Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Максимов Алексей Борисович
Должность: директор департамента по образовательной политике
Дата подписания: 13.04.2026 16:25:39
Уникальный программный ключ:
8db180d1a3f02ac9e60521a5672742735c18b1d6

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"13" февраля 2024

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"15" февраля 2024

WORKING PROGRAM OF THE DISCIPLINE

"Marketing management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2024

Developer(s):

Associate Professor, Ph.D.  /Yu.V. Aleksakhina/

Agreed:
Head of the Department of Management,
Ph.D., Associate Professor  /E.E.Alenina/

Content

1. Goals, objectives and planned learning outcomes in the discipline 5
2. Place of discipline in the structure of the educational program 4
3. Structure and content of the discipline 5
   3.1. Types of educational work and labor intensity 5
   3.2. Thematic plan for studying the discipline 8
   3.3. Contents of the discipline 8
   3.4. Topics of seminars/practical and laboratory classes 10
4. Educational, methodological and information support 11
   4.1. Regulatory documents and GOSTs 11
   4.2. Main literature 12
   4.3. additional literature 12
   4.4. Electronic educational resources 12
   4.5. Licensed and freely distributed software 12
   4.6. Modern professional databases and information reference systems 12
   5. Logisticsprovision 12
6. Guidelines 13
   6.1. Methodological recommendations for teachers on organizing training 13
   6.2. Guidelines for students on mastering the discipline 13
7. Appraisal Fund 16
   7.1. Methods for monitoring and assessing learning outcomes 16
   7.2. Scale and criteria for assessing learning outcomes 18
   7.3. Evaluation tools 23

1. Goals, objectives and planned learning outcomes in the discipline.

The discipline “Marketing Management” is aimed at students receiving higher education, aimed at obtaining the competence necessary to perform a new type of professional activity in the field of effective functioning of the marketing management system of the organization as a whole and for its structural divisions, acquiring qualifications "Manager".

Course objectives:

The purpose of the academic discipline “Marketing Management” is to obtain knowledge, develop skills in managing marketing activities, mastering the principles and methods of marketing enterprise management, making strategic and tactical decisions.

Course objectives:

- study of modern management concepts, basic theoretical and methodological principles of enterprise marketing management;
- formation of knowledge of the development and implementation of marketing strategies, plans and marketing programs (price, product, communication, sales policies);
- familiarization with the processes of organizing marketing activities, building organizational marketing structures, functions and job responsibilities of marketing service specialists,
- developing the skills to use modern technologies, methodological techniques and procedures for making marketing decisions at the strategic level and operational level, developing plans and monitoring the marketing activities of the enterprise.

A list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the professional training program.

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

Code and name of competencies	Indicators of Competency Achievement
PK-5. Able to collect information about business problems and identify	**IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory;

business opportunityorganizations	systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems. **IPK-5.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the selected approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. **IPK-5.3.**Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.

2. Place of discipline in the structure of the educational program

The discipline “Sales and Customer Relationship Management” is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the undergraduate educational program.

The discipline “Sales and Customer Relationship Management” is logically, substantively and methodologically interconnected with the following EP disciplines:

- "Control business processes";
- "Basics financial literacy";
- "Entrepreneurship";
- "Basics management".

3. Structure and content of the discipline.

The total labor intensity of the discipline is _4_ credit(s) units (144 hours).

3.1. Types of educational work and labor intensity

(according to forms of study)

3.1.1. Part-time education

No. p/p	Type of educational work	Number of hours	Semesters	
			6	-
1	**Auditory lessons**	**54**	**54**	-
	Including:			-
1.1	Lectures	18	18	-
1.2	Seminars/practical sessions	36	36	-
1.3	Laboratory exercises	-	-	-
2	**Independent work**	**90**	**90**	-
3	**Interim certification**	**-**	**-**	-
	Test/differential test/exam	**exam**	**exam**	-
	Total	**144**	**144**	

3.2. Thematic plan for studying the discipline

(according to forms of study)

