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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
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"15" февраля 2024

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

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 2024

Developer(s):

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Agreed:

Head of the Department of Management,

Candidate of Economic Sciences, Associate Professor  /E.E. Alenina/

Content

1. Goals, objectives and planned learning outcomes in the discipline..... 4
2. The place of discipline in the structure of the educational program 5
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 6
   3.3. Contents of the discipline 7
   3.4. Topics of seminars/practical and laboratory classes 7
   3.5. Subjects of course projects (coursework) 7
4. Educational, methodological and information support 8
   4.1. Main literature 8
   4.2. Additional literature 8
   4.3. Electronic educational resources 8
   4.4. Licensed and freely distributed software 8
   4.5. Modern professional databases and information references systems..... 8
5. Logistics 8
6. Guidelines 9
   6.1. Methodological recommendations for teachers on organizing training 9
   6.2. Guidelines for students on mastering the discipline 9
7. Fund of assessment funds 10
   7.1. Methods of monitoring and assessing learning outcomes 10
   7.2. Scale and criteria for assessing learning outcomes 17
   7.3. Evaluation tools 17

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

The purpose of the discipline “Strategic Management” is 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 searching, justifying and making strategic decisions.

The main objectives of mastering the discipline “Strategic Management” include:

- the use of models and strategic management tools in relation to the organization in various typical situations (assessing the competitive position of the organization);
- justification of the organization's strategic goals.

Training in the discipline “Strategic Management” is aimed at developing the following competencies in students:

Code and name of competencies	**Indicators of Competency Achievement**
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. **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 chosen 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.

PK-6. Capable formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions	**IPK-6.1.**Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes. **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 selected approaches; identify connections and dependencies between elements of business analysis information; 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; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques. **IPK-6.3.**Possesses the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts.

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

The discipline refers to the part formed by the participants in educational relations, block B1 "Disciplines (modules)".

The discipline "Strategic Management" is logically, substantively and methodologically interconnected with the following disciplines and practices of the EP: - Project activities

- Fundamentals of Management
- Business process management
- Foresight management
- Startup management

3. Structure and content of the discipline

The total labor intensity of the discipline is 6 credit units (288 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	
			7	8
1	**Auditory lessons**	**90**	36	54
	Including:			
1.1	Lectures	**36**	18	18
1.2	Seminars/practical sessions	**54**	18	36
2	**Independent work**	**198**	90	108
3	**Interim certification**			
	Test/differential test/exam	**Test, Exam**	Test	Exam
	Total	**288**	126	162

3.2 Thematic plan for studying the discipline

(according to forms of study)

3.2.1. Part-time and part-time education

No. p/p	Sections/topics of the discipline	Labor intensity, hour					
		Total	Classroom work				Independent Job
			Lectures	Seminars/ Ptactical classes	Laboratory classes	Practical Preparation	
1.1	Topic 1 Evolution of management thought		4	6			22
1.2	Topic 2 Organization as a socio-economic system		4	6			22
1.3	Topic 3 Fundamentals of strategic management		4	6			22
1.4	Topic 4 Life cycle of an organization		4	6			22
1.5	Topic 5 Control systems research		4	6			22
1.6	Topic 6 Marketing strategy		4	6			22
1.7	Topic 7 Management decisions in strategic management		4	6			22
1.8	Topic 8 Organizational development strategy		4	6			22
1.9	Topic 9 Strategic development management		4	6			22
Total		**288**	**36**	**54**			**198**

3.3 Contents of the discipline

Topic 1 Evolution of management thought.

Development of strategic management as a stage in the evolutionary development of management science. Formation and development of management as a science. Schools of management thought. Managing a modern organization. The essence of strategic management. Strategic management system.

Topic 2 Organization as a socio-economic system.

Social subsystem of the organization. Subsystems that form an organization as a system. Typologies of organizations as social systems. Mission as the basis for the strategic development of an organization. Tree of goals. Organizational policy.

