

Документ подписан простой электронной подписью
Информация о владельце:
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Должность: Ректор
Дата подписания: 24.05.2023 14:38:55
Уникальный программный ключ:
ca953a0120d891083f939673078ef1a989dae18a

**Federal State Autonomous Educational Institution
of Higher Education "Peoples' Friendship University of Russia"**

Faculty of Economics

(name of the main educational unit (OUP)-developer of the EP HE)

COURSE WORKING PROGRAM

Strategic analysis

(name of the discipline/module)

Recommended by the MSS for the direction of training/specialty:

38.04.02 «Management»

(code and name of the training area/specialty)

The development of the discipline is carried out within the framework of the implementation of the main professional educational program of higher education (EP HE):

International marketing

(name (profile/specialization) of the EP HE)

1. COURSE GOALS

The purpose of mastering the discipline "Strategic analysis " is to develop students' skills in assessing the internal and external environment of an enterprise, determining the effectiveness of marketing projects; forming a system of indicators for a comprehensive business assessment.

2. REQUIREMENTS FOR THE RESULTS OF MASTERING THE DISCIPLINE

The development of the discipline "Strategic analysis " is aimed at the formation of the following competencies (parts of competencies) in students:

Table 2.1. List of competencies formed by students during the development of the discipline (results of the development of the discipline)

Code	Competence	Competence achievement indicators (within this course)
UC-3;	Able to organize and manage the work of a team, developing a team strategy to achieve a set goal	UC-3.1 Determines his role in the team, based on the strategy of cooperation to achieve the set goal UC-3.2 Formulates and takes into account in its activities the features of the behavior of groups of people, selected depending on the goal UC-3.3 Analyzes the possible consequences of personal actions and plans their actions to achieve a given result UC-3.4 Exchanges information, knowledge and experience with team members UC-3.5 Arguments his point of view regarding the use of ideas of other team members to achieve the set goal UC-3.6 Participates in teamwork to carry out assignments
UC-1	Capable of searching, critical analysis of problematic situations based on a systematic approach, to develop a strategy of action	UC -1.1. Analyzes the task, highlighting its basic components; UC-1.2. Defines and ranks the information required to solve the task; UC-1.3. Searches for information to solve the task for various types of queries; UC-1.4. Offers solutions to the problem, analyzes the possible consequences of their use; UC-1.5. Analyzes ways to solve problems of a philosophical, moral and personal nature based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context.
UC-2	Able to manage a project at all stages of its life cycle	UC-2.1 Formulates a problem, the solution of which is directly related to the achievement of the project goal UC-2.2 Determines the links between the tasks and the expected results of their solution UC-2.3 Within the framework of the tasks set, it determines the available resources and restrictions, the current legal norms UC-2.4 Analyzes the schedule for the implementation of the project as a whole and chooses the best way to

Code	Competence	Competence achievement indicators (within this course)
		<p>solve the tasks, based on the current legal regulations and available resources and restrictions</p> <p>UC-2.5 Monitors the progress of the project, adjusts the schedule in accordance with the results of control</p>
PC-4;	Capable of developing, implementing and improving the distribution system and sales policy in international markets	<p>PC-4.1 Knows the components of the system of commodity circulation in the market, their essence, conditions, features of organization, functioning and ways to minimize costs in international markets</p> <p>PC-4.2 Knows the main forms of the company's entry into the international market</p> <p>PC-4.3 Knows how to manage the processes of supply and distribution of goods in the industry markets of the international level</p> <p>PC-4.4 Possesses the skills of modeling and designing the activities of an enterprise in the international markets for goods and services</p> <p>PC-4.5 Knows the main channels of distribution and promotion of goods in international marketing</p>
PC-6	Able to manage the marketing activities of an international company	<p>PC-6.1. Knows the specifics of working with various international marketing tools</p> <p>PC-6.2. Knows the basics of international sales, international marketing communication</p> <p>PC-6.3. Is able to apply methods of evaluating the effectiveness of solutions in the field of international marketing</p> <p>PC-6.4. Is able to analyze the actions of international partner companies</p> <p>PC-6.5. Possesses analytical, system and communication skills to conduct successful activities in a rapidly changing international marketing environment</p> <p>PC-6.6. Has the skills of a creative approach to the problems of developing and implementing international marketing strategies of the company</p>

3. THE PLACE OF DISCIPLINE IN THE STRUCTURE OF THE EP HE

The discipline "Strategic analysis " refers to the variable component formed by the participants of the educational relations of the block B1 of the OP HE.

