Документ подписан простой электронной подписью
Информация о владельце:
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Должность: директор департамента по образовательной политике
Дата подписания: 13.04.2026 15:03:37
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"

(Moscow Poly)

APPROVE
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"30" 05 2022

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

WORKING PROGRAM OF THE DISCIPLINE

"Strategic management"

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 inclusion of the discipline "Strategic Management" in the system of professional training of managers makes it possible for students to form systemic knowledge about the features of strategic management of organizations in a market economy. Modern management is focused on working in a competitive environment, ahead of competitors, on continuous development, relying to a decisive extent on its own capital, on its own resources. Managers at all levels are required to be able to see prospects, make strategic decisions and evaluate the long-term consequences of these decisions with the participation of consultants and experts, and implement entrepreneurial ideas.

Purpose of the discipline "Strategic management" - to master the methodological tools of strategic management of an organization as a subject of market relations, to develop the skills of strategic analysis, as well as the search, justification and adoption of strategic decisions.

As a result of studying the discipline, the following main tasks are considered: the use of models, tools of strategic management in relation to the organization in various typical situations (assessment of the competitive position of the organization); substantiation of the strategic goals of the organization.

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

DisciplineStrategic management» refers to the basic part of the basic cycle (B1.2.11) of the bachelor's degree program. DisciplineStrategic management» is interconnected logically and content-methodically with the following disciplines and practices of the EP:

- Fundamentals of management;
-Foresight management;
- Startup management

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

Cipher	Name	professional standard	OTF	Code and name of the indicator of achievement of competence	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	**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; theory of risk management; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis. **IPK-5.2.**Can 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	**know:** - methods of strategic analysis **be able to:** - develop and implement strategies aimed at ensuring competitiveness **own:** - strategic analysis skills

				to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions, affecting the activities of the organization; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; formalize stakeholder requirements in accordance	

				with the chosen approaches; classify the requirements of interested parties in accordance with the chosen approaches; model the requirements of interested parties in accordance with the chosen approaches; document the requirements of interested parties in accordance with the chosen approaches to requirements registration; determine stakeholder requirement attributes and their meanings in accordance with the chosen approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; to analyze the subject area; perform functional decomposition of works; to 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.**Has 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 of decisions	
PC-6	Able to form possible solutions based on the target indicators developed for them, as well as to analyze, justify and select solutions	08.037 "Business Analyst"	Rationale for Decisions	IPK-6.1. Knows visual modeling languages; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods of	**know:** - basics of economic knowledge in the interests of strategic planning; **be able to:** - use the basics of economic knowledge in the field of strategic management; **own:** - methods of preparing strategic management decisions

				collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis. IPK-6.2. Able to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze stakeholder requirements in	

				terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; to model the scope and boundaries of work; to plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques. IPK-6.3. Has the skills to identify, collect and analyze business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions in terms of achieving target indicators of decisions; assessment of the resources needed to implement the solutions; evaluating the effectiveness of each solution option as a ratio between the expected level	

				of resource use and the expected value; choosing a solution for implementation as part of a group of experts.	

4. Structure and content of the discipline.

Sections of the discipline "Strategic Management" are studied in the third and fourth years. Form of control: test and examination.

- for full-time and part-time education - 6 credit units, i.e. 216 academic hours (of which 108 hours are students' independent work, 108 hours of classroom studies, 54 hours of lectures, 54 hours of seminars).

Seventh semester: lectures - 36 hours, seminars - 18 hours, form of control - test.

8th semester: lectures - 18 hours, seminars - 36 hours, control form - exam.

Sections of the discipline "Strategic Management" are studied in the fourth year;

The structure and content of the discipline "Strategic Management" in terms of terms and types of work are reflected in the Appendix.

The content of the sections of the discipline.

Lecture 1. Features of the current situation that determines the development of the company: the pace of emergence and change of basic technologies, changing lifestyles, globalization. Situational, systemic, innovative and strategic approaches to management.

Seminar1.

