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**Federal State Autonomous Educational Institution for Higher Education**  
**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA NAMED AFTER PATRICE**  
**LUMUMBA**  
**(RUDN University)**

**Higher School of Management**

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(faculty/institute/academy - the higher education program developer)

**COURSE SYLLABUS**

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**Strategic Management in Industrial Companies**

(name of the discipline/module)

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

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**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.**

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**Engineering Management**

(name (track/specialization) of professional program of higher education)

## 1. THE GOAL OF THE DISCIPLINE

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 DISCIPLINE OUTCOMES

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

*Table 2.1. The list of competencies acquired by students in the course of the discipline (outcomes of the discipline)*

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
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. THE PLACE OF DISCIPLINE IN HIGHER EDUCATION PROGRAM 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 program components that contribute to the achievement of the expected learning outcomes as the disciplines results.*

Competence Code	Competence Descriptor	Previous Disciplines/Modules, Practices*	Subsequent Disciplines/Modules, Practices*
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GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	Managerial Economics	Master's Degree R&D Pre-graduation Practice 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. SCOPE OF DISCIPLINE AND TYPES OF SCHOLASTIC WORK

The total workload of the discipline is 3 credits.

Table 4.1. Types of educational work according to the periods of mastering the higher education program for FULL-TIME students

Type of Educational Work	TOTAL, academic hours.	Semester(s)			
		1	2	3	4
<i>Contact Work, academic hours.</i>	36		36		
Lectures (LC)	18		18		
Laboratory Work (LR)					
Practical/seminar classes (PC)	36		18		
<i>Autonomous Work of students, academic hours.</i>	27		54		
<i>Control (exam /graded credit), academic hours.</i>	27		18		
<b>Total Workload of the Discipline</b>	academic hours	<b>108</b>		<b>108</b>	
	credits	<b>3</b>		<b>3</b>	

## 5. DISCIPLINE CONTENT

### 5.1. Content of the Section of the Discipline

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

Name of the Discipline Section	Content of the Section (topics)	Type of Educational Work
<b>Section 1.</b> Strategic Management as an Independent Section of Management.	Subject 1. Theoretical and Methodological Foundations of Strategic Management.	Lecture, self study
	Subject 2. The Strategic Management Process. Types of Strategies of a Science-Based Company.	Lecture, self study
<b>Section 2.</b> Strategic Planning as the Main Function of Strategic Management.	Subject 3. Strategic Planning in the Strategic Management System.	Lecture, self study
	Subject 4. Budgeting and the System of Plans of a Modern Science-Based Company.	Lecture, self study
	Subject 5. The System of Strategic Planning Indicators. Strategically oriented KPIs.	Lecture, self study
<b>Section 3.</b> Strategy of Innovative Development.	Subject 6. Modern Methods of Strategic Management in State Corporations.	Lecture, self study
	Subject 7. Programs of Innovative Development of Science-Based Companies (National Practice of PID Development).	Lecture, self study

## 6. EQUIPMENT AND TECHNOLOGICAL SUPPORT OF THE DISCIPLINE

*Table 6.1. Equipment and technological support of the discipline*

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for 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.	no
Laboratory	A classroom for laboratory work, individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and equipment.	no
Colloquium	A classroom for conducting colloquium-type classes, group and individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and multimedia presentation equipment.	no
Computer Class	A computer classroom for conducting classes, group and individual consultations, continuous	no

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)
	control and midterm assessment, equipped with personal computers (___ pcs.), a blackboard (screen) and multimedia presentation technical means.	
Autonomous Work of Students	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIEE.	419

\* - the room for autonomous work of students **MUST BE** indicated!

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. INFRASTRUCTURE AND INFORMATIONAL SUPPORT NECESSARY FOR THE DISCIPLINE

### 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, 2023. - 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, 2023. — 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, 2023. — 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. Strategia 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 COMPETENCES LEVEL EVALUATION

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



Signature

A.A. Ostrovskaya

Name, surname

### HEAD OF EDUCATIONAL DEPARTMENT:

Deputy Head of the Applied  
Economics Department

Name of the educational department



Signature

A.A. Chursin

Name, 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						
			Survey	Test	Colloquium	Control Paper	Discussion	Essay	Homework	Report	Creative Project	Course Paper / project	Exam/Test	
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						

		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.															
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

EXAMINATION CARD No. 1

The Russian high-tech sector enterprise specializes in the production of medical equipment, software and equipment for "smart homes" and "smart cities".

