring its competitive prospects based on project competitiveness management	lecture, independent work, seminars	UO TO, K-Z, DS, T, offset	**A basic level of** reproduction of acquired knowledge in the course of current control **Enhanced level** **-**is able to analyze the competitiveness of projects, choose more preferable ones according to the selected criterion

Annex 2
to work program

The list of evaluation tools for the discipline Management of the competitiveness of the organization

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Case task (K-Z)	A problem task in which the student is asked to comprehend the real professionally oriented situation necessary to solve this problem.	Tasks for solving a case problem
2	Colloquium (TO)	A means of monitoring the assimilation of the educational material of the topic, section or sections of the discipline, organized as a training session in the form of a pedagogical interview with students.	Questions on topics / sections of the discipline worker
3	Report, message (DS)	Product independent work student, which is a public performance on the presentation of the results of the solution of a certain educational and practical, educational and research or scientific Topics	Topics of reports, messages
four	Test (T)	A system of standardized tasks that allows automatethe procedure for measuring the level of knowledge and skills of the student.	Fund of test tasks
5	Oral interview interview, (UO)	A means of control, organized as a special conversation between a teacher and a student on topics related to the discipline being studied, and designed to ascertain the amount of knowledge of the student in a particular section of the topic, problem,	Questions about topics / sections of the discipline
6	Exam	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the exam

Questions for the exam in the discipline "Management of the competitiveness of the organization"
(formation of competencePC-6)

KNOW:

1. The concept of competition, approaches to the definition of the essence of competition.
2. Types of competition.
3. The concept and types of competitiveness.
4. The concept and classification of competitive advantages.
5. Segmentation and target market selection.
6. Concepts of risk and uncertainty.
7. Risk functions.
8. Terminology of risk management.
9. Enterprise life cycle potential. Stages of the life cycle of an enterprise.
10. Benefits of strategic management.
11. Types of strategic management systems.
12. Systems with passive adaptation to the external environment.
13. Systems with active adaptation.
14. Systems that affect the change in the environment.
15. Principles of strategic management of competitiveness.
16. Goal-setting in the enterprise competitiveness management system.
17. The main functions implemented in the enterprise competitiveness management system.
18. Goals of strategic management of competitiveness.
19. The main elements of the mechanism for managing the potential of the competitiveness of the enterprise.
20. The process of forming a competition strategy.
21. Signs of non-strategic enterprise.
22. Matrix "Potential - Competitive strength".(know
23. Groups of competitive advantages.
24. range characteristics.
25. learning curve.

BE ABLE TO:

26. Directions of market research.
27. Determination of market capacity.
28. Market saturation and market share
29. Competitor ranking, competition research, competitor analysis.
30. Assessment of the competitiveness of goods, services, enterprises.
31. Crisis risk assessment of the organization.
32. management potential. Indicators for evaluating the final results of using the potential of management.
33. resource potential. Indicators for assessing the resource potential.
34. Marketing potential. Marketing potential assessment indicators.

35. Sales potential. Indicators for assessing the marketing potential of the enterprise.
36. supplier potential. Indicators for assessing the potential of the supplier.
37. Innovative potential. Indicators for assessing innovative potential.
38. Production potential. Indicators for assessing the production potential.
39. logistics potential. Indicators for assessing the logistics potential of the enterprise.
40. System of organizational development.
41. The tasks of managing the competitiveness of an enterprise.
42. System of organizational development.
43. The tasks of managing the competitiveness of an enterprise.
44. Factors for choosing a competitive strategy.
45. Competition suppression strategy.
46. The strategy of studying and copying the experience of competitors.
47. The main standard management decisions to regulate competition and reduce negative consequences.
48. Ways to reduce unit costs.

OWN:

49. Competitive intelligence.
50. Benchmarking.
51. Styles of consumer behavior.
52. Making a purchase decision.
53. The main methods of risk management, features of the application of various risk management methods.
54. Types and features of the choice of competitive strategies.
55. financial potential. Criteria for assessing financial potential.
56. The concept of strategic management of the organization's competitiveness.
57. The position of the enterprise in the industry and the factors of its determination.
58. Motives for developing new markets and creating new resources.
59. Cost leadership strategy.
60. Differentiation strategy.Differentiation Strategy Risks.
61. Market niche strategy.
62. Stages of strategy selection.
63. Violet strategy.
64. Patent strategy.
65. commutative strategy.
66. Exploratory strategy.
67. The concept of outsourcing, differences from the sub-series.
68. Benefits of outsourcing. Outsourcing risks.
69. Motives for outsourcing.
70. Possibilities of using outsourcing
71. Prospects for the use of outsourcing. Advanced outsourcing.