The history of the formation and development of strategic planning as an independent direction of economic science

Lecture 2. Strategic management and strategic competitiveness. General problems of strategic management. Strategic decisions as the basis of the company's entrepreneurial success, their role in the theory of strategy and in

practical strategic management. Seminar 2.The concept of an enterprise development strategy. Basic models of strategic planning. Approaches to the process of developing an enterprise development strategy. Essence of strategic planning and management

Lecture 3. Strategic and operational aspects of company management. The evolution of theoretical concepts and practical strategic management: strategic planning, budgeting, strategic management. School of strategic management.

Seminar 3. Schools of strategic management. Concepts of G. Mintzberg and I. Ansoff.

Lecture 4. The modern concept of the market orientation of the organization. Organization development model. Factors that determine the behavior of the organization. Key success factors. The concept and stages of the strategic orientation of the organization.

Seminar 4. Content and principles of strategic analysis. Analysis of the external business environment. Analysis of the resource potential of the enterprise. Methodical approaches to the analysis of the resource potential of Russian enterprises. Basic methods of strategic analysis

Lecture 5. Internal and external environment of the organization. Influence groups (interested groups), their classification. The nature and channels of influence of strategic interest groups on the behavior of the organization.

Seminar 5. Adaptive and active style of strategic behavior of the organization.

Lecture 6. Strategic competitiveness. Types of competitive behavior. Typology of planning styles according to R. Ackoff.

Seminar 6. Strategic management as a process. Components of strategic management.

Lecture 7. Structure and basic models of strategy theory. Development, strategic success and strategic potential of the organization. Core competencies, comparative and strategic advantages of the organization.

Seminar 7. Three tasks of creating a strategy: formulating a strategic vision, setting goals, developing a strategy. The main stages of formation of the mission of the company. The kaizen path as an approach to defining a company's mission. Criteria for choosing the mission of the organization. Criteria for selecting organization goals

Lecture 8. The concept of competitive advantage. Cost-effectiveness, quality, innovation and consumer response as the basis for creating and maintaining competitive advantage. Interaction between industry structure and organization's strategic choice. M. Porter's concept of competition. Entry and exit barriers in business. The concept of strategic groups.

Seminar 8. I. Ansoff Opportunity Matrix (by products/markets.. Typical competitive strategies according to M. Porter. Strategic choice models depending on the product life cycle. Strategic choice models based on the enterprise development cycle

Lecture 9. Strategy, tactics and policy of the organization. The concept of G. Mintzberg's strategies.

Seminar 9. Analysis of alternatives and choice of the basic strategy for the development of the organization. Organization of the implementation of goals and the overall strategy. Tactics, policies, procedures and rules.

Lecture 10. Strategic directions for the development of the organization. Organizational forms of business. The concept of the social role of business.

Seminar 10. Corporate mission, philosophy and vision of the company. D. Abell's mission concept.

Lecture 11. Strategic goals, values and interests. Synergistic effect. Types of synergy.

Seminar 11. Mission definition. Definition and analysis of business areas. strategic synergy. Setting long-term and short-term goals: the second stage of solving the problem of choosing a direction. The value of targets for the activities of the organization. Tight but achievable targets. Setting goals for all levels of the organizational hierarchy.

Lecture 12. Coordination of actions to form a strategy. Factors that determine the strategy. Social, political, legal and civic attitudes. Attractiveness of the industry and conditions of competition. Favorable opportunities and dangers for the company.

Seminar 12. Strengths and weaknesses of the organization. Personal ambitions, business philosophy and ethical principles of leaders. Approaches to the organization of strategy development.

Lecture 13

Seminar 13. Formation of a strategy: choosing the direction of the company's development. Corporation strategy. The strategy of a homogeneous group of industries (business strategy). functional strategies. Operational Strategies

Seminar 14. Corporate culture: basic provisions and methods of formation. The concept of "corporate culture". General properties of corporate culture and methods of its formation. Values as the core of corporate culture.

Lecture 14Main types of strategies. Organization life cycle concept. Business development of the company.

Lecture 15. Business-level strategies. Deepening market segmentation. Competitive strategies according to M. Porter.

Seminar 15. Marketing strategy. Financial strategy. Innovation strategy. Production strategy

Lecture 16. Strategies at various stages of the industry life cycle. Strategies for managing organizational units. Functional strategies of the organization. Production and marketing strategies.