3.2.1. Part-time education

No.	Sections/topics disciplines	Labor intensity, hour					
		Total	Classroom work				Independentlywork
			Lecture	Seminars/practicals classes	Laboratory exercises	PracticalPreparation	
1	**Topic 1. Concept marketing management**	8	1	2	-	-	5

2	**Topic 2. ApproachesTo choiceenterprise strategy**	8	1	2	-	-	5
3	**Topic 3. Portfolio strategies**	8	1	2	-	-	5
4	**Topic 4: Growth Strategies**	8	1	2	-	-	5
5	**Topic 5. Competitive strategies.**	16	2	4	-	-	10
6	**Topic 6. Developing a target market strategy**	16	2	4	-	-	10
7	**Topic 7. Marketing mix management : product and price.**	16	2	4	-	-	10
8	**Topic 8. Marketing mix management : sales and promotion.**	16	2	4	-	-	10
9	**Topic 9. Controlmarketing service.**	16	2	4			10
10	**Topic 10. Strategic planning marketing.**	16	2	4			10
eleven	**Topic 11. Operationalmarketing planning.**	16	2	4			10
	Total	144	18	36			90

3.3. Contents of the discipline

Topic 1. Marketing management concept.

Essenceand marketing management mechanism. Marketing as a market concept for managing the production and sale of goods, focused on established effective demand. Marketing as an integrating function of enterprise management in a competitive environment. Strategic and operational marketing decisions. Management of marketing functions.

Topic 2. Approaches To choice of enterprise strategy.

Basic strategies By M.Porter.Leadership in minimization costs Production (price leadership). Specialization V production commodity products (leadership in product). Concentration productioncommercial activities on preferred segments market(niche leadership). Strategies enterprises: concentrated, integrated, diversified growth. Strategies reductionseconomic activity.

Topic 3. Portfolio strategies.

Concept strategic economic portfolio (SHP). MatrixBoston Consulting Group (BCG). Matrix consulting companies McKinsey. The influence of enterprise size on the conditions of survival and strengthening of competitive positions. Small business strategies

depending on the characteristics of the product, the nature of the market and growth potential.

Topic 4. Growth strategies.

Matrix I. Ansoff, matrix of external acquisitions, new matrix BCG (Effect costs, Effect diversification). Absorption And merger Howagricultural development tool. Vertical And horizontal integrative strategies.

Topic 5. Competitive strategies.

Competitiveness enterprises: basic concepts. Indicators competitiveness of the enterprise. Using benchmarking to study competitors. M. Porter's model of competitive forces. Features of using the model. Competitive advantage: concept and types. Competitive advantage of an enterprise as a basis for developing strategies. Basic strategies of M. Porter.

Topic 6. Developing a target market strategy.

Consumer research. The concept of segmentation. Methods for conducting macro- And micro-segmentation Segmentation of consumers and selection of target segments based on demographic, psychographic, behavioral, and geographic characteristics.

The enterprise's choice of the preferred market segment according to the following criteria: quantitative boundaries, accessibility of the segment, profitability, profitability and protection of the segment from competition. Strategies for reaching the target market. Positioning strategies...

Topic 7. Marketing mix management: product and price.

Marketing decisions for the product. Management of life cycle. Innovation Process Management on enterprise. Control assortment. Vintage strategies and brand technologies. Price policy V marketing. Price enterprise strategies in solving commercial problems. Price competition...

Topic 8. Marketing mix management: sales and promotion. Marketing solutions By distribution. Communication strategies Vsystem promotion goods by sales networks from commodity producer beforeconsumer. Control conflicts And development marketing and marketing development relations V channels distributions. Modern an approach Toclassification of marketing communications. Integrated marketing communications. IMC management. Evaluation of the effectiveness of MC.

Topic 9. Marketing service management.

Distribution functions marketing between separate functional Andpeculiarenterprises. Development of a job description including rights, responsibilities And responsibility marketing directors, marketing specialists. Development provisions marketing services at the enterprise. Modern organizational structures. Marketing services,oriented on situational forecast methods management.Modern requirements for a marketing specialist.

