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**Federal State Autonomous Educational Institution for Higher Education  
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
RUDN University**

**Higher School of Management**

educational division (faculty/institute/academy) as higher education programme developer

## **COURSE SYLLABUS**

**Strategic Management in Industrial Companies**

course title

**Recommended by the Didactic Council for the Education Field of:**

**38.04.02 Management**

field of studies / speciality code and title

**The study of the discipline is conducted as part of the professional program of higher education.**

**Engineering Management**

higher education programme profile/specialisation title

## 1. COURSE GOAL(s)

The goal of mastering *Strategic Management in Industrial Companies* discipline envisages building in students' knowledge of the theoretical and methodological foundations of strategic management, development of practical skills of strategic analysis and strategic decision-making in a context of modern market economy.

## 2. REQUIREMENTS FOR LEARNING OUTCOMES

The mastering of the *Strategic Management in Industrial Companies* discipline envisages building the following competencies (parts of competencies) in students:

*Table 2.1. List of competences that students acquire through the course study*

Competence code	Competence descriptor	Competence formation indicators (within this course)
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	GC-1.1 Analyzes the task and singles out its basic components GC-1.2 Defines and prioritizes the information needed to solve the task GC-1.3 Searches the information to solve the task by various types of queries GC-1.4 Offers solutions to the problem, analyzes the possible consequences of their use GC-1.5 Analyzes the ways of solving problems of worldview, moral and personal nature based on the use of fundamental philosophical ideas and categories in their historical development and socio-cultural context
GC-2	Ability to manage a project at all lifecycle stages	GC-2.1 Specifies a problem, the solution of which is linked to the achievement of the project goal GC-2.2 Defines the links between the tasks set and the expected outcomes of their solution GC-2.3 Determines the available resources and limits, the valid legal norms within the framework of the tasks GC-2.4 Analyzes the project implementation schedule and chooses the best way to solve the tasks, based on the current legal norms and available resources and

		limitations GC-2.5 Monitors the progress of the project, adjusts the schedule in accordance with the results of the control
<b>GPC-1.</b>	Capability to solve professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices.	GPC-1.1 Has fundamental knowledge in management GPC-1.2 Can apply the fundamental knowledge of economic, organizational and managerial theory for the successful work GPC-1.3 Applies innovative approaches to solve management tasks, considering the generalization and critical analysis of best management practices GPC-1.4 Has the skills of an informed choice of methods for solving practical and research problems
<b>PC-2</b>	Capability to assess the business opportunities of an organization necessary for strategic changes in the organization	PC-2.1 Can identify, analyze and evaluate inconsistencies between the parameters of the current and future organization states PC-2.2 Can present business analysis information in various ways and in various formats for discussion with stakeholders PC-2.3 Apply information technology to the extent necessary for the business analysis goals

### 3.COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The *Strategic Management in Industrial Companies* discipline is an elective block formed by students.

Within the higher education program students also take other disciplines and/or internships that contribute to the achievement of the expected learning outcomes as results of mastering the *Strategic Management in Industrial Companies* discipline.

*Table 3.1. The list of the higher education programme components/disciplines that contribute to the achievement of the expected learning outcomes as the course study results*

Competence code	Competence descriptor	Previous courses/modules*	Subsequent courses/modules*
GC-1	Ability to perform critical analysis of problematic situations based on the systemic	Managerial Economics	Master's Degree R&D Pre-graduation Practice

	approach and to develop a plan of action		Preparing for defense and defense of the degree thesis
GC-2	Ability to manage a project at all lifecycle stages	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
GPC-1.	Capability to solve professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices.	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
PC-2	Capability to assess the business opportunities of an organization necessary for strategic changes in the organization	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis

#### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the discipline is 3 credits.

*Table 4.1. Types of academic activities during the periods of higher education programme mastering (**full-time training**)\**

Type of Educational Work		TOTAL, academic hours.	Semester(s)			
			1	2	3	4
<i>Contact Work, academic hours.</i>		<i>36</i>		<i>36</i>		
Lectures (LC)		18		18		
Laboratory Work (LR)						
Practical/seminar classes (PC)		18		18		
<i>Autonomous Work of students, academic hours.</i>		<i>54</i>		<i>54</i>		
<i>Control (exam /graded credit), academic hours.</i>		<i>18</i>		<i>18</i>		
<b>Total Workload of the Discipline</b>	academic hours	<b>108</b>		<b>108</b>		
	credits	<b>3</b>		<b>3</b>		

#### 5. COURSE CONTENTS

*Table 5.1. Course contents and academic activities types*

Course module title	Course module contents (topics)	Academic activities types
Module 1. Strategic Management as an Independent Section of Management.	Subject 1. Theoretical and Methodological Foundations of Strategic Management.	LC, S
	Subject 2. The Strategic Management Process. Types of Strategies of a Science-Based Company.	LC, S
Module 2. Strategic Planning as the Main Function of Strategic Management.	Subject 3. Strategic Planning in the Strategic Management System.	LC, S
	Subject 4. Budgeting and the System of Plans of a Modern Science-Based Company.	LC, S
	Subject 5. The System of Strategic Planning Indicators. Strategically oriented KPIs.	LC, S
Module 3. Strategy of Innovative Development.	Subject 6. Modern Methods of Strategic Management in State Corporations.	LC, S
	Subject 7. Programs of Innovative Development of Science-Based Companies (National Practice of PID Development).	LC, S

\* - to be filled in only for full-time training: LC - lectures; LW - lab work; S - seminars.