Seminar 16. Social strategy. Organizational change strategy. Environmental strategy

Lecture 17. Innovative, technological and investment strategies of the organization. New product development strategy. Personnel management strategy. Corporate strategies of the organization. Strategies for growth, development and decline. concentration strategies. Strategies for vertical integration.

Seminar 17. Investment design as the basis of product strategy. Business project - organizational design of the product strategy

Lecture 18. Diversification strategies. Diversification; main tendencies of its development, motives and resources. Antimonopoly policy and tax legislation. Managerial motives for diversification.

Seminar 18. Basic elements of the theory of diversification. . Essence and types of corporate diversification strategies. Features of the organization of the strategic planning process at diversified enterprises

Lecture 19. Strategies for global expansion. Corporate portfolio management. Strategies for renewal and restructuring. strategic alliances.

Seminar 19. Strategic alliances: theoretical and practical aspects of formation and development. Classification of strategic alliances. The life cycle of a

strategic alliance. The content of the process of managing the functioning of strategic alliances.

Lecture 20. Intra-company strategic analysis. The strategic importance of the key elements of the organization. Resources of the organization, their classification. Internal capabilities as a result of combining and integrating organizational resources.

Seminar 20. The concept of the value chain. Core competence as a characteristic of the use of the organization's internal capabilities to meet the needs and expectations of its customers.

Lecture 21. Criteria for the value of organization resources. Rent concept of competitive advantages. Analysis of the strategic position, core competencies and key success factors. Organizational diagnostics. Strategic diagnostics of the external environment of the organization: analysis of the macro-environment, competitive, socio-economic, political and innovative situation.

Seminar 21. Controlling in the system of strategic planning and management at the enterprise.Controlling at the enterprise: content and functions. Strategic and operational controlling in the enterprise.

Lecture 22. Analysis of uncertainty and risks of the organizational environment. Management in conditions of uncertainty of the external environment. Diagnostics of a problem situation, building a tree of goals, problems and solutions. Formation of the mission and goals of the organization. Strategy diagnostics.

Seminar 22. The concept of risks in strategic development planning.

Strategic risk analysis of the enterprise. Enterprise risk measurement process

Lecture 23. Structure and processes of strategic management. Processes for developing planned and random strategies. Formation and selection of strategic alternatives. Strategic information systems. Control based on weak signals. The concept of a situational plan. Strategic learning systems.

Seminar 23. Management through the choice of strategic positions and the ranking of strategic tasks. Management of strong and weak signals. Management in conditions of strategic surprises. Management in conditions of spontaneous changes

Lecture 24. SWOT-analysis in the preparation of strategic decisions. Balanced Scorecard (BSC) as a tool to achieve the strategic goals of the organization. Building a BSC system. Methods and models of strategic

management (method of scenarios, methods of analysis and diagnostics of problem situations).

Seminar 24.Strategic diagnostics. Conducting a SWOT analysis of trends that are significant to the organization's strategy

Lecture 25. Methods and models of strategic diagnostics (methods of analysis and assessment of potential, analysis of competitive advantages according to M. Porter, learning curve models, PEST - analysis, SWOT analysis, PIMS, risk analysis, GAP analysis.) Strategy development models. Simulation model for the formation and implementation of a situational plan. Making strategic decisions in a turbulent environment.

Seminar 25. Modeling of strategic processes and situations. Building a balanced scorecard (BSC) as a tool to achieve the strategic goals of the organization (business situation)

Lecture 26 Target programs and projects as a tool for implementing planned strategies. Zones of strategic projects. Innovative, investment and organizational projects.

Seminar 26. Organizational and functional mechanisms of management. Strategic control and controlling system. The role of group control and self-control. Organizational conflicts and crisis situations.

Lecture 27. Management of strategic changes. Model 7K. Institutional aspects of strategic management.

Seminar 27.The main factors that determine development: culture, information, communication, motives and commitment, crisis points, control and ability.

5. Educational technologies

The methodology of teaching the discipline "Strategic Management" 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:

– discussion and defense of reports on the discipline;

– preparation, presentation and discussion of presentations and reports at seminars;

- preparation for the colloquium.