Within the framework of the educational program, students also master other disciplines and/or practices that contribute to achieving the planned results of mastering the discipline "Strategic analysis".

Table 3.1. The list of the components of the educational program that contribute to the achievement of the planned results of the development of the discipline

Code	Competence name	Previous courses	Next courses
UC-3;	Able to organize and manage the work of a team, developing a team strategy to achieve a set goal	Managerial economics Management Research Methodology Management organization theory	Digital marketing Innovative entrepreneurship Research work
UC-1	Capable of searching, critical analysis of problematic situations based on a systematic approach, to develop a strategy of action	Finance organizations Marketing Metrics Integrated Marketing communication	Integrated marketing communications International marketing strategies
UC-2	Able to manage a project at all stages of its life cycle	Managerial economics	Research work
PC-4;	Capable of developing, implementing and improving the distribution system and sales policy in international markets	Managerial economics Management Research Methodology Management organization theory	Digital marketing Innovative entrepreneurship Research work
PC-6	Able to manage the marketing activities of an international company	Finance organizations Marketing Metrics Integrated Marketing communication	Integrated marketing communications International marketing strategies

* - it is filled in in accordance with the matrix of competencies and SP EP HE

4. SCOPE OF DISCIPLINE AND TYPES OF ACADEMIC WORK

The total labor intensity of the discipline "Strategic analysis" is 3 credit units.

Table 4.1. Types of educational work by periods of mastering the EP in for FULL-time education

Types of academic activities during the period of the HE program mastering	Course workload, academic hours	Semesters			
		1	2	3	4
<i>Contact academic hours</i>	108			108	
Lectures LTR	18			18	
Lab works LW					
Seminars SS	36			36	

Types of academic activities during the period of the HE program mastering		Course workload, academic hours	Semesters			
			1	2	3	4
<i>Self-study, academic hours</i>		27			27	
<i>Evaluation and assessment</i>		27			27	
Course workload	academic hours	108			108	
	credits	3			3	

5. COURSE CONTENT

Table 5.1. The content of the discipline (module) by type of academic work

COURSE PART NAME	PART CONTENT	WORK TYPE
Section 1. Introduction to "Modern strategic analysis"	Theoretical problems of competition and modern strategic analysis. International economic integration and strategic analysis problems.	LTR, SS
Section 2. Methodology of strategic analysis.	General methodological issues of strategic competitive analysis. Assessment of conditions for entering international markets. Analysis of political, legal, economic, socio-cultural and technological environment of business.	LTR, SS
Section 3. Tools for strategic analysis of modern business	Industry and competitive analysis. Resource analysis and competencies. Sources of competitive advantage	LTR, SS
Section 4. Strategic alternatives and strategy formulation	Approaches to strategy development and selection process. Corporate strategy. Business strategies and industry life cycles. Modern trends in strategic management.	LTR, SS

6. MATERIAL AND TECHNICAL SUPPORT OF THE DISCIPLINE

Table 6.1. Material and technical support of the discipline

Audience type	Equipping the audience	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
Lecture hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations. Audience 340	Multimedia Projector Casio XJ-F100W Wall Screen Digis Dsem-1105
Computer class	A computer classroom for conducting classes, group and individual consultations, ongoing monitoring and intermediate certification, equipped with personal computers (in the amount of _21_ pcs.), a blackboard (screen) and multimedia presentation technical means. Audience 27, 29	Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio Monoblock, 21" Casio XJ-V 100W Multimedia Projector monitor, Motorized Digis Electra 200*150 Dsem-4303 Screen
For independent work of students	An auditorium for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIOS.	Library Hall

* - the audience for independent work of students must be specified!!

7. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL SUPPORT OF THE DISCIPLINE

a). Basic literature

1. Moshlak Gabriel Alekseevna. Modern strategic analysis: higher education [Text/electronic resource] : Textbook / G. A. Moshlyak; Edited by V. M. Filippov. - Electronic text data. - Moscow : Publishing house of RUDN, 2018. - 108 p.: Il. - ISBN 978-5-209-08664-2 : 81.27.
2. Efremov Viktor Stepanovich. Strategic management [electronic resource] : syllabus / V. S. Yefremov. - Electronic text data. - Moscow : Publishing house of RUDN, 2017. - 16 p. - ISBN 978-5-209-07905-7 : 28.89

b) additional literature

1. Robert M. Grant. Contemporary Strategy Analysis. 9-th ed. – Wiley, 2016.
2. Phanish Puranam. Corporate Strategy: Tools for Analysis and Decision-Making. Cambridge University Press., 2016..
3. Robert Werner. Designing Strategy: The Art of Scenario Analysis. – Windjammer Adventure Publishing, 2011.