Topic 10. Strategic marketing planning.

The price of the product and its functions. Categories and types of prices. Price policy.

Choosing a pricing policy for the organization. Main stages of pricing. Stage 1. Selecting a pricing goal. Stage 2. Determining demand. Stage 3. Cost analysis. Stage
4. Analysis of competitors' prices. Stage 5. Selecting pricing methods. Stage 6. Setting the final price. Basic methods for calculating the price of a product.
“Average costs plus profit” (cost method, price list method). Method of calculating price based on break-even analysis and ensuring target profit. Calculation of price based on the “perceived value” of the product. Calculation of product prices for various organizations.

Topic 11. Operational marketing planning.
Enterprise goals and marketing goals. Marketing plans as an important component of the enterprise's strategic corporate plan. Strategic planning. Determination of strategic marketing goals. Creationstrategic economic divisions of the enterprise. Setting Goals marketing for everyone SHP. Development strategies marketing based on situational analysis.

3.4. Topics of seminars/practical and laboratory classes

3.4.1. Seminars / Practical classes.

Topic 1. Concept management marketing
Topic 2. Approaches to choosing an enterprise strategy
Topic 3. Portfolio strategies
Topic 4: Growth Strategies
Topic 5. Competitive strategies.
Topic 6. Developing a target market strategy
Topic 7. Marketing mix management: product and price.
Topic 8. Marketing mix management: sales and promotion.
Topic 9Control marketing service.
Topic 10. Strategic marketing planning.
Topic 11.Operational marketing planning.

4. Educational, methodological and information support

4.1. Main literature:

1. Danko, T. P. Marketing management: textbook and workshop for universities / T. P. Danko. — 4th ed., revised. and additional - Moscow: Yurayt Publishing House, 2023. -
521 p. - (Higher education). — ISBN 978-5-534-01588-1. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/510948.
2. Korotkova, T. L. Marketing management: textbook and workshop for universities / T. L. Korotkova. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2023. - 221 p. - (Higher education). — ISBN 978-5-534-15415-3. - Text : electronic // Educational platform Urayt [website]. —

URL:https://urait.ru/bcode/514184.

4.2. Additional literature:

1. Golova, A. G. Sales management: textbook / A. G. Golova. – 3rd ed., erased. – M.: Dashkov and K°, 2020. – 279 p. : ill., table, diagrams. – Access mode: by subscription.
   – URL:https://biblioclub.ru/index.php?page=book&id=621640– Bibliography in the book – ISBN 978-5-394-03902-7.
2. Marketing management: textbook and workshop for universities / I. V. Lipsits [et al.] ; edited by I. V. Lipsits, O. K. Oyner. - Moscow: Yurayt Publishing House, 2023. - 379 p. - (Higher education). — ISBN 978-5-534-01165-4. - Text : electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/511247

4.3 Electronic educational resources:

An electronic educational resource on the discipline is under development.

4.4. Licensed and freedistributed software. Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.5. Modern professional databases and information reference systems

1. http://www.gov.ru Server organs state authorities Russian Federation.
2. http://www.mos.ru Official server of the Moscow Government.
3. http://www.minfin.ru Ministry of Finance of the Russian Federation.
4. http://www.garant.ru GARANT Legislation with comments.
5. http://www.gks.ru Federal State Statistics Service.
6. http://www.rg.ru Russian newspaper.
7. http://www.prime-tass.ru PRIME-TASS Agency economic information.
8. http://www.rbc.ru RBC (RosBusinessConsulting).
9. http://www.businesspress.ru Business press.
10. http://www.ereport.ru World economy.
11. http://uisrussia.msu.ru University information system of Russia.
12. http://www.forecast.ru TsMAKP (Center for Macroeconomic Analysis and Short-Term Forecasting).
13. http://www.cfin.ru Corporate management.
14. http://www.fin-izdat.ru Publishing house "Finance and Credit"
15. http://economist.com.ru The Economist magazine.
16. http://www.vopreco.ru Journal "Economic Issues".
17. http://www.mevriz.ru Magazine "Management in Russia and Abroad"
18. http://systems-analysis.ru/ Laboratory of Systems Analysis
19. https://gtmarket.ru/concepts/7111 System analysis
20. http://minpromtorg.gov.ru/ Ministry of Industry and Trade of the Russian

Federation.
21. http://www.rg.ru Russian newspaper.