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

Current control (carried out by a lecturer and a teacher leading seminars): discussions held during classroom sessions on the topic under study, assessment of existing opinions and approaches to solving specific problems; preparation of reports, speeches; intermediate testing in separate sections of the discipline; writing and presenting reports, preparing for colloquia.

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. List of competencies indicating the stages of their formation in the process of mastering the educational program

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
PC-6	Able to form possible solutions based on the target indicators developed for them, as well as to analyze, justify and select solutions

In the process of mastering the educational program, these competencies, including their individual components, are 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 competency assessment at various stages of their 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: Methods of strategic analysis.	The student demonstrates the complete absence or insufficient compliance of the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies.	The student demonstrates incomplete compliance with the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies. 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.	The student demonstrates partial compliance with the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies. , but minor errors, inaccuracies, difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies. freely uses the acquired knowledge.
be able to: Develop and implement	The student is not able or insufficiently able to analyze the	The student demonstrates an incomplete	The student demonstrates a partial correspondence of the	The student demonstrates full compliance with

strategies aimed at ensuring competitiveness.	effectiveness of existing business processes of the organization, to coordinate business processes with each other.	correspondence of the following skills: to analyze the effectiveness of the organization's existing business processes, to coordinate business processes with each other. 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 situations.	following skills: to analyze the effectiveness of existing business processes of the organization, to coordinate business processes with each other. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	the following skills: analyze the effectiveness of existing business processes of the organization, coordinate business processes with each other. Freely operates with acquired skills, applies them in situations of increased complexity.
own: Strategic analysis skills.	The student does not know or insufficiently knows the methods of analyzing and modeling business processes, making managerial decisions, taking into account systematic changes in the external and internal environment of the organization	The student owns the methods of analyzing and modeling business processes, making management decisions, taking into account systematic changes in the external and internal environment of the organization in an incomplete volume, 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 analyzing and modeling business processes, making managerial decisions, taking into account systematic changes in the external and internal environment of the organization, the skills are mastered, but minor errors, inaccuracies, difficulties are made in analytical operations, transferring skills to new, non-standard situations.	A student who is fully trained in methods of analyzing and modeling business processes, making managerial decisions, taking into account systematic changes in the external and internal environment of the organization, freely applies the acquired skills in situations of increased complexity.
PC-6 Able to form possible solutions based on the target indicators developed for them, as well as to analyze, justify and select solutions				
Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
know: - basics of economic	The student demonstrates the complete absence or	The student demonstrates incomplete	The student demonstrates partial compliance with the	The student demonstrates full compliance with

knowledge in the interests of strategic planning;	insufficient compliance of the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies.	compliance with the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies. 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.	following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	the following knowledge: Theoretical and practical approaches and methods for analyzing, modeling and designing business processes of an organization using adaptive management technologies. freely uses the acquired knowledge.
be able to: - use the basics of economic knowledge in the field of strategic management;	The student is not able or insufficiently able to analyze the effectiveness of existing business processes of the organization, to coordinate business processes with each other.	The student demonstrates an incomplete correspondence of the following skills: to analyze the effectiveness of the organization's existing business processes, to coordinate business processes with each other. 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 situations.	The student demonstrates a partial correspondence of the following skills: to analyze the effectiveness of existing business processes of the organization, to coordinate business processes with each other. 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: analyze the effectiveness of existing business processes of the organization, coordinate business processes with each other. Freely operates with acquired skills, applies them in situations of increased complexity.
own: - methods of preparing	The student does not know or insufficiently knows the methods of	The student owns the methods of analyzing and modeling business processes,	The student partially owns the methods of analyzing and modeling business	A student who is fully trained in methods of analyzing and

strategic management decisions	analyzing and modeling business processes, making managerial decisions, taking into account systematic changes in the external and internal environment of the organization	making management decisions, taking into account systematic changes in the external and internal environment of the organization in an incomplete volume, 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.	processes, making managerial decisions, taking into account systematic changes in the external and internal environment of the organization, the skills are mastered, but minor errors, inaccuracies, difficulties are made in analytical operations, transferring skills to new, non-standard situations.	modeling business processes, making managerial decisions, taking into account systematic changes in the external and internal environment of the organization, freely applies the acquired skills in situations of increased complexity.