Topic 3 Fundamentals of strategic management.

Fundamentals of strategic management. The term "strategic management". Strategic management as an independent type of management. Components of strategic management. Strategic management process. Business planning as the main tool of strategic management. Tree of organizational strategies.

Topic 4 Life cycle of an organization.

Life cycle of an organization and its stages. Model of the life cycle of an organization by I. Adizes. Features of the development of an organization at each stage of development. Risks inherent in development stages. Necessary strategic decisions for each stage of development. Negative processes occurring at different stages of development. The Founder's Trap.

Topic 5 Research of control systems.

The importance of studying management systems for creating strategy. Basic elements of scientific research. Purpose of scientific research. Scientific research tools. Classification of control systems research. Information and its role for strategic management. Requirements for the development process and management decision making. Management information. Requirements for management information. Properties of management information.

Topic 6 Marketing strategy.

Marketing. Marketing function in an organization. Five basic marketing concepts. Strategic level of marketing. Tactical level of marketing. Analysis of market opportunities. Search for target markets. Development of a marketing mix. Implementation of strategy. Marketing communications. Stages of forming a marketing strategy. Contents of the marketing strategy. The purpose of the marketing strategy.

Topic 7 Management decisions in strategic management.

Management decisions in strategic management. Decision making process in an organization. Classification of management decisions. The influence of management functions on the decision-making process. Management by objectives. Advantages and disadvantages of management by objectives.

Topic 8 Organizational development strategy.

Basic strategies for the development of the organization. Growth strategy. Limited growth strategy. Reduction strategy. Elimination strategy. Mixed strategies. Product development strategy. Industry development strategy. Differentiation. Complete cost leadership. Focusing. Ansoff matrix. SWOT analysis.

Topic 9 Strategic development management.

External environment of the organization. Factors of direct impact. Factors of indirect impact. Internal environment of the organization. Strategic development management. Principles of strategic development. Laws of organization development.

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical sessions

Topic 1 Evolution of management thought	Seminar session 1
Topic 2 Organization as a socio-economic system	Seminar session 2
Topic 3 Fundamentals of strategic management	Seminar session 3
Topic 4 Life cycle of an organization	Seminar session 4
Topic 5 Control systems research	Seminar session 5
Topic 6 Marketing strategy	Seminar session 6
Topic 7 Management decisions in strategic management	Seminar session 7
Topic 8 Organizational development strategy	Seminar session 8
Topic 9 Strategic development management	Seminar session 9

4.Educational, methodological and information support

4.1 Main literature

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

Sidorov, M. N. Strategic management: a textbook for universities / M. N. Sidorov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 158 p. - (Higher education). — ISBN 978-5-534-08723-9. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/490397

4.2 Further reading

1. Zub, A. T. Strategic management: textbook and workshop for universities / A. T. Zub. — 4th ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 375 p. - (Higher education). — ISBN 978-5-534-03013-6. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/488958

2. 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

3. 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

4.3 Electronic educational resources

An electronic educational resource on the discipline is under development.

5. Logistics support

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

6. Guidelines

6.1 Guidelines for teachers on organizing training

A presentation (from the English word - presentation) is a set of color pictures of 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).

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.

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.

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 subsequently recall the studied educational material, supplement the content when working independently 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 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.

Guidelines 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 appropriate notes from the literature recommended by the teacher and provided for by the 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. 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.