5. Material and technical support of discipline.

Auditoriums for lectures and seminars of the general fund: educational tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1. Methodological recommendations for teachers on organizing training.

Current control (carried out by the lecturer and teacher): correctness of answers to questions on the topics covered; assessment of existing opinions and approaches to solving specific problems; essay preparation; intermediate testing in individual sections of the discipline.

When performing routine monitoring, it is possible to use test material. Samples of control questions and tasks for conducting ongoing monitoring are given in the appendix. When implementing a bachelor's degree program, an organization has the right to use e-learning and distance learning technologies. All materials are posted in the Moscow Polytechnic Library.

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

6.2. Guidelines for students on mastering the discipline.

A lecture is a systematic, consistent, monologue presentation by a teacher of educational material, usually of a theoretical nature. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to later recall the studied educational material and supplement the content when working independently with literature.

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 margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher’s thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Methodological instructions for students when working at the seminar.

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is

recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making relevant notes from the literature recommended teacher and the prescribed curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

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

Guidelines for students on organizing 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. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. 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.

If there are students with disabilities, they will be provided with printed and (or) electronic educational resources in forms adapted to their health limitations.

Guidelines for making presentations.

A presentation (from the English word - presentation) is a set of color pictures-slides 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, which 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 between the speaker and the demonstration material;
- mobility and compactness of information media and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for designing computer presentations General
design rules

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

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

Font design rules:

- Serif fonts are easier to read than sans serif fonts;
- It is not recommended to use capital letters for body text.
- Font contrastcan 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 received by the audience and not cause negative emotions (subconscious or fully conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. So, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

Let's consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24–54 points (heading), 18–36 points (plain text);
- the font color and the background color should contrast (the text should be easy to read), but not hurt the eyes;
- font type: for the main text a smooth sans-serif font (Arial, Tahoma, Verdana), for the title you can use a decorative font if it is easy to read;
- Italics, underlining, bold font, and capital letters are recommended to be used only for semantic highlighting of a text fragment.
    - Design of graphic information:
- drawings, photos, diagrams called upon supplement textinformation or convey it in a more visual form;
- It is advisable to avoid drawings in the presentation that do not carry a semantic load, if they are not part of the style;
- the color of the graphic images should not sharply contrast 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 clearly readable.
    - Contents and arrangement 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 the size of the slide;
- It is desirable to have blocks with different types of information on the page (text, graphs, diagrams, tables, pictures) that complement each other;
- Key words in the information block must be highlighted;
- It is better to place information blocks 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 a presentation must correspond to the logic of its presentation.

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

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

7. Appraisal Fund

7.1. Methods for monitoring and assessing learning outcomes

In the process of mastering this discipline, the student develops and demonstrates the following competencies:

COMPETENCIES		**List of components**	**Technology for developing competencies**	**Form of assessment tool****	**Degrees of mastery levels competencies**
INDEX	**FORMULAS -ROVKA**				
PK-5	Able to collect information about business problems and identify business opportunities for the organization	**IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.	lecture, seminars	DS, W	**A basic level of:**marketing management technologies; sales methods; distribution channel and consumer audience. **Increased level:**has development skills

		IPK-5.2. Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the selected approaches; classify requirements stakeholders in accordance with the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage requirements changes			business planmarketing organization.
		IPK-5.3. Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.			

7.2. Scale and criteria for assessing learning outcomes

In the process of mastering the educational program, competencies, including their individual components, are formed step by step as students master disciplines (modules) and practices in accordance with the curriculum and calendar schedule of the educational process.