72. outsourcing strategy. stages of outsourcing.
73. Principles and rules of risk management.

Topics of reports / messages on the discipline "Management of the competitiveness of an organization"
(formation of competencePC-6)

1. The role and importance of competition in a market economy.
2. Basic concepts and conditions for the emergence of competition.
3. Competition features.
4. The main factors of competition.
5. Modern priorities in competition.
6. Types of competition (price and non-price competition).
7. Benefits of non-price competition.
8. Levels of competition according to F. Kotler.
9. The concept and properties of competitive advantage. Types of competitive advantages.
10. Porter's five forces model of competition.
11. Influence of entry barriers on competitive advantages.
12. Influence of product suppliers on competitive advantages.
13. Influence of product consumers on competitive advantages.
14. The impact of substitute products on competitive advantages.
15. The concept of the competitive status of an organization
16. Goal setting in the competitiveness management system.
17. The main functions implemented in the project competitiveness management system.
18. Goals of strategic management of competitiveness.
19. System of organizational development.
20. Tasks of project competitiveness management.
21. The main elements of the mechanism for managing the potential of projects competitiveness.
22. The process of forming a competition strategy.
23. The role of the organization's strategy in the risk management process.
24. Stages of risk management, risk management strategies.
25. Information support of the risk management process.
26. The concept and goals of project security management.
27. Stakeholders in ensuring the safe development of the project.
28. Economic security of the project.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory

one	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under consideration and the main results obtained.	The content does not fully reflect the essence of the problem under consideration or the main results obtained.	The content does not fully reflect the essence of the problem under consideration and the main results obtained.	The content does not reflect the essence of the problem under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
four	Relevance to the topic	The presented material is fully consistent with the stated topic.	The material presented contains elements that are not relevant to the topic.	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic.

Topics of the oral survey on the discipline "Management of the competitiveness of the organization" (formation of competencePC-6)

1. Name the sources of economic, structural, informational, infrastructural factors of competitive advantages;
2. Expand the essence of the concept of "market conditions".
3. The concept and causes of crises.
4. Typology of organizational crises.
5. The concept and essence of organization diagnostics.
6. Risk insurance, risk hedging.
7. Management of industrial and commercial risks in holding companies.
8. Reducing risks with an outsourcing strategy
9. The concept of strategy and the essence of the strategic management of the organization.
10. The procedure for diagnosing the crisis state of the organization.
11. Expand the essence of the concept of "strategic management";
12. What is the role of strategy in the activity of the enterprise?

Criteria for assessing the oral survey (interview)

The grade "excellent" is given to the student if the student is oriented in the theoretical material; has an idea of the main approaches to the material presented; knows the definitions of the main theoretical concepts of the topic being presented,

knows how to apply theoretical information to analyze practical material, basically demonstrates a willingness to apply theoretical knowledge in practice and mastering most of the indicators of formed competencies.

The grade "good" is given to the student if the student is oriented in the theoretical material; has an idea about the main approaches to the material presented, but finds it difficult to answer some questions; knows the definitions of the main theoretical concepts of the topic being presented, but does not fully reflect the essence of the problem under consideration, basically knows how to apply theoretical information to analyze practical material, basically demonstrates a willingness to apply theoretical knowledge in practice and mastering most of the indicators of formed competencies.

The grade "satisfactory" is given to the student if insufficient knowledge of the theoretical material, the basic concepts of the topic being presented is shown, not always with the correct and necessary use of special terms, concepts and categories; the analysis of the practical material was fuzzy.

An "unsatisfactory" grade is given in cases where the conditions for a "satisfactory" grade are not met.

