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**Federal State Autonomous Educational establishment of higher education  
RUDN-University**

**Engineering Academy**

**PROGRAMM**

**Strategic management of the innovative enterprise**

**The program track 27.04.05 Innovation studies**

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**Educational program of higher education**

**Innovation management**

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### 1. The aim

The purpose of mastering the discipline is to gain knowledge, skills and experience in the field of innovative tools of supply chain management at innovative enterprises, characterizing the stages of competency formation and ensuring the achievement of the planned results of mastering the educational program.

### 2. Requirements to the outcome of the course:

The following competences are formed in the study process.

*Table 2.1. A list of formed competences*

A code of a competence	A competence	Indicators of achieving a competence
GPC-5	Able to conduct patent research, determine the forms and methods of legal protection and protection of rights to the result of intellectual activity, dispose of the rights to them to solve problems in the field of science, engineering and technology development	GPC-5.1. Solves problems related to the use of intellectual activity to create innovative products and services GPC-5.2. Demonstrates knowledge of the forms of methods of legal protection and protection of rights to the result of intellectual activity
GPC-7	Able to reasonably select and justify structural, algorithmic, technological and software solutions for managing innovative processes and projects, implement them in practice in relation to innovative enterprise systems, industry and regional innovative system	GPC-7.1 Demonstrates knowledge of technological and software solutions for managing innovation processes
PC-3	The ability to develop a plan and program for the organization of innovative activities of a research and production unit, to carry out a feasibility study of innovative projects and programs	PC-3.2 Develops a plan and program for organizing innovation activities

### 3. Place of the course in the structure of GEP: Variable part- the first block of EP HE.

*Table 3.1. A list of EP HE components, bringing forward planned results achievement*

A code of a competence	A competence	Preceding courses	Following courses
GPC-5	Able to conduct patent research, determine the forms and methods of legal protection and protection of rights to the result of intellectual activity, dispose of the rights to them to solve problems in the field of science, engineering and technology development	-	Introductory training Methodology of scientific research
GPC-7	Able to reasonably select and justify structural, algorithmic, technological and software solutions for managing innovative processes and projects, implement them in practice in relation to innovative enterprise systems, industry and regional innovative system		Design of Automated Control Systems
PC-3	The ability to develop a plan and		Design of Automated Con-

program for the organization of innovative activities of a research and production unit, to carry out a feasibility study of innovative projects and programs		trol Systems Introductory training
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#### 4. Workload of the course and forms of study work

General workload of the course 10.

Table 4.1. Form of study work of EP HE

Form of study work	Total hours	Semester							
		1	2	3	4	5	6	7	8
<b>Class hours (total)</b>	72	36	36						
Lectures (Lc)	36	18	18						
Laboratory classes (LC)									
Seminars (S)	36	18	18						
Autonomous work (AW), hr	261	151	110						
<i>Credit</i>	27		27						
<b>In total</b>	hr	360	189	143					
	credits	10	6	4					

#### 5. Content of the course

Table 5.1. Content of the course

Наименование раздела дисциплины	Содержание раздела (темы)	Виды учебной работы
Formation of strategic intentions of the organization	The content of the strategic vision and mission of the organization. Mission requirements. The main approaches to defining the organization's mission: mission as a philosophy, as a detailed description, as a motto. Strategic goals and their relationship with the mission. The main areas of development of strategic goals. Criteria for the effectiveness of goals. Requirements for the development of strategic goals. The main directions of strategic goals. The structure of strategic goals. The procedure and methods for setting strategic goals. Hierarchy of goals ("tree of goals"), levels of decomposition of goals and basic rules for its construction. Method of management by goals.	L,S, AW
Strategic analysis of the organization's environment	Analysis of the functioning of the organization's environment. Analysis of the external environment: analysis of the external environment of the far and near environment. Key elements of macro environment segments. PEST analysis of trends that are essential to the organization's strategy. Analysis of the main economic indicators of the industry development. Diagnostics of the main competitive forces according to Porter's 5 forces model. The strategic meaning of the five competitive forces. Driving forces causing changes in the structure of competitive forces. Strategic groups of competitors and forecasting their possible behavior.	L,S, AW
Strategic position of the organi-	The concept of strategic business zones. Formation of a	L,S, AW

zation	portfolio of types of business. Goals and main stages of portfolio analysis. Matrix analysis of business business portfolio. Matrix of the Boston Advisory Group (BCG) and the McKinsey model: advantages and disadvantages. Assessment of the attractiveness of the industry and the strategic position (competitive position) of the business unit. Porter matrix and Ansoff matrix. Strategic recruitment management.	
Organization strategy	The content of the strategy. Types of strategies. Main competitive strategies, their essence, advantages and risks. Using offensive and defensive strategies to maintain and defend competitive advantage. Basic (reference) business development strategies. Strategies for concentrated, integrated and diversified growth, their varieties and conditions of use. reduction strategies. Combined strategies. Functional Strategies	L,S, AW