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

PC-5 Able to collect information about business problems and identify business opportunities for the organization				
Index	**Evaluation criteria**			
	2	**3**	**4**	**5**
IPK 5.1. macro-economic and microeconomic market conditions affecting business activities, basic assessment techniques competitively the value of projects;	student demonstrates complete absence or insufficient compliance of the following knowledge: principles of development and patterns of functioning of the organization, basic concepts competition, factors, providing Influence at level competitive ness organizations,	student demonstrates incomplete compliance of the following knowledge: principles of development and patterns of functioning of the organization, basic concepts competition, factors, providing Influence at level competitive ties of organizations, ways to improve level	student demonstrates partial compliance of the following knowledge: principles of development and patterns of functioning of the organization, basic concepts competition, factors, providing Influence at level competitive ties of organizations, ways to improve level	student demonstrates complete compliance of the following knowledge: principles of development and patterns of functioning nia organizations, main concepts competition, factors, providing Influence at level competitiveness
	ways to improve level competitive ness organizations, analysis methods level of development	competitive ties of organizations, analysis methods level of development. Allowed significant mistakes, manifests itself failure knowledge, according to a number of indicators, student experiences significant difficulties with operating knowledge with their	competitive ties of organizations, analysis methods level of development, but allowed minor mistakes, inaccuracies, difficulties with analytical operations.	generalities organizations, ways promotion level competitiveness generalities organizations, analysis methods level development, free operates acquired and knowledge.

		transfer to new situations.		
IPC 5.2. enjoy main methods management level of development organizations develop corporate, competitive and functional strategies development organizations, evaluate competitive number of projects, develop systems activities for increase competitive ness, analyze competitive Wednesday, develop options managerial solutions in the field provision competitive ness of organizations and justify them choice	The student is not can or in insufficient degree can: develop corporate, competitive and functional strategies development organizations, evaluate competitive number of projects, develop systems activities for increase competitive ness, analyze competitive Wednesday, develop options managerial solutions in the field provision competitive ness of organizations and justify them choice	student demonstrates incomplete correspondence the following skills: develop corporate, competitive and functional strategies development organizations, evaluate competitive ity of projects, develop systems activities for increase competitive awns, analyze competitive Wednesday, develop options managerial solutions in the field provision competitive ties of organizations and justify them choice Allowed significant mistakes, manifests itself failure	student demonstrates partial correspondence the following skills: develop corporate, competitive and functional strategies development organizations, evaluate competitive ity of projects, develop systems activities for increase competitive awns, analyze competitive Wednesday, develop options managerial solutions in the field provision competitive ties of organizations and justify them choice. Skills mastered, but allowed minor mistakes, inaccuracies,	student demonstrates complete correspondence the following skills: develop corporate, competitive and functional strategies development organizations, evaluate competitiveness generality projects, develop systems activities for increase competitiveness generalities, analyze competitive Wednesday, develop options managerial solutions in region provision competitiveness generalities organizations and
		skills, according to a number of indicators, the student experiences significant difficulties in operating skills when transferring them to new situations.	difficulties in analytical operations and transfer of skills to new, non-standard situations.	justify their choice. Fluently operates with acquired skills and applies them in situations of increased complexity.
IPC 5.3. skills	The student is not owns or in	student masters methods	student partially owns	Studying at in full

strategic analysis and ensuring its competitive prospects based on competitiveness management projects.	insufficient degree methods of formulating and implementing strategies at the level business unit, special economic terminology according to management competitive strength, skills independent search information on given issues; methods estimates competitive ness organizations, analysis competitive environment, methods choice effective activities for increase competitive ness of projects.	formulation and implementation of strategies at the business unit level, special economic terminology for competitive management spine, skills independent information search By given issues; assessment methods competitive ties of organizations, analysis competitive environment, methods choice effective activities for increase competitive es of projects. Allowed significant mistakes, manifests itself failure skills in a row indicators, student experiences significant difficulties with application skills in new situations.	methods formulation and implementation of strategies at the business unit level, special economic terminology for management competitive spine, skills independent information search By given issues; assessment methods competitive ties of organizations, analysis competitive environment, methods choice effective activities for increase competitive es of projects. Skills mastered but are allowed minor mistakes, inaccuracies, difficulties with analytical operations, transfer of skills to new, non-standard situations.	owns methods of formulating and implementing strategies at the level business unit, special economic terminology on management competitiveness in general, skills independently about search information on given issues; methods estimates competitiveness generalities organizations, analysis competitive environment, methods choice effective activities for increase competitiveness generalities projects. Free applies received skills in situations increased difficulties.