Topics of the colloquium in the discipline "Management of the competitiveness of the organization"

(formation of competencePC-3)

1. Ensuring competitiveness based on optimization of marketing activities.
2. Ensuring competitiveness based on innovations (Xerox, IBM, Sony).
3. Ensuring competitiveness based on deep segmentation (Phillips).
4. "Benchmarking": the experience of European and Russian high-tech companies
5. Ensuring competitiveness on the example of well-known Western and Russian high-tech companies.
6. Benchmarking as a tool to increase the competitiveness of a company (on the example of the Xerox corporation)
7. Development strategy of a high-tech company operating in the automotive products market (on the materials of the GAZ Group.
8. Development strategy of a high-tech company in the automotive industry (on the materials of the KAMAZ Group.
9. Competitive strategy for the development of a high-tech company in the automotive industry (on the materials of the AVTOVAZ Group.
10. Competitive advantages of high-tech production.

Colloquium Evaluation Criteria

- Grade "excellent": deep and lasting assimilation of the program material; complete, consistent, competent and logically presented answers when modifying the task; freely coping with the tasks, knowledge of the material; well-founded decisions; possession of versatile skills and techniques for performing practical tasks.

- Evaluation "good": knowledge of the program material; competent presentation, without significant inaccuracies in the answer to the question; correct application of theoretical knowledge; possession of the necessary skills in performing practical tasks.

- Grade "satisfactory": assimilation of the main material; when answering, inaccuracies are allowed; insufficiently correct wording when answering; violation of the sequence in the presentation of program material; difficulties in performing practical tasks;

- Grade "unsatisfactory": no knowledge of the program material; errors occur when answering; difficulties in performing practical tasks.

Examples of case-tasks in the discipline "Competitiveness management of an organization"
(formation of competencePC-5)

Competition in the TV market

An analysis of the state of the TV market carried out in a number of regions of Russia (Moscow, Volgograd, Rostov, Nizhny Novgorod regions, the Republic of Tatarstan, Krasnodar Territory) showed the following. Leading positions in the markets of the regions under consideration were occupied by televisions from the world's leading manufacturers: Sony, Panasonic, Samsung, Gold Star (LG), Philips and others. TV models of these firms are most often found in commercial enterprises in the regions. The first three firms offer their products to more than a third of trading firms in any of the regions. The products of these firms are more widely represented in Moscow.

Television sets from neighboring countries are represented in the trade of most regions by an average of 10% of firms, excluding Moscow and the Moscow Region, where they are sold by 1–2% of stores. Basically, these are Belarusian TVs "Horizon" and "Vityaz".

Domestic TVs are also presented in more than 10% of stores in the regions (in Moscow and the Moscow region, only in a few stores). Most often, these are TVs "Youth" and "Record" of the Moscow and Vladimir factories. In the Nizhny Novgorod region, televisions of Nitel JSC are most represented in trade, as well as in Tatarstan.

Imported TV sets from leading companies are usually represented in domestic trade by a wide range of color TV sets, both diagonally across the screen (from 37 to72 cm) and technical capabilities. The largest share is occupied by TVs with a screen diagonal of 51 and54 cm, less often37 cm. The factories of neighboring countries worked in the same niches.

Domestic TV brands most often occupy other niches: 34, 37,61 cm. In addition, the proportion of black and white TV models is large.

An analysis of the price level for TVs with different screen sizes showed that the highest prices are for TVs of foreign companies with a high rating in the world and leading an active advertising campaign in the Russian market: Panasonic, Sony, Philips. The prices of other firms such as Samsung, Funai, Gold Star (LG) are 15-20% lower. As a rule, prices for similar TV sets produced in neighboring countries are even lower (by 30-40%). Domestic TVs, although they have even lower prices (by about 50–60%), are not in demand in almost all the regions studied. We can only talk about a more or less satisfactory position of domestic TVs on the market of Tatarstan and the Nizhny Novgorod region.

Determine the competitive structure of the Russian TV market for the period of analysis.

Establish the types of competition in the TV market according to the three sources of their entry into the market.

Saratov confectionery factory

The Saratovskaya confectionery factory traces its history back to the agricultural artel named after Rosa Luxembourg, created back in 1924. Having gone through several transformations, this artel was in 1940 transformed into a confectionery factory in Saratov. The modern history of the factory began in 1984, when the factory moved to a new territory, where workshops and office buildings were rebuilt, and the latest equipment for that time was purchased.

On the basis of the Saratovskaya confectionery factory, OJSC Konsar was formed. According to all the main indicators, the enterprise can be classified as a medium-sized business. The total number of employees is about 350 people.