7. Appraisal Fund

7.1 Methods for monitoring and assessing learning outcomes

Indicator of the level of competence development

Strategic management

ederal State Educational Standard of Higher Education 38.03.02 “Management”

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

COMPETENCIES			List of components	Technology formation competencies	Evaluation form O facilities**	D co
ompete cy code	FORMULATION	Competency indicators				
C -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; theory systems; subject area and specifics of the organization’s activities to the extent sufficient to solve business analysis problems.	**know:** - methods of strategic analysis **be able to:** - develop and implement strategies aimed at ensuring competitiveness **own:** - strategic analysis skills	lecture, seminars	DS, Z, E, T	Ba m de A co
		IPK-5.2. Knows how to use techniques to identify interested parties parties; plan, organize and conduct meetings and discussions with stakeholders and parties; 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 in accordance with the chosen approaches; identify connections and dependencies between elements of business analysis information.				
		IPK-5.3. Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreement with stakeholders and parties on identified business problems or business opportunities; formation of target indicators for decisions				

C -6	Able to formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions	IPK-6.1. Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes.	**know:** - basics economic knowledge for the benefit 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	DS, Z, E, T	Th ar th st SV ar th co ar m ar Ac co sk gr po st (in
		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 selected approaches; identify connections and dependencies between elements of business analysis information; 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; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques.				
		IPK-6.3. Possesses the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts.				

7.2 Scale and criteria for assessing learning outcomes

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

Form of intermediate certification in the sixth semester: test.

Interim certification of students in the form of a test 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. Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the interim assessment, the student is given a "pass" or "fail" rating.

Only students who have completed all types of academic work provided for by the work program in the discipline "Strategic Management" (passed the intermediate control) are allowed to take the intermediate certification.

Grading scale	Description
Passed	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance with the knowledge, skills and abilities given in the tables of indicators, operates with acquired knowledge, skills and abilities, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.
Not accepted	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, and skills with those given in the tables of indicators; significant mistakes are made; a lack of knowledge, abilities, and skills is evident in a number of indicators; the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

Intermediate certification form in the seventh semester: 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. Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), a grade of "excellent", "good", "satisfactory" or "unsatisfactory" is given.

Only students who have completed all types of academic work provided for by the work program in the discipline "Strategic Management" (passed the intermediate control) are allowed to take the intermediate certification.

Grading scale	Description
Great	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, abilities, and skills with those given in the tables of indicators, operates with acquired knowledge, abilities, skills, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.
Fine	All types of educational work provided for by the curriculum have been completed. The student demonstrates incomplete, correct compliance of knowledge, skills and abilities with those given in the tables of indicators, or if 2-3 insignificant errors were made.
Satisfactorily	All types of educational work provided for by the curriculum have been completed. The student demonstrates the consistency of knowledge, which covers the main, most important part of the material, but at the same time one significant error or inaccuracy was made.
Unsatisfactory	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7.3 Evaluation tools

List of assessment tools for the discipline
"Strategic Management"

No. OS	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal Fund
1	Report, message (DS)	A product of a student's independent work, which is a public speech presenting the results obtained solving a specific educational-practical, educational-research or scientific topic	Topics of reports, messages

2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Test task fund
3	Test (G)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Questions for testing
4	Exam (E)	Final form of knowledge assessment. In higher educational institutions they are held during the session.	Questions for the exam

7.3.1. Current control

Topics of reports on the discipline
"Strategic Management"
(formation of competencies PC-5 and PC-6)

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 in the development 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. Developing the organization's vision and mission
10. Development of a system of strategic goals
11. SMART – principle when developing goals
12. Methodology of a systems 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 organization’s external environment
17. Analysis of the situation in the industry
18. Structure and characteristics of the organization’s internal environment
19. Analysis of the internal environment of the organization
20. Environmental analysis as the initial stage of strategic management
21. Structure and characteristics of the organization’s external environment
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.Assessing the effectiveness of the strategy
29. Concept and purpose of strategy
30. Main types of strategies in the field of strategic management
31. Essence and content of corporate strategy
32. Portfolio strategy
33.The essence and method of portfolio analysis
34.Methods of forming synergetic and diversification portfolios
35.Classification of portfolio analysis models
36.Typical (reference) strategies
37.Development of the organization's competitive strategy
38.The concept of a company's competitiveness. Main types of competitive strategies
39.Types of business strategies and their characteristics
40.Use of situation analysis methods in strategic management