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

Form of intermediate certification: test.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation 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. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), the grade "passed" or "failed" is given.

Only students who have completed all types of academic work provided for by the work program (preparation of a report) are allowed to interim certification.

Evaluation scale	Description
Passed	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be

	made.
Not credited	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

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. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate attestation for the discipline (module), the mark "excellent", "good", "satisfactory" or "unsatisfactory" is given.

Only students who have completed all types of academic work provided for by the work program (preparation for the colloquium) are allowed to the 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 given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Good	All types of educational work provided for by the curriculum were completed. The student demonstrates a good correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of ordinary complexity. At the same time, some errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations may be made.
Satisfactorily	Not all types of educational work provided for by the curriculum

	have been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, does not confidently operate with the acquired knowledge, skills, skills, does not apply them in situations of increased complexity. At the same time, mistakes, inaccuracies, difficulties in analytical operations, the transfer of knowledge and skills to new, non-standard situations can be made.
unsatisfactory	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

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

7. Educational, methodological and information support of the discipline

Main literature:

1. Golubkov, E. P. Strategic management: textbook and workshop for universities / E. P. Golubkov. - Moscow: Yurayt Publishing House, 2022. - 278 p. - (Higher education). — ISBN 978-5-534-15505-1. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/508037
2. Litvak, B. G. Strategic management: a textbook for bachelors / B. G. Litvak. - Moscow: Yurayt Publishing House, 2022. - 507 p. — (Bachelor. Academic course). - ISBN 978-5-9916-2929-4. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/508941

Additional literature:

3. Abramov, V. S. Strategic management: textbook and workshop for universities / V. S. Abramov, S. V. Abramov; edited by V. S. Abramov. - 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2021. - 444 p. - (Higher education). - ISBN 978-5-534-14595-3. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/477973

1. Malyuk, V. I. Strategic management. Organization of strategic development: textbook and workshop for universities / V. I. Malyuk. - Moscow: Yurayt Publishing House, 2022. - 361 p. - (Higher education). - ISBN 978-5-534-03338-0. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489578

in)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./

Candidate of Economics, Associate Professor of the Department of Management / Kostromin P.A. /

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. /

The structure and content of the discipline "Strategic management"
in the direction of preparation 38.03.02 "Management"
(bachelor) part-time education

No.	Fourth year in college	Semester	Semester week	Types of educational work, including independent work of students and labor intensity in hours					Types of independent work of students					Forms of attestation	
				L	F/N	Lab	SRS	DAC	K.R.	K.P.	To	DC	K/r	E	Z
one	Topic 1. Main types of strategies	7	one	2	2		four								
2	Topic 2. Strategic management and strategic competitiveness	7	2	2	2		four					+			
3	Topic 3. Strategic and operational aspects of company management	7	3	2	2		four					+			
four	Topic 4. The modern concept of the organization's market orientation	7	four	2	2		four					+			
5	Topic 5. Internal and external environment of the organization	7	5	2	2		four					+			
6	Topic 6. Strategic competitiveness	7	6	2	2		four					+			
7	Topic 7. Structure and basic models of strategy theory	7	7	2	2		four					+			
eigh t	Topic 8. The concept of competitive advantage	7	eight	2	2		four					+			
9	Topic 9. Strategy, tactics and policy of the organization	7	9-10	2	2		four					+			
ten	Topic 10. Strategic directions for the development of the	7	11-12	2	2		four					+			

	organization														
elev en	Topic 11. Strategic goals, values and interests	7	13-14	2	2		four					+			
12	Topic 12.Coordination of actions to form a strategy	7	15-16	2	2		5					+			
13	Topic 13.Definition of the company's mission, setting long-term and short-term goals, the importance of targets for the organization's activities	7	17-18	3	3		5					+			
	Appraisal Form											one			**Z**
	Total hours in the seventh semester			**27**	**27**		**54**								
fourt een	Topicfourteen.Main types of strategies.	eig ht	one	one	one		four								
fifte en	Topic 15. Business level strategies	eig ht	2	2	2		four				+				
16	Topic 16. Innovative, technological and investment strategies of the organization	eig ht	3	2	2		four				+				
17	Topic17. Basic elements of the theory of diversification	eig ht	four	2	2		four				+				
19	Topic 18. Strategies for global expansion	eig ht	5	2	2		four				+				
19	Topic19. Strategic alliances: theoretical and practical aspects of formation and development	eig ht	6	2	2		four				+				
twen ty	Topic 20. Intra-company strategic analysis	eig ht	7	2	2		four				+				
21	Topic 21. Criteria for the	eig	eight	2	2		four				+				