The company specializes in the production of confectionery.

The market strategy is to provide high quality products at competitive prices with guaranteed freshness. The latter is a deliberately given competitive advantage of Konsar OJSC in comparison with all other confectionery factories, arising from the geographical position of the enterprise in the market. The sale of finished products will be carried out through the company stores of Konsar OJSC, through the retail network of distributors (trading houses) and through direct contracts (sale or consignment) of retail stores and outlets in Saratov and the region. At the same time, along with the factory's own branded stores, it is planned to pursue a policy of opening factory branded departments in all major stores, supermarkets and supermarkets.

The strategy of doing business in the regional market is to produce and deliver your own (old) or specially developed for this specific market (new) product in the

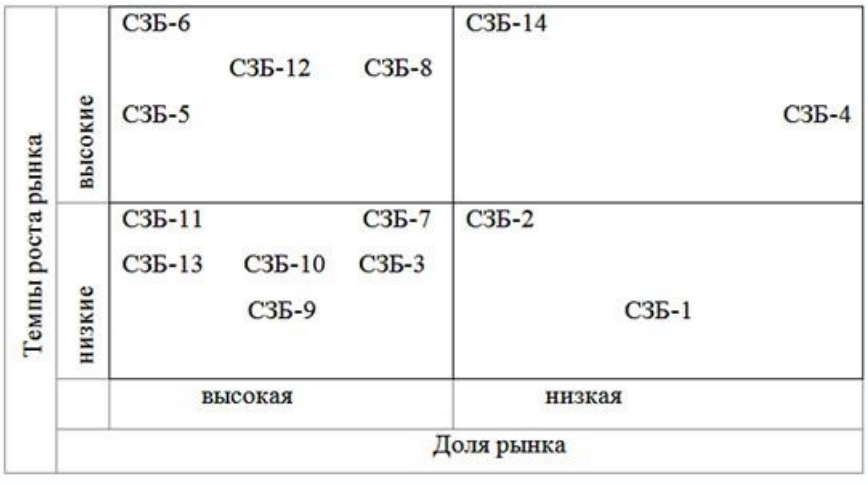
shortest possible time (acceptable freshness) and at minimal cost (production + delivery + interest to intermediaries). Finished products will be sold through regional wholesale resellers.

Analysis of strategic business areas.

Seven product groups, together with two market categories, result in 14 strategic areas

SZB-1 - chocolates/region;
SZB-2 - chocolates/regions;
SZB-3 - chocolate candy sets/region;
SZB-4 - chocolate candy sets / regions;
SZB-5 - caramel / region;
SZB-6 - caramel / regions;
SZB-7 - crackers/area;
SZB-8 - cracker / regions;
SZB-9 - gingerbread / region;
SZB-10 - gingerbread / regions;
SZB-11 - wafers / region;
SZB-12 - wafers / regions;
SZB-13 - cakes/region;
SZB-14 – cakes/regions

Analysis based on the BCG matrix shows a good strategic position of the enterprise. In the long term, the enterprise will have problems with the sale of its products, if appropriate measures are not taken at the level of changing the strategy of the enterprise in the market.



Rice. BCG matrix for the products of the Konsar enterprise

To conduct a comprehensive analysis of competitiveness, it is necessary to build the producer and consumer matrices for SZB-1-chocolate candies in the

Saratov region. To do this, it is necessary to build evaluation tables according to the following criteria:

Table. Price Competitiveness Assessment

Характеристика	Удельный вес фактора %	Оценка (от 2 до 2)
Уровень цен	40	0,5
Эффективность системы дифференциации цен	15	0,7
Эластичность спроса по цене	25	1
Перекрестная эластичность с товарами-заменителями	20	-1
Всего	100	0,36

Table. Quality control

Характеристика	Удельный вес фактора %	Оценка (от 2 до 2)
Вкусовые качества	50	1,5
Упаковка	10	-1
Фасовка	10	-0,2
Торговая марка	10	-1
Качество продаж	20	0,8
Всего	100	0,69

Analyze the strengths and weaknesses of the company.

Develop a development strategy for the Saratovskaya confectionery factory.