Report evaluation criteria

No.	Criterion	Grade			
		ex.	chorus	satisfaction	unsatisfactory
1	Structure of the report	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts is missing from the report	The report does not show the presence of semantic parts
2	Contents 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	Mastery of the material	The student has complete command of the material presented, is problem oriented, and answers questions freely	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem

4	Relevant to the topic	The presented material fully corresponds to the stated topic	The presented material contains elements that are not relevant to the topic	In the material presented there is a large amount elements not related to the topic	The material presented is slightly relevant to the topic

Tests by discipline
"Strategic Management"
(formation of competencies PC-5 and PC-6)

research of control systems is aimed at: A) development
of new mathematical models
B) increasing worker productivity
C) specifying the goals of development and functioning of the organization and its main divisions
D) improving the technology for making subjective decisions ANSWER: C The main areas of research in control systems do NOT include:
A) specifying the goals of development and functioning of the organization and its main divisions
B) diagnostics of existing trends in the development of an organization in a certain market environment;
C) search for factors that can ensure the achievement of the organization's goals in given conditions, as well as factors that will hinder the achievement of the goals
D) research and improvement of human relations
ANSWER: D
The following reasons can stimulate strategic changes in an organization:
A) all listed
B) intervention by external organizations
C) awareness among owners of the need for fundamental changes
D) threat of change of ownership ANSWER: A
type of production capacity that is used to calculate the planned productivity of the organization and is indicated in the production plan:
A) normative
B) original
C) projected
D) effective ANSWER: A
the level of production capacity of the organization, which is the maximum possible in real (current) operating conditions of the organization:
A) normative
B) original
C) projected
D) effective ANSWER: D

the maximum production capacity of the organization, which is laid down at the design stage and can be realized if all design conditions are met (complied with):

A) normative

B) original

C) projected

D) effective

ANSWER: C

IN within research goal setting, which applies To applied research, diagnostics of the organization's goals is carried out according to certain criteria, which include:

A) specificity criterion

B) expediency criterion

C) the criterion that any organizational goal should not contain contradictions in its formulation and be understandable to staff or clients.

D) there is no right answer

ANSWER: C

IN within research goal setting, which applies To applied research, diagnostics are carried outnostics of the organization's goals according to certain criteria, which include:

A) specificity criterion

B) expediency criterion

C) time criterion

D) there is no right answer

ANSWER: C

IN within research goal setting, which applies To applied research, diagnostics of the organization's goals is carried out according to certain criteria, which include:

A) specificity criterion

B) expediency criterion

C) utility criterion

D) there is no right answer

ANSWER: C

The classification of control systems may be based on the following feature:

A) in particular

B) globality of the problem

C) systematic approach

D) comprehensive research

ANSWER: B

Among the research tools are:

A) measuring

B) staff

C) buildings and constructions

D) industrial equipment ANSWER: A

At this stage of the life cycle, stabilization of all basic processes in organization: development, growth, etc.:

A) collegiality
B) entrepreneurial
C) formalization of activities
D) restructuring ANSWER: C
this stage of the life cycle is always accompanied by a slowdown in development processes and
growth, since changes require the formation of new relationships: A) collegiality
B) entrepreneurial
C) formalization of activities
D) restructuring ANSWER: D
articulating how an organization would like to appear in the public eye is:
A) attitude towards staff
B) philosophy
C) self-esteem
D) caring about image ANSWER: D
goals differ from attitudes in that:
A) they are much more specific in content and are often given in monetary terms
B) usually have no monetary equivalent
C) usually associated with operational planning
D) usually associated with tactical planning
ANSWER: A Objectives are more short-term than goals because they are related
to:
A) from the parent company's work planning
B) with tactical planning
C) with planning of strategic activities
D) with planning of current activities ANSWER: D The number of subsystems that form the organization as a system includes:
A) social, legislative, political, resource
B) political, social, resource, technological, economic
C) social, public, legislative, military
D) political, social, resource, technological, economic ANSWER: D The social subsystem of the organization includes:
A) production
B) sales
C) occupational Safety and Health
D) public utilities ANSWER: C programs and plans mean:
A) presentation of the desired image of the state of the organization (characteristics, parameters, etc.) in the future
B) the key values of the organization, which must be observed at all stages of its development and in all areas of its professional activities
C) behavioral patterns to achieve the organization's goals and results, which it needs for both survival and development.