The company's products are in demand in Russia, CIS countries and some Latin American countries, and has a representative office in Europe.

The main consumers are the medical, defense industry, municipal authorities.

Table 1 CHARACTERISTICS OF THE COMPANY'S PORTFOLIO OF OFFERS

No.	Products of the company	Sales volume by year, thousand rubles				Market share 2019, %	
		2016	2017	2018	2019	company;	competitor
1	Medical equipment for Latin American countries	30	45	90	130	7	15
2	Software for Latin American countries	20	40	60	100	3	12
3	Equipment for "smart homes" and "smart cities" for Latin American countries	1600	1200	900	400	25	30

Form a product strategy of the enterprise using the BCG matrix.

All calculated data should be presented in the form of a table (Table 2);

Table 2

DATA FOR THE BCG MATRIX CONSTRUCTION

No. SBU Indicator	1	2	3
Market growth rates			
Relative market share (RMS)			
The share of products in the total sales of the - company, %			

- 1) Build a BCG matrix
- 2) Form a product strategy of the company using the BCG matrix. Describe it and justify.
- 3) Within the context of the current economic situation and the pandemic, specify business development strategies (out of 4 studied groups) for each of the products that can be used to increase market share. Justify the proposals
- 4) Form general proposals for the company development.

Compiled by \_\_\_\_\_ A.A.  
 Ostrovskaya

(signature)

Head of the department \_\_\_\_\_ A.A. Chursin

(signature)

« \_\_\_ " \_\_\_\_\_ 2021

## EXAMINATION CARD No. 2

The Russian high-tech sector enterprise specializes in the production of medical equipment, software and equipment for "smart homes" and "smart cities".

The company's products are in demand in Russia, CIS countries and some Latin American countries, and has a representative office in Europe.

The main consumers are the medical, defense industry, municipal authorities.

**Table 1 CHARACTERISTICS OF THE COMPANY'S PORTFOLIO OF OFFERS**

No.	Products of the company	Sales volume by year, mln rubles		Market share, %	
		2019	2020	company;	competitor
1	Medical equipment for Russia	2400	2900	30	25
2	Medical equipment for the CIS countries	510	550	17	10
3	Medical equipment for Latin American countries	30	45	7	15

Form a product strategy of the enterprise using the BCG matrix.

All calculated data should be presented in the form of a table (Table 2);

### Solve the problem:

No. SBU Indicator	1	2	3
Market growth rates			
Relative market share (RMS)			
The share of products in the total sales of the company, %			

- 1) Build a BCG matrix
- 2) Form a product strategy of the company using the BCG matrix. Describe it and justify.
- 3) Within the context of the current economic situation and the pandemic, specify business development strategies (out of 4 studied groups) for each of the products that can be used to increase market share. Justify the proposals
- 4) Form general proposals for the company development.

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« \_ " \_\_\_\_\_ 2021

Discipline \_\_\_\_\_ Strategic management \_\_\_\_\_  
(name of the discipline)

### EXAMINATION CARD No. 3

The Russian high-tech sector enterprise specializes in the production of medical equipment, software and equipment for "smart homes" and "smart cities".

The company's products are in demand in Russia, CIS countries and some Latin American countries, and has a representative office in Europe.

The main consumers are the medical, defense industry, municipal authorities.

**Table 1 CHARACTERISTICS OF THE COMPANY'S PORTFOLIO OF OFFERS**

No.	Products of the company	Sales volume by year, mln rubles		Market share, %	
		2019	2020	company;	competitor
1	Software for Russia	1650	1700	17	8
2	Software for the CIS countries	200	240	15	10
3	Software for Latin American countries	20	40	3	12

Form a product strategy of the enterprise using the BCG matrix.

All calculated data should be presented in the form of a table (Table 2);

**Table 2**

**DATA FOR THE BCG MATRIX CONSTRUCTION**

No. SBU Indicator	1	2	3
Market growth rates			
Relative market share (RMS)			
The share of products in the total sales of the - company, %			

- 1) Build a BCG matrix
- 2) Form a product strategy of the company using the BCG matrix. Describe it and justify.
- 3) Within the context of the current economic situation and the pandemic, specify business development strategies (out of 4 studied groups) for each of the products that can be used to increase market share. Justify the proposals
- 4) Form general proposals for the company development.
- 5)

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Head of the department \_\_\_\_\_ **A.A. Chursin**

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« \_\_\_ " \_\_\_\_\_ 2021

Discipline \_\_\_\_\_ **Strategic management** \_\_\_\_\_  
(name of the discipline)

## EXAMINATION CARD No. 4

The Russian high-tech sector enterprise specializes in the production of medical equipment, software and equipment for "smart homes" and "smart cities".