	value of organization resources	ht													
22	Topic 22. Analysis of uncertainty and risks of the organizational environment	eig ht	9-10	2	2		four				+				
23	Topic 23. Structure and processes of strategic management	eig ht	11-12	2	2		four				+				
24	Topic24.Strategic Diagnostics	eig ht	13-14	2	2		four				+				
25	Topic 25. Methods and models of strategic diagnostics	eig ht	15-16	2	2		four				+				
26	Topic 26. Strategic business zones	eig ht	17	2	2		3				+				
27	Topic 27. Strategic change management	eig ht	eighte en	2	2		3				+				
	Appraisal Form										one			E	
	Total hours in the eighth semester			**27**	**27**		**54**							**E**	
	Total			**54**	**54**		**108**								+

Annex 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"

Form of study: full-time, part-time
Type of professional activity: organizational and managerial, information and analytical, entrepreneurial

Department: "Management"

VALUATION FUND

BY DISCIPLINE Strategic management

Composition: 1. Passport of the fund of appraisal funds
2. Description of evaluation tools:
topics of reports, questions for the colloquium, test and exam

Compiled by:
head of the department PhD in Economics, Assoc. Alenina E.E.
Associate Professor, Ph.D. Kostromin P.A.

Moscow, 2022

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

Strategic management						
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**
The code	**FORMULATION**	**Competence indicators**				
PC-5	Capable of gathering information about business problems and identifying business opportunities in 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; theory of risk management; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis.	**know:** - methods of strategic analysis **be able to:** - develop and implement strategies aimed at ensuring competitiveness **own:** - strategic analysis skills	lecture, seminars	DS, test, exam	A basic level of features of strategic management; features of strategic decisions. Advanced level: skills in developing a strategic plan for a company.

		IPK-5.2. Can 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 the storage and updating of business analysis information; formalize the results of				
		IPK-5.3. Has 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 of decisions				

PC-6	Able to form possible solutions based on the target indicators developed for them, as well as to analyze, justify and select solutions	IPK-6.1. Knows visual modeling languages; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods of collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis.	**know:** - basics of economic knowledge in the interests of strategic planning; **be able to:** - use the basics of economic knowledge in the field of strategic management; **own:** - methods of preparing strategic management decisions	lecture, seminars	K, test, exam	A basic level of knows the features of the analysis of the external environment of the company; the structure of the PEST analysis; the structure of the SWOT analysis; the structure of industry and competitive analysis; concept of key factors of competitive success; indicators of management analysis; the structure of the 7S model; the essence of strategic cost analysis. Advanced level: possesses the basic skills of conducting a SWOT analysis; primary skills in building maps of strategic groups and analyzing the strategic positions of players in the studied market (industry)

		IPK-6.2. Able to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; to model the scope and boundaries of work; to plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques.				

		IPK-6.3. Has the skills to identify, collect and analyze business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions in terms of achieving target indicators of decisions; assessment of the resources needed to implement the solutions; evaluating the effectiveness of each solution option as a ratio between the expected level of resource use and the expected value; choosing a solution for implementation as part of a group of experts.				