Criteria for evaluationcompletion of a case task

Algorithm of work on case technology - method of situational analysis:

1. Students are offered a case (real, fictional)

it must be problematic, having precedents,

should allow for alternative solutions.

2. Selection of information from the case, independent search for information:

students learn to independently extract information, process it, analyze it.

3. The position of the student on the problem situation is revealed.

4. Collective discussion of solutions, results are compared, innovative ideas and approaches are discussed.

Evaluation of the speaker(s):

1. Competent speech - 3 points.

2. Capacity, conciseness, full disclosure of the topic, problem solving - 3 points.

3. Quality of answers to additional questions - 3 points

4. Evidence base - 3 points

Maximum points - 12

12 points - score 5

9-11 points - score 4

6-8 points - score 3

Assessment of applications (presentations, drawings, booklets, etc.)

1. Quality of work performance (correspondence of the work to the main features of the problem under study, compliance with the topic) - 5 points

2. Full reflection in the application of the problem under study - 5 points

3. The design of the work should not interfere with the perception of the problem - 3 points

Maximum points - 13

13 points - score 5

10-12 points - score 4

7-9 points - score 3

Evaluation of the work of the group:

1. Significant additions to the speech - 3 points

2. Individual work in a group, individual tasks - 5 points

3. Participation in the discussion of the problem - 4 points

Maximum points - 12

12 points - score 5

9-11 points - score 4

6-8 points - score 3

These criteria can be proposed to an expert group assembled from among the students of the same group. In this case, the incentive to work among students is manifested to a much greater extent, because their work will be evaluated not by the teacher, but by a classmate.

With a written argumentation of the answer to the questions of the case, it is considered satisfactory if:

- most of the problems in the case were formulated and analyzed;
- own conclusions were made based on the information about the case, which differ from the conclusions of other students;
- solving situations in terms of meaning and content meet the requirements.

Tests in the discipline "Management of the competitiveness of the organization"(formation of competencePC-5)

1. Strategic planning is a function:

a) senior management, working groups of enterprise specialists and external consultants

b) a group of specialists formed from the personnel of functional services

c) external consultants

2. The strategic goal of planning and developing a strategy is:

a) development of production and promotion of new products to the market

b) achievement by the enterprise of long-term competitive advantages in the market

c) carrying out structural changes (restructuring)

3. Restructuring in an enterprise is a process:
a) organizational structure changes
b) improve current performance to ensure minimum stability in a competitive environment and achieve liquidity of the company's assets
4. The strategic position of the enterprise is determined by:
a) position in the market
b) financial performance
c) both
5. Market capacity is formed:
a) the number of buyers (consumers)
b) the size of the territory that forms the market
c) factors of aggregate demand
6. Which of the five competitive forces is putting the most pressure on the industry in a stagnating market?
a) buyers
b) rivalry between competing sellers within an industry
c) suppliers
7. What characterizes the attractiveness of the industry:
a) the state of competition and market potential
b) the absence of barriers to entry into the industry
c) low unit costs per unit of output
8. At the stage of progressive growth of the industry, there is a need:
a) in creating production opportunities to satisfy market needs
b) in changing the cost of production resources
c) in reducing the volume of state intervention in the economy.
9. Which of the named groups of factors of competitive success underlies the strategic actions of an enterprise operating in a mature marketke?
a) improvement of technology and production, combined with effective staff motivation
b) ensuring low costs and high quality, as well as creating an effective sales network and strengthening the image and reputation of the enterprise
10. Under the business diagnostics of the internal environment of the enterprise is understood:
a) analysis of the management system and the current organizational structure
b) diagnostics of the enterprise for all its resource components and main business processes
c) the financial condition of the enterprise and the liquidity of its assets
11. Operational (current) competitiveness characterizes:

a) the company's current market position
b) quality of resource potential
12. The enterprise has a low level of cost competitiveness. What innovations or their totality are priority in this case?
a) grocery (creation of new types of products)
b) process (new technologies)
c) organizational
13. The level of market competition at the sale price determines:
a) producer costs
b) the costs and profits of the manufacturer, suppliers of resources for the manufacturer, independent commodity distribution structures.

Criteria for evaluation:
Excellent - from 90% to 100% correct answers;
Good - from 75% to 90% correct answers;
Satisfactory - from 55% to 75% of correct answers;
Unsatisfactory - less than 55% of correct answers.