## 6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Table 6.1. Classroom equipment and technology support requirements

Type of academic activities	Classroom equipment	Specialised educational / laboratory equipment, software, and materials for course study (if necessary)
Lecture	A lecture hall for lecture-type classes, equipped with a set of specialised furniture; board (screen) and technical means of multimedia presentations.	no
Lab work	A classroom for laboratory work, individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and machinery.	no
Seminar	A classroom for conducting seminars, group and individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and technical means for multimedia presentations.	no
Computer Lab	A classroom for conducting classes, group and individual consultations, current and mid-term assessment, equipped with personal computers (in the amount of ____ pcs), a board (screen) and technical means of multimedia	no

Type of academic activities	Classroom equipment	Specialised educational / laboratory equipment, software, and materials for course study (if necessary)
	presentations.	
Self-studies	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialised furniture and computers with access to the electronic information and educational environment.	419

\* The premises for students' self-studies are subject to **MANDATORY** mention

Electronic educational materials used in the teaching process, multimedia presentations, a bank of test tasks, etc. are provided on the Web-local portal.

The following equipment is used for conducting classes:

- classroom whiteboard – 1 pc.;
- multimedia projector – 1 pc.;
- screen – 1 pc.;
- personal computers (laptops, tablets) for practical training.

Description of the classrooms where classes are held

No	Actual address of classrooms and facilities	List of main equipment
1.	Miklukho-Maklay st., 6, room 419	multimedia projector, screen, classroom whiteboard

## 7. RESOURCES RECOMMENDED FOR COURSE STUDY

### a) Main Readings:

1. Abramov, V. S. Strategicheskyy menedzhment [Strategic management]: textbook and workshop for universities / V. S. Abramov, S. V. Abramov ; edited by V. S. Abramov. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2025. - 444 p. — (Higher education). — ISBN 978-5-534-14595-3. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/520203>
2. Zub, A. T. Strategicheskyy menedzhment [Strategic management]: textbook and workshop for universities / A. T. Zub. — 4th ed., reprint. and add. — Moscow : Yurayt Publishing House, 2024. — 375 p. — (Higher education). — ISBN 978-5-534-03013-6. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/510857>

### b) Additional Readings:

1. Golubkov, E. P. Strategicheskyy menedzhment [Strategic management]: textbook and workshop for universities / E. P. Golubkov. — Moscow : Yurayt Publishing House, 2025. — 278 p. — (Higher education). — ISBN 978-5-534-15505-1. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/511366> .
2. Molokova, E. I. Transformatsiya i adaptatsiya strategicheskogo planirovaniya v usloviyah mirovogo finansovogo krizisa [Transformation and adaptation of strategic planning in the context of the global financial crisis] [Text] : monograph / Molokova E. I.- Saratov : Electronic library system IPRbooks, 2013. - 226 p. – Access mode: EBS Ai Pi Ar Books.
3. Kleiner, G. B. Strategiya modernizatsii ekonomiki Rossii [Strategy of modernization of the Russian economy] [Text] : theory, policy, practice of implementation / Kleiner G. B. - Moscow : Modern Economics and Law, 2011. – Access mode: EBS Ai Pi Ar Books.

## 8. ASSESSMENT TOOLKIT AND GRADING SYSTEM\* FOR EVALUATION OF STUDENTS' COMPETENCES LEVEL UPON COURSE COMPLETION

The assessment materials and the grading system\* to evaluate the graduate's level of competences (part of competences) formation as the results of the **Modern Strategic Analysis** discipline are specified in the Appendix to course syllabus.

\* - The assessment materials and the grading system are formed on the basis of the requirements of the relevant local regulation of RUDN University.

95-100	Excellent A
86-94	Excellent B
69-85	Good C
61-68	Satisfactory D
51-60	Satisfactory E
31-50	Conditionally unsatisfactory FX
0-30	Unsatisfactory F

#### **DEVELOPERS:**

Associate Professor of the  
Applied Economics Department

Position, educational department

N.A. Diesperova

Signature

Name, surname

#### **HEAD OF EDUCATIONAL DEPARTMENT:**

Deputy Head of the Applied

Economics Department

Name of the educational department

A.A. Ostrovskaya

Signature

Name, surname

#### **HEAD OF HIGHER EDUCATION PROGRAMME:**

Head of the Applied Economics Department

position, department

A.A. Ostrovskaya

name and surname

**Methodological guidelines for students on mastering the discipline (module)**

The implementation of the course provides interactive lectures, practical classes (colloquiums) using multimedia equipment, preparation of autonomous creative projects and their subsequent presentations, testing, group discussions on the subject of the course, modern knowledge control technologies.