Application
to work program

The list of evaluation tools for the discipline Strategic management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	abstract (R)	The product of the student's independent work, which is a summary in writing of the results of the theoretical analysis of a certain scientific (educational and research) topic, where the author reveals the essence of the problem under study, gives different points of view, as well as his own views on it.	Essay topics
2	Exam	The final form of knowledge assessment. In higher education institutions are held during examination sessions.	Questions for the exam
3	credit	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the test
four	Colloquium (K)	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 worker with students.	Topic questions

Questions to prepare for the test
in the discipline "Strategic Management"
formation of competence PC-6

1. Advantages and benefits of strategic management
2. Schools of Strategic Management
3. Concepts of G. Mintzberg and I. Ansoff
4. Concept of strategic groups
5. Structure and basic models of strategy theory
6. The concept of the social role of business
7. Strategic goals, values and interests
8. Strategy as a tool for the growth of the organization. Distinguishing features of an organization's strategy
9. Typical Organizational Behaviors: Incremental and Entrepreneurial

formation of competence PC-7

10. Target programs and projects as a tool for implementing planned strategies
11. Strategic potential as the end result of strategic management
12. Capacity development strategy
13. General management and organizational capacity
14. Institutional aspects of strategic management
15. Methods and models of strategic management
16. Strategy Implementation Mechanism
17. Management through the choice of a strategic position.
18. Management based on the ranking of strategic tasks.
19. Perspective changes in the structure of the Russian economy
20. Competitive strategies according to M. Porter

Exam Preparation Questions
in the discipline "Strategic Management"
formation of competence PC-6

1. Business Layer Strategies
2. Product marketing strategy. Product classifier
3. Competitive strategies according to M. Porter
4. Strategies at various stages of the industry life cycle
5. Corporate strategies of the organization.
6. Corporate Portfolio Management
7. Diversification: main trends in its development, motives and resources
8. Advantages and disadvantages of multinational and global competitive strategies.
9. Strategy Development Models
10. Functional strategies: production strategy, personnel management strategy, financial strategy
11. Technical policy as the basis of enterprise strategy
12. Technical and innovative strategy of the enterprise
13. Strategic aspects of foreign economic activity

formation of competence PC-7

14. Balanced Scorecard (BSC) as a tool to achieve the strategic goals of the organization
15. The purpose of the situational analysis, its main questions
16. The internal environment of the enterprise. Strengths of the enterprise and ways to increase them. Weaknesses of the enterprise
17. Factors that determine the industry for a successful business. Analysis of competitive forces in the industry market.
18. SWOT-analysis in the preparation of strategic decisions.
19. Strategic vision of the enterprise. Development of future scenarios and formation of the company's business mission.
20. Criteria for the priority of strategic goals. Building a tree of enterprise goals, the main requirements for it.
21. Strategic management and strategic competitiveness
22. Strategic decisions as the basis of an organization's entrepreneurial success
23. Management in conditions of strategic surprises.
24. Weak signal control. Methodology for choosing a management system for a company (according to I. Ansoff).
25. Centralization and decentralization of powers to manage the process of implementing the strategy: advantages and disadvantages
26. Approaches to bringing the organizational structure in line with the strategy
27. Strategic changes as the main content of the strategy
28. Essence of strategic efficiency. Strategic and efficiency criteria
29. Analysis of the situation in the industry and the state of the company
30. Strategic control and controlling system.
31. The nature and channels of influence of strategic interest groups on the behavior of the organization
32. Methods and models of strategic diagnostics
33. Basic methods of situational analysis of the internal environment (cost chain analysis; strategic cost analysis; SWOT analysis)

Exam ticket form

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
"MOSCOW POLYTECHNICAL UNIVERSITY"
(MOSCOW POLYTECH)

Faculty of Social Technologies and Management _____ Department of Management
Discipline: Strategic management

Direction of training: 38.03.02 "Management"

Course: 3, group _____, form of education: full-time, part-time

EXAMINATION TICKET No. 1.

1. Question assessing competencePC-6.
2.Competency QuestionPC-7

Approved at the meeting of the department "29" August 2022, protocol No. 1.

Head Department of "Management" _____ /Alenina E.E./

Topics of colloquia
in the discipline "Strategic Management"
(formation of PC-6 competencies)

1. Historical prerequisites for the emergence and stages of development of strategic management.
2. School of modern strategic management: design, planning, positioning.
3. School of Modern Strategic Management: Entrepreneurship, Cognitive, Learning.
4. Schools of modern strategic management: power, culture, environment, configuration.
5. Management strategy: formation and implementation.
6. Organization of strategic planning.
7. Projects as a form of operational planning aimed at implementing the strategy.
8. Strategic planning as the development of a system of strategic planning documents.
9. Program-targeted planning as a form of operational-strategic planning for the implementation of the strategy.
10. The concept, types, types and sources of competitive advantages of the company. Key success factors, strategic capabilities and competitiveness of the company.