## 6. Technical Support Requirements

Table 6.1. Technical Support Requirements

A type of a classroom	Technical Support Requirements	Special equipment, software
For lectures	An auditorium for lecture-type classes, equipped with a set of specialized furniture; board (screen) and technical means of multimedia presentations	-
For seminars	Audience for conducting seminar-type classes, group and individual consultations, current control and intermediate certification, equipped with a set of specialized furniture and technical means for multimedia presentations	-
For autonomous work	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 the EIS	-

### 6. Study-methodical and information sources:

#### Main literature:

1. Левушкина, С. В. Стратегический менеджмент : учебное пособие / С. В. Левушкина, И. Г. Свистунова ; Ставропольский государственный аграрный университет. – Ставрополь : Секвойя, 2020. – 105 с. : ил., табл. – Режим доступа: по подписке. – URL: <https://biblioclub.ru/index.php?page=book&id=700783> (дата обращения: 29.04.2023). – Текст : электронный.

2. Ружанская, Л. С. Стратегический менеджмент : учебное пособие / Л. С. Ружанская, Е. А. Якимова, Д. А. Зубакина ; под общ. ред. Л. С. Ружанской ; Уральский федеральный университет им. первого Президента России Б. Н. Ельцина. – Екатеринбург : Издательство Уральского университета, 2019. – 115 с. : ил., табл. – Режим доступа: по подписке. – URL: <https://biblioclub.ru/index.php?page=book&id=697536> (дата обращения: 12.04.2023). – Библиогр. в кн. – ISBN 978-5-7996-2851-2. – Текст : электронный.

3. Шифрин, М. Б. Стратегический менеджмент : учебник для вузов / М. Б. Шифрин. — 3-е изд., испр. и доп. — Москва : Издательство Юрайт, 2023. — 321 с. — (Высшее образование). — ISBN 978-5-534-03440-0.

#### Additional literature:

1. Стратегический менеджмент: российский и зарубежный опыт / М. С. Санталова, А. В. Борщева, И. В. Соклакова, И. Л. Сураг ; под науч. ред. М. С. Санталовой ; Академия управления и производства. – 3-е изд. – Москва : Дашков и К°, 2022. – 246 с. : схем., ил., табл. – Режим доступа: по подписке. – URL: <https://biblioclub.ru/index.php?page=book&id=698470> (дата

обращения: 12.04.2023). – Библиогр. в кн. – ISBN 978-5-394-05032-9. – Текст : электронный.

*Internet resources:*

- 1) <http://www.businessstest.ru/> деловые тесты
- 2) <http://www.smartcat.ru/Personnel/> электронная библиотека учебной литературы
- 3) Electronic library systems:
  - ЭБС РУДН <http://lib.rudn.ru/MegaPro/Web>
  - ЭБС «Университетская библиотека онлайн» <http://www.biblioclub.ru>
  - ЭБС «Юрайт» <http://www.biblio-online.ru>
  - ЭБС «Консультант студента» [www.studentlibrary.ru](http://www.studentlibrary.ru)
  - ЭБС «Лань» <http://e.lanbook.com/>
  - ЭБС «Троицкий мост»
- 4) Data bases and browsers:
  - электронный фонд правовой и нормативно-технической документации <http://docs.cntd.ru/>
  - поисковая система Яндекс <https://www.yandex.ru/>
  - поисковая система Google <https://www.google.ru/>
  - реферативная база данных SCOPUS <http://www.elsevierscience.ru/products/scopus/>
- 5) Sites:
  - <https://www.mos.ru/mka/>
  - <http://www.minstroyrf.ru/>

## 7. Assessment system

*Materials for assessing the level of mastering the educational material of the discipline (assessment 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 assessment scales, standard control tasks or other materials necessary for assessment knowledge, abilities, skills and (or) experience of activity, characterizing the stages of the formation of competencies in the process of mastering the educational program, the methodological materials defining the procedures for assessing knowledge, skills, skills and (or) experience of the activity, characterizing the stages of the formation of competencies, are developed in full and are available for students on the discipline page in the TUIS RUDN University.*

### Educational designer:

Associate Professor, Ph.D



E. A. Kovaleva

### Director of innovation management in industries department



O.E. Samusenko

### Head of EP HE:

Associate Professor, Ph.D



Yu. A. Nazarova