The company's products are in demand in Russia, CIS countries and some Latin American countries, and has a representative office in Europe.

The main consumers are the medical, defense industry, municipal authorities.

Table 1 CHARACTERISTICS OF THE COMPANY'S PORTFOLIO OF OFFERS

No.	Products of the company	Sales volume by year, mln rubles		Market share, %	
		2019	2020	company;	competitor
7	Equipment for "smart homes" and "smart cities" for Russia	900	600	27	13
8	Equipment for "smart homes" and "smart cities" for the CIS countries	1000	1000	30	20
9	Equipment for "smart homes" and "smart cities" for Latin American countries	1600	1200	25	30

Form a product strategy of the enterprise using the BCG matrix.

All calculated data should be presented in the form of a table (Table 2);

Table 2

DATA FOR THE BCG MATRIX CONSTRUCTION

No. SBU Indicator	1	2	3
Market growth rates			
Relative market share (RMS)			
The share of products in the total sales of the company, %			

- 1) Build a BCG matrix
- 2) Form a product strategy of the company using the BCG matrix. Describe it and justify.
- 3) Within the context of the current economic situation and the pandemic, specify business development strategies (out of 4 studied groups) for each of the products that can be used to increase market share. Justify the proposals
- 4) Form general proposals for the company development.

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Discipline \_\_\_\_\_ Strategic management \_\_\_\_\_  
(name of the discipline)



## EXAMINATION CARD No. 5

The Russian high-tech sector enterprise specializes in the production of medical equipment, software and equipment for "smart homes" and "smart cities".

The company's products are in demand in Russia, CIS countries and some Latin American countries, and has a representative office in Europe.

The main consumers are the medical, defense industry, municipal authorities.

Table 1 CHARACTERISTICS OF THE COMPANY'S PORTFOLIO OF OFFERS

No.	Products of the company	Sales volume by year, mln rubles		Market share 2019, %	
		2018	2019	company;	competitor
1	Medical equipment for Russia	2900	2500	30	25
2	Medical equipment for the CIS countries	590	649	17	10
3	Medical equipment for Latin American countries	90	130	7	15

Form a product strategy of the enterprise using the BCG matrix.

All calculated data should be presented in the form of a table (Table 2);

Table 3

DATA FOR THE BCG MATRIX CONSTRUCTION

No. SBU Indicator	1	2	3
Market growth rates			
Relative market share (RMS)			
The share of products in the total sales of the company, %			

- 1) Build a BCG matrix
- 2) Form a product strategy of the company using the BCG matrix. Describe it and justify.
- 3) Within the context of the current economic situation and the pandemic, specify business development strategies (out of 4 studied groups) for each of the products that can be used to increase market share. Justify the proposals
- 4) Form general proposals for the company development.

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***Criteria for assessing of answers to exam questions:***

Answer the examination card is rated from 0 to 30 points:

<b>Answer Assessment Criteria:</b>	<b>Scores</b>		
	<b>The answer does not meet the criteria</b>	<b>The answer partially meets the criteria</b>	<b>The answer fully meets the criteria</b>
The data table for the BCG matrix is filled in completely	0	6	10
According to the calculated data, the visualization of the matrix in graphical form is correctly carried out	0	3	5
Based on the results of the BCG matrix construction, business development strategies are reasonably indicated	0	3	5
Based on the results of the general analysis of the situation and the initial data, reasonable proposals for the development of the enterprise are given	0	6	10

## An approximate list of evaluation tools

No	Name of the Evaluation Tool	Brief Description of the Evaluation Tool	Presentation of the Evaluation Tool in the Toolkit
<i>Classroom Work</i>			
1	Survey	A means of control organized as a special conversation between the teacher and the student on subjects related to the discipline being studied, and designed to clarify the amount of knowledge of the student on a specific section, subject, problem, etc.	Questions on subjects and sections of the