11. Strategies of corporate organizations and formations as a result of the development of concentration, centralization and structuring of business and the evolution of corporate structures.
12. Strategic management and competitiveness of the company. Features of strategic management in small, medium and large businesses.
13. Strategic positional analysis of the company. Types, types and general characteristics of competitive positions.
14. Algorithm for assessing the competitive position of a company in a market economy.
15. Strategic positional assessment of the company.
16. Strategic analysis of the main components of the internal and external environment of the company.
17. The main strategic positions of the company depending on its position in the market.
18. Algorithm for conducting a comprehensive situational analysis of the internal and external environment of the company using the PEST-analysis method.
19. The algorithm for conducting a comprehensive situational analysis of the internal and external environment of the company by the method*SWOT-analysis.*
20. Strategic positioning of the company in relation to product life cycles (Arthur Little matrix).Strengths and weaknesses of the matrixArthur Little.
21. Strategic positioning of the company in relation to the life cycles of industries (the Hofer-Schendel matrix).Strengths and weaknesses of the matrixHofer-Shandel.
22. Strategic analysis of the prospects for the company's market position using the BCG matrix.
23. Strategic analysis of the company's market position prospects using McKinsey matrices.
24. Shell's Directed Policy Portfolio Matrix and its main strategic options.
25. Corporate (basic) strategies of the company.
26. Competitive (business) strategies of the organization.
27. Role (innovative-behavioral) strategies of the company.
28. Production functional strategiescompanies.
29. Financial Functional Strategiescompanies.
30. Strategies for protecting the company from financial risks.
31. Investment financial functional strategiescompanies.
32. Marketing Functional Strategiescompanies.
33. Personnel functional strategies of the company.
34. Strategic management of a company in a developing sector of the economy.
35. Strategic management of a company in a stable sector of the economy.
36. Strategic management of a company in a declining sector of the economy.
37. Basic strategies of anti-crisis management of the company.
38. Quality management strategies in the company's management system.
39. Strategic management of the company in the globalindustriesworld economy.
40. Strategic management of a company in the regional economy

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.

TOPICS OF REPORTS
discipline Strategic management
(formation of competencies PC-7)

1. Basic concepts of the strategic management system
2. Prerequisites for the emergence of strategic management
3. Strategic management in modern conditions
4. The place of strategic management in the system of management disciplines
5. The main stages of the formation of strategic management
6. The concept and essence of strategic management
7. The role and tasks of the manager in the strategic management system
8. Distinctive features and principles of strategic management
9. Develop the vision and mission of the organization
10. Development of a system of strategic goals
11.SMART - the principle in developing goals
12.Methodology of a systematic approach in strategic management
13. Basic concepts of strategic management
14. Organization as an object of strategic management
15. External factors of strategic management
16. Analysis of the external environment of the organization
17. Analysis of the situation in the industry
18. Structure and characteristics of the internal environment of the organization

19. Analysis of the internal environment of the organization
20. Analysis of the environment as the initial stage of strategic management
21.Structure and characteristics of the external environment of the organization
22. Main differences between strategic and operational management
23. Features of strategic management
24. Stages of the strategic management cycle
25. Concept and types of competitive advantages
26.Key success factors
27. The concept of strategy. Hierarchy of strategies
28. Evaluation of the effectiveness of the strategy
29. The concept and purpose of the strategy
30. Main types of strategies in the field of strategic management
31. Essence and content of corporate strategy
32. Portfolio strategy
33. Essence and method of portfolio analysis
34.Methods for the formation of synergistic and diversified portfolios
35. Classification of portfolio analysis models
36. Typical (reference) strategies
37. Development of a competitive strategy for the organization
38. The concept of the competitiveness of the company. Main types of competitive strategies
39. Types of business strategies and their characteristics
40. Using the methods of situational analysis in strategic management

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	The material presented contains elements that are	The material presented contains a large number of	The material presented is slightly relevant

r		stated topic.	not relevant to the topic.	elements that are not related to the topic.	to the topic.