

Документ подписан простой электронной подписью  
Информация о владельце:  
ФИО: Ястребов Олег Александрович  
Должность: Ректор  
Дата подписания: 14.06.2022 15:52:04  
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-6	Able to identify and implement the priorities of his own activities and ways to improve it based on self-assessment	PC-6.1 Knows the specifics of working with various international marketing tools PC-6.2 Knows the basics of international sales, international marketing communication PC-6.3 Knows how to apply methods of evaluating the effectiveness of solutions in the field of international marketing PC-6.4 Knows how to analyze the actions of international partner companies PC-6.5 Possesses the analytical, systems and communication skills to be successful in a rapidly changing international marketing environment PC-6.6 Possesses the skills of a creative approach to the problems of developing and implementing international marketing strategies of the company
GPC-4	Able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and assess new market opportunities, develop strategies for the creation and development of innovative areas of activity and the corresponding business models of organizations	GPC-4.1 Uses modern methods, technologies and tools for managing project and process activities in the company GPC-4.2 Applies modern management practices, leadership and communication skills in process and project activities GPC-4.3 Identifies and evaluates new market opportunities for the development of innovative areas of the company GPC-4.4 Develops, based on the use of modern methods of business positioning, the development strategies of companies and the corresponding business models

## 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*

<b>Code</b>	<b>Competence name</b>	<b>Previous courses</b>	<b>Next courses</b>
УК-6	Able to identify and implement the priorities of his own activities and ways to improve it based on self-assessment	Managerial economics Management Research Methodology Management organization theory	Digital marketing Innovative entrepreneurship Research work
GPC-4	Able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and assess new market opportunities, develop strategies for the creation and development of innovative areas of activity and the corresponding business models of organizations	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*

<b>Вид учебной работы</b>	<b>ВСЕГО, ак.ч.</b>	<b>Семестр(-ы)</b>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<i>Контактная работа, ак.ч.</i>	108			108	
Лекции (ЛК)	18			18	
Лабораторные работы (ЛР)					
Практические/семинарские занятия (СЗ)	36			36	
<i>Самостоятельная работа обучающихся, ак.ч.</i>	27			27	
<i>Контроль (экзамен/зачет с оценкой), ак.ч.</i>	27			27	
<b>Общая трудоемкость дисциплины</b>	ак.ч.	<b>108</b>		<b>108</b>	

Вид учебной работы	ВСЕГО, ак.ч.	Семестр(-ы)			
		1	2	3	4
зач.ед.	3			3	

Таблица 4.2. Виды учебной работы по периодам освоения ОП ВО для **ОЧНО-ЗАОЧНОЙ** формы обучения\*

Вид учебной работы	ВСЕГО, ак.ч.	Семестр(-ы)			
		1	2	3	4
Контактная работа, ак.ч.					
Лекции (ЛК)					
Лабораторные работы (ЛР)					
Практические/семинарские занятия (СЗ)					
Самостоятельная работа обучающихся, ак.ч.					
Контроль (экзамен/зачет с оценкой), ак.ч.					
Общая трудоемкость дисциплины	ак.ч.				
	зач.ед.				

\* - заполняется в случае реализации программы в очно-заочной форме

Таблица 4.3. Виды учебной работы по периодам освоения ОП ВО для **ЗАОЧНОЙ** формы обучения\*

Вид учебной работы	ВСЕГО, ак.ч.	Семестр(-ы)			
		1	2	3	4
Контактная работа, ак.ч.					
Лекции (ЛК)					
Лабораторные работы (ЛР)					
Практические/семинарские занятия (СЗ)					
Самостоятельная работа обучающихся, ак.ч.					
Контроль (экзамен/зачет с оценкой), ак.ч.					
Общая трудоемкость дисциплины	ак.ч.				
	зач.ед.				

\* - заполняется в случае реализации программы в заочной форме

## 5. COURSE CONTENT

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

COURSE PART NAME	PART CONTENT	WORK TYPE
------------------	--------------	-----------

<b>COURSE PART NAME</b>	<b>PART CONTENT</b>	<b>WORK TYPE</b>
<b>Section 1. Introduction to "Modern strategic analysis"</b>	Theoretical problems of competition and modern strategic analysis. International economic integration and strategic analysis problems.	LTR, SS
<b>Section 2. Methodology of strategic analysis.</b>	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
<b>Section 3. Tools for strategic analysis of modern business</b>	Industry and competitive analysis. Resource analysis and competencies. Sources of competitive advantage	LTR, SS
<b>Section 4. Strategic alternatives and strategy formulation</b>	Approaches to strategy development and selection process. Corporate strategy. Business strategies and industry life cycles. Modern trends in strategic management.	LTR, SS

\* - заполняется только по **ОЧНОЙ** форме обучения: ЛК – лекции; ЛР – лабораторные работы; СЗ – семинарские занятия.

## 6. MATERIAL AND TECHNICAL SUPPORT OF THE DISCIPLINE

Table 6.1. Material and technical support of the discipline

<b>Audience type</b>	<b>Equipping the audience</b>	<b>Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)</b>
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)	Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio Monoblock, 21" Casio XJ-V 100W Multimedia Projector monitor,

Audience type	Equipping the audience	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
	and multimedia presentation technical means. Audience 27, 29	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](http://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 "Znaniy.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](http://yandex.ru)), Google ([google.ru](http://google.ru)).*

*Information and reference portals:*

1. [www.advertology.ru](http://www.advertology.ru)
2. [www.marketing.spb.ru](http://www.marketing.spb.ru)
3. [www.p-marketing.ru](http://www.p-marketing.ru)
4. [www.4p.ru](http://www.4p.ru)
5. [www.advi.ru](http://www.advi.ru)
6. [www.cfin.ru](http://www.cfin.ru)
7. [www.expert.ru](http://www.expert.ru)
8. [www.rbc.ru](http://www.rbc.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&notifyeditingon=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:**

**Доцент, каф. Маркетинга**

---

Должность, БУП

**Chernikov S.U.**

---

Фамилия И.О.

**РУКОВОДИТЕЛЬ БУП:**

**Декан Экономического фа-  
культета**

---

Наименование БУП

**Мосейкин Ю.Н.**

---

Фамилия И.О.

**РУКОВОДИТЕЛЬ ОП ВО:**

**Зав. каф. Маркетинга**

---

Должность, БУП

**Зобов А.М.**

---

Фамилия И.О.



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	Контролируемая тема дисциплины	ФОСы (формы контроля уровня освоения ООП)								Баллы темы	Баллы раздела		
			Аудиторная работа					Самостоятельная работа					Экзамен / Зачет	
			Опрос	Тест	Работа на занятии	Презентация	Задачи	Выполнение дз	Реферат	Проект				Доклад/сообщение
UC-6; GPC-4		Section 1. Introduction to "Modern strategic analysis"			1							1	17	
		Section 1. Introduction to "Modern strategic analysis"			1			5		10				16
UC-6; GPC-4		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-6; GPC-4		Section 4. Strategic alternatives and strategy formulation			2		5	6		10		23	34	
		Section 4. Strategic alternatives and strategy formulation			1	10						11		
		<b>Контроль</b>		10						8	9		27	
		<b>Итого</b>		10	9	15	15	21		20	8	2	100	

## 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