4. Erik Elgersma. The Strategic Analysis Cycle Tool Book: How Advanced Data Collection and Analysis Underpins Winning Strategies. LID Publishing., 2017.
5. Babette E. Bensoussan. Analysis Without Paralysis: 12 Tools to Make Better Strategic Decisions. 2th ed. - FT Press, 2015..
- 6.

Resources of the Internet information and telecommunication network:

UNIBC (Scientific Library) provides access to the following EBS:

- EBS RUDN Access mode: <http://lib.rudn.ru/> - from RUDN stationary computers
- University Library ONLINE – Access mode: <http://www.biblioclub.ru/>
- Book collections of SPRINGER publishing house. – Access mode: www.springerlink.com
- Universal databases of East View. – Access mode: <http://online.ebiblioteka.ru/>
- EBC publishing house "Yurayt" Access mode: <http://www.biblio-online.ru>
- EBS Publishing House "Lan", collections
- Electronic library system "Znanium.com" - access to the main collection is granted

Electronic resources for educational activities

Bulletin of the RUDN, all series / Access mode: <http://journals.rudn.ru/>

eLibrary.ru / Access mode <http://www.elibrary.ru/defaultx.asp> from any computer on the territory of the RUDN

RSL Dissertations Access mode: <https://dvs.rsl.ru/?>

BIBLIOPHIKA / Access mode: <http://www.bibliophika.ru/>

Columbia International Affairs Online (CIAO) Access mode: <http://www.ciaonet.org/>

East View. Collection "Statistical publications of Russia and CIS countries"

Grebennikon Access mode: <http://grebennikon.ru/>

LexisNexis Access Mode: <http://academic.lexisnexis.eu>

Search engines: Yandex (yandex.ru), Google (google.ru).

Information and reference portals:

1. www.advertology.ru
2. www.marketing.spb.ru
3. www.p-marketing.ru
4. www.4p.ru
5. www.advi.ru
6. www.cfin.ru
7. www.expert.ru

Educational and methodological materials for independent work of students during the development of the discipline/ module:*

1. A course of lectures, standard tasks and a control test on the discipline "Strategic analysis " is posted on the TUIS portal, Access mode: <https://esystem.rudn.ru/course/view.php?id=11989¬ifyeditingon=1>

* - все учебно-методические материалы для самостоятельной работы обучающихся размещаются в соответствии с действующим порядком на странице дисциплины **в ТУИС!**

8. EVALUATION MATERIALS AND A POINT-RATING SYSTEM FOR ASSESSING THE LEVEL OF COMPETENCE FORMATION IN THE DISCIPLINE

Evaluation materials and a point-rating system* for assessing the level of competence formation (part of competencies) based on the results of mastering the discipline "Strategic analysis " are presented in the Appendix to this Work Program of the discipline.* - ОМ и БРС формируются на основании требований соответствующего локального нормативного акта РУДН.

Developers:

Associate Professor of the Marketing Department

Chernikov S.U.

Signature

Full name

**Faculty name and head:
Dean of the Faculty of Economics**

Andronova I.V.

Signature

Full name

**Head of department:
Marketing dept head**

A.M. Zobov.

Signature

Full name

Appendix to the Work program of the discipline
"Strategic analysis "

APPROVED

At the meeting of the Department of Marketing

" _____ " _____ 2022, Protocol no. ____

Head of the Marketing Department

_____ Zobov A.M.

**EVALUATION TASK FUND
FOR THE COURSE**

Strategic analysis

(COURSE NAME)

38.04.02 «Management»

(code and name of the training area)

International Marketing

(name of the training profile)

Master

Qualification (degree) of the graduate

Passport of the fund of evaluation funds for the discipline Strategic Analysis
Direction / Specialty: 38.04.02. "Management"
Specialization International marketing
Summary evaluation table of the discipline Strategic Analysis