Form of intermediate certification: exam.

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

Only students who have completed all types of academic work provided for in the work program for the discipline (reports) are allowed to take intermediate certification.

Grading scale	Descriptio n
Great	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, skills and abilities with the indicators given in the tables, according to the evaluation criterion of “5”.
Fine	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, skills and abilities with the indicators given in the tables according to the evaluation criterion “4”
Satisfactorily	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, skills, and abilities with the evaluation 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”

7.3. Discipline assessment tools "Sales and customer relationship management"

O S No.	Namedno evaluative facilities	Brief description of the evaluation tool	Performanceev aluation tool in FOS
1	Report, message (DS)	Student's independent work product representing yourself publicspeech to present the results obtained in solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages
2	Test(W)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Test questions for testing
4	Test(T)	System standardized tasks, tasksallowing automate procedure for measuring the level of knowledge and skills of the student.	Test task fund

7.3.1. Current control

Topics of reports on the discipline "Marketing Management" (formation of competence PC-5)

1. Concept, functions and principles of marketing management
2. Marketing Management Process
3. Strategic and tactical marketing management
4. Analysis of the strengths and weaknesses of the enterprise
5. Analysis of opportunities and threats
6. Portfolio analysis using the BCG matrix
7. Portfolio analysis using the McKinsey matrix
8. Methods for selecting target market
9. Main types of corporate strategies
10. Peculiarities of behavior in the marketing environment of small enterprises
11. Peculiarities of behavior in the marketing environment of medium-sized enterprises
12. Features of behavior in the marketing environment of large enterprises
13. Marketing strategies at various stages of a product's life cycle
14. Factors of competition according to M. Porter.
15. Competitive advantage: ways to achieve
16. Types of competitive strategies
17. Assessing the company's competitive position in the market
18. Positional strategies of market participants: market leaders
19. Positional strategies of market participants: followers of market leaders
20. Positional strategies of market participants: strategies for weak businesses
21. Market and management compliance.Diversification assessment criteria
22. Basic Diversification Strategies
23. Company growth strategies using I. Ansoff's matrix (product/market).
24. Information support for marketing management
25. Business Reduction Strategies
26. The concept of CHE and economicportfolio
27. Matrix of external acquisitions, new BCG matrix
28. Vertical and horizontal integrative strategies.
29. Marketing Management Concepts
30. Industry Analysis Model

.

Report evaluation criteria

No.	Criterion	Grade			
		ex.	chorus	satisfaction	unsatisfactory
1	Structure report	in the report present semantic parts,	in the report there are three semantic parts,	One of semantic parts in the report	The report does not traceable Availability

		balanced e by volume	unbalanced ed by volume	absent	semantic parts
2	Content report	Content reflects the essence considering oh problems and basic received results	Contents not in to the fullest reflects the essence the one under consideration problems or basic received results	Contents not in to the fullest reflects the essence the one under consideration problems and basic received results	Contents not reflects the essence under consideration th problems or basic received results
3	Possession material	Student fully owns stated material, navigates in problem free answers to questions	Student owns stated material, navigates in problem finds it difficult to answers to some questions	Student not enough fluent stated material, weak navigates in problem	The student is not owns stated material, weak navigates in problem
4	Compliance e topic	Set out material fully corresponds stated topic	Set out material contains elements, not relevant topic	As stated material present big quantity elements, not having attitude to the topic	Set out material in insignificant degrees corresponds topic

7.3.2. Interim certification

Questions to prepare for the test in the discipline
"Marketing Management"
(formation of competence PK-5)