While studying the discipline, the student must attend a course of lectures, participate in the number of colloquiums provided by the course syllabus, study autonomously some topics of the course and confirm their knowledge during control activities.

The student's work in lectures consists in clarifying the basics of the discipline, briefly taking notes of the material, and clarifying issues that cause difficulties. The lecture notes are the basic educational material along with the textbooks recommended in the main list of readings.

The teaching of the main part of the lecture material involves usage of multimedia tools that facilitate the comprehension and consolidation of the material. Presentations are available for download from the RUDN website and can be freely used by students for educational purposes.

The student must master all the topics provided for by the educational and thematic plan of the discipline. Individual topics and training issues must be mastered autonomously. The student studies the recommended literature, briefly outlines the material, and clarifies the most difficult questions that require clarification during consultations. The same should be done with sections of the course that were skipped due to various circumstances.

For an in-depth study of the issue, the student should study the literature from the additional readings list and specialized websites. It is also recommended that students communicate in professional community forums.

Students study educational, scientific literature and periodicals on an autonomous basis. They have the opportunity to discuss what they have read with the teachers of the discipline during scheduled consultations, with other students at colloquiums, as well as at lectures, asking the professor questions.

The control of autonomous work is carried out by the professor in charge. Depending on the teaching methodology, the following forms of continuous assessment can be used: a short oral or written survey before the start of classes, tests, control papers, written homework, essays, etc.



**12. The toolkit for the midterm assessment of students in the discipline (module)** *(developed and issued in accordance with the requirements of the "Regulations for the Formation of Assessment Toolkit (FOS)", approved by the Rector's order No. 420 dated 05.05.2016).*

The code of the controlled competence or its part	Controlled Discipline Section	Controlled Discipline Topic	Assessment Toolkit (forms of control of mastering the professional program)											Scores Topics	Section Scores
			Classroom Work					Autonomous Work					Exam/Test		
			Survey	Test	Colloquium	Control Paper	Discussion	Essay	Homework	Report	Creative Project	Course Paper / project			
GC-1, GC-2, GPC-1, PC-2	Theoretical Foundations of Strategic Management.	1. Definition of the basic concepts of the course, their essence and functions: strategy (5 definitions by H. Mintzberg), vision, mission, goals, competitive advantage, competitiveness of the organization. The relationship of mission, goals and strategy in the strategic pyramid.					1							1	8
		2. The goal of the organization. Formulation and establishment of the organization's goals. SMART goals. Building an organization's goals tree. The main requirements for goals. The main stages of the organization economic strategy development and the basic model of strategic management					4		2					6	

		3. Strategic management of an organization based on a system of balanced indicators.					1							1	
GC-1, GC-2, GPC-1, PC-2	Analysis of the Internal State of the Organization and its External Environment.	Analysis of the macro environment of the organization. STEP analysis technique.	4											4	10
		The "determinants" of the national diamond. The value chain. Competitive environment analysis: main economic characteristics, driving forces of development, Porter's five forces of competition model. The key factors of success in competition, their main types. Assessment of the prospects for the industry development.					4							4	
		Analysis of the internal state of the organization. SWOT analysis: assessment of the company's strengths and weaknesses, consideration of external opportunities and threats.	2											2	
GC-1, GC-2, GPC-1, PC-2	The Main Types of Corporate Strategy of the Organization and its Components	Analysis of the factors determining the choice of strategy. A strategic pyramid. Approaches to the choice of company's corporate strategy.					2							2	6
		Cost leadership strategy. Differentiation strategy. Focusing strategy.					4							4	
GC-1, GC-2, GPC-	The Main Characteristics and Types of Organization's Business Strategies.	Concentrated growth strategies: strengthening market positions, market development, product development. Strategies based on the benefits of cooperation (integrated growth): backward vertical integration, forward				6	4							10	12

1, PC-2		vertical integration, horizontal integration. Strategies based on the advantages of combining (diversified growth strategies): strategies of concentric diversification, strategy of horizontal diversification, strategy of conglomerate diversification. Targeted reduction strategies: liquidation strategy, "harvest" strategy, size reduction strategy, cost reduction strategy.													
		Synergy. Blue ocean strategy. Strategic alliances in business.	2											2	
GC-1, GC-2, GPC-1, PC-2	Functional Strategies	Production strategy.					2							2	4
		Personnel strategy. Financial strategy.					2							2	
GC-1, GC-2, GPC-1, PC-2	Justification and Selection of the Strategic Positions of the Organization.	Choosing a position in the competition. Life cycles. The Boston Consulting Group matrix.					2							2	10
		The General Electric and McKinsey matrix. ADL-LC (Life Cycle) - Arthur D. Little matrix. Shell/DPM competition model. SPACE matrix model.					6							6	
		The choice of an organization's strategy depending on its size and position in a competitive environment. Control over the implementation of the strategy.					2							2	

GC-1, GC-2, GPC-1, PC-2		Milestone Certification (Control Paper)				20									20
GC-1, GC-2, GPC-1, PC-2		Exam											30		30
		TOTAL	25	10		20	10		15	10			30		100