D) measures for the organization to implement the developed strategy, which allows for competent allocation of resources, distribution of powers and responsibilities between employees, etc.

ANSWER: D

The strategic management of an organization is based on the following main elements:

A) vision, sales, supply, strategy, programs and plans

B) vision, long-term forecasts, modeling, control system research

C) vision, business scope, mission, strategy, programs and plans

D) forecasts, analysis and processing of information, development of policies and procedures ANSWER: The key goal of the “Infancy” stage of the life cycle is:

A) business process optimization

B) increase in sales volumes

C) formalization of the organizational structure

D) restructuring ANSWER: B

the principle of management of the executive body, in which decisions on the implementation of assigned tasks, elimination of any problem, organization of work and other issues are made at a meeting by a group of officials or authorized persons:

A) collegiality

B) consistency

C) rationality

D) formalization ANSWER: A

At this stage of the life cycle, stabilization of all basic processes in organization: development, growth, etc.:

A) collegiality

B) entrepreneurial

C) formalization of activities

D) restructuring

ANSWER: C

Management as “getting work done through the help of others” was first formulated by a school representative:

A) quantitative

B) administrative

C) scientific management

D) human relations ANSWER: D administrative school is associated with the name:

A) F. Gilbraith

B) F. Taylor

C) A. Fayol D) E. Mayo

ANSWER: C

7.3.2. Interim certification

Questions for testing in the discipline

"Strategic Management"

(formation of competencies PC-5 and 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. Concept of the social role of business
7. Strategic goals, values and interests
8. Strategy as a tool for organizational growth. Distinctive features of the organization's strategy
9. Typical styles of organizational behavior: incremental and entrepreneurial
10. Targeted 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. Leadership and organizational capacity
14. Institutional aspects of strategic management
15. Methods and models of strategic management
16. Strategy implementation mechanism
17. Management by choosing a strategic position.
18. Management based on ranking of strategic objectives.
19. Prospective changes in the structure of the Russian economy
20. Competitive strategies according to M. Porter

Questions for the discipline exam
"Strategic Management"
(formation of competencies PC-5 and PC-6)

1. Business level strategies
2. Product marketing strategy. Classifier by product
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. Models of strategy development
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
14. Balanced Scorecard (BSC) as a tool for achieving the organization's strategic goals

15. The purpose of situational analysis, its main questions

16. 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 preparing strategic decisions.

19. Strategic vision of the enterprise. Development of future scenarios and formation of the company's business mission.

20. Criteria for prioritizing strategic goals. Construction of a tree of enterprise goals, basic requirements for it.

21. Strategic management and strategic competitiveness

22. Strategic decisions as the basis for an organization's entrepreneurial success 23. Management in the face of strategic surprises.

24. Control by "weak signals". Methodology for choosing a management system for a company (according to I. Ansoff).

25. Centralization and decentralization of powers to manage the strategy implementation process: advantages and disadvantages

26. Approaches to aligning organizational structure with strategy

27. Strategic changes as the main content of strategy

28. The essence of strategic effectiveness. Criteria for strategicity and efficiency

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 organizational behavior

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)

Ticket form

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

Faculty of Economics and Management, Department of Management
Discipline: Strategic management
Direction of training: 03/38/02 "Management"
Course: __, group _____, form of study: full-time, part-time and part-time

TICKET No. 1.

1. Question assessing the competence of PC-5
2. Question assessing the competence of PC-6

Approved at the department meeting “___” _____ 202_, minutes No. __.

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