1. Concept, functions, process of marketing management
2. Strategic and operational marketing management plan
3. Situational analysis
4. Target Marketing Strategies
5. External Acquisition Matrix
6. Portfolio analysis using the BCG matrix
7. Portfolio analysis using the McKinsey matrix
8. Micro and macro segmentation of the market
9. Basictypes of corporate strategies
10. Features of behaviorin the marketing environment of small businesses
11. Peculiarities of behavior in the marketing environment of medium-sized enterprises

12. Features of behavior in the marketing environment of large enterprises
13. Competitive advantages: types, indicators and assessment of competitive advantages.
14. Competitive Advantage Matrix.
15. Methods for collecting primary information. Quantitative and qualitative methods.
16. Dynamicsmarketing strategies at different stages of life cycle.
17. Product innovation strategies.
18. Vertical and horizontal integrative strategies.
19. Target Market Positioning Strategies
20. Product managementassortment based on matrix methods
21. Approaches to developing basic enterprise strategies
22. Product modification strategies.
23. Distribution Management
24. Industry Analysis Models
25. Intensive distribution strategies.
26. Market development strategy, main directions of development.
27. Selective distribution strategies. Exclusive distribution strategies
28. Product development strategy, main directions of development.
29. Conflict management, relationship marketing in the distribution channel.
30. Vertical integration strategies, their characteristics and advantages of use.
31. Communication strategies in the distribution channel.
32. Diversification strategies,their characteristics, advantages and problems.
33. Basic pricing strategies. Features and conditions of their use.
34. Strategies for reducing economic activity.
35. Marketing communications management.
36. Integrated marketing communications.
37. Competitivenessenterprises: basic concepts, indicators
38. Management of advertising activities when promoting goods.
39. Marketing control and audit
40. The concept of SHE and business portfolio.
41. Acquisitions and mergers as a tool for the development of agricultural enterprises
42. Business portfolio as a strategic planning tool.
43. Marketing analysis
44. Analysis and design of organizational structuresmarketing management
45. Modern approaches to marketing management
46. Functional connections of marketing in an enterprise
47. Positional strategies of market participants: leadersmarket
48. Positional strategies of market participants: followersmarket leaders
49. Positional strategies of market participants: strategies for weak businesses

50. Basic Diversification Strategies
51. Company growth strategies using I. Ansoff's matrix (product/market).
52. Information support for marketing management
53. New BCG matrix
54. Business Due Diligence (PIMS Project)

Tests in the discipline "Marketing Management" (formation of competence PK-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 personnel of functional services c) external consultants

2. The strategic goal of planning and strategy development 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) changes in organizational structure

b) improving current operating results to ensure minimum stability in a competitive environment and achieving liquidity of the enterprise's assets

4. The strategic position of the enterprise is determined by:

a) market position

b) financial results of activities

c) both

5. Market capacity is formed:

a) the number of buyers (consumers)

b) the size of the territory forming the market

c) factors of aggregate demand

6. Which of the five competitive forces puts the greatest pressure on industry enterprises in a stagnant 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 level of unit costs per unit of production

8. At the stage of progressive growth of the industry, the need arises:

a) in creating production capabilities to satisfy market needs

b) in changes in the costs of production resources

c) reducing the amount of government intervention in the economy.

9. Which of the above groups of competitive success factors underlies the strategic actions of an enterprise operating in a mature market?

a) improvement of technology and production combined with effective motivation of personnel

b) ensuring low costs and high quality, as well as creating effective sales network and strengthening the image and reputation of the enterprise

10. Business diagnostics of the internal environment of an enterprise means:

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 current market position of the enterprise

b) quality of resource potential

12. The company has a low level of cost competitiveness. Which innovations or combination of innovations are the priority in this case?

a) food (creation of new types of products)

b) process (new technologies) c) organizational

13. The level of market competition in terms of selling price determines:

a) manufacturer costs

b) 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% correct answers;
Unsatisfactory - less than 55% correct answers.