Код контролируемой комп.	Контролируемый раздел дисциплины	EMF (forms of control of the level of development of OOP)									Points per topic	Points per director	
		Classroom work					Independent work						Exam
		Survey	Test	Work in the classroom	Presentation	Tasks	HT execution	Essay	Project	Report			
UC-1; UC-2; UC-3; PC-4; PC-6	Section 1. Introduction to "Modern strategic analysis"			1							1	17	
	Section 1. Introduction to "Modern strategic analysis"			1			5		10		16		
UC-1; UC-2; UC-3; PC-4; PC-6	Section 2. Methodology of strategic analysis.			1		4					5	22	
	Section 2. Methodology of strategic analysis.			1			4				5		
	Section 3. Tools for strategic analysis of modern business			1		4					5		
	Section 3. Tools for strategic analysis of modern business			1	3		3				7		
UC-1; UC-2; UC-3; PC-4; PC-6	Section 4. Strategic alternatives and strategy formulation			2		5	6		10		23	34	
	Section 4. Strategic alternatives and strategy formulation												
	Section 4. Strategic alternatives and strategy formulation			1	10						11		
	Evaluation		10						8	9		27	

		Total		10	9	15	15	21		20	8	2		100
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Description of the point-rating system

Conditions and criteria for grading. Students are required to attend lectures and seminars, participate in certification tests, and complete teacher assignments. Active work at the seminar is especially appreciated (the ability to conduct a discussion, a creative approach to the analysis of materials, the ability to clearly and succinctly formulate their thoughts), as well as the quality of preparation of control papers (tests), presentations and reports.

Grades in the disciplines taught are set based on the results of the study demonstrated by students throughout the entire period of study (usually a semester). The final grade is determined by the sum of points received by students for various types of work during the entire period of study provided by the curriculum.

All types of educational work are carried out exactly within the time limits stipulated by the training program. If a student has not completed any of the training tasks without valid reasons (missed a test, passed an abstract later than the due date, etc.), then points are not awarded to him for this type of academic work, and works prepared later than the due date are not evaluated. For various types of work during the entire period of study, a student can receive a maximum amount of 100 points.

Point-rating system of knowledge assessment, rating scale

BRS points	Traditional assessments of the Russian Federation	ECTS scores
95 – 100	Excellent – 5	A (5+)
86 – 94		B (5)
69 – 85	Good – 4	C (4)
61 – 68	Satisfactory – 3	D (3+)
51 – 60		E (3)
31 – 50	Unsatisfactory – 2	FX (2+)
0 – 30		F (2)
51 - 100	Test	Passed

Description of ECTS grades:

A ("Excellent") - the theoretical content of the course has been fully mastered, without gaps, the necessary practical skills of working with the mastered material have been formed, all the training tasks provided for in the training program have been completed, the quality of their performance is estimated by the number of points close to the maximum.

In ("Very good") - the theoretical content of the course is fully mastered, without gaps, the necessary practical skills of working with the mastered material are mainly formed, all the training tasks provided for in the training program are completed, the quality of most of them is estimated by the number of points close to the maximum.

C ("Good") - the theoretical content of the course has been fully mastered, without gaps, some practical skills of working with the mastered material have not been sufficiently formed, all the training tasks provided for in the training program have been completed, the quality of none of them has been evaluated with a minimum number of 5 points, some types of tasks have been completed with errors.

D ("Satisfactory") - the theoretical content of the course has been partially mastered, but the gaps are not significant, the necessary practical skills of caring for the mastered material have been mainly formed,

most of the training tasks provided for in the training program have been completed, some of the completed tasks may contain errors.

E ("Mediocre") - the theoretical content of the course has been partially mastered, some practical work skills have not been formed, many of the training tasks provided for in the training program have not been completed, or the quality of some of them is estimated by the number of points close to the minimum.

FX ("Conditionally unsatisfactory") - the theoretical content of the course has been partially mastered, the necessary practical skills have not been formed, most of the training tasks provided for in the training program have not been completed or the quality of their performance has been assessed by a number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the training tasks

F ("Certainly unsatisfactory") - the theoretical content of the course has not been mastered, the necessary practical work skills have not been formed, all completed training tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of training tasks.

Fund of evaluation funds for conducting intermediate certification of students in the discipline

Materials for assessing the level of mastering the educational material of the discipline (evaluation materials), including a list of competencies indicating the stages of their formation, a description of indicators and criteria for assessing competencies at various stages of their formation, a description of evaluation scales, standard control tasks or other materials necessary for assessing knowledge, skills, and (or) experience of activity characterizing the stages of competence formation in the process of mastering the educational program, methodological materials defining the procedures for assessing knowledge, skills, skills and (or) experience of activity characterizing the stages of competence formation have been developed in full and are available to students on the discipline page in the TUIS RUDN.

The program is compiled in accordance with the requirements of the OS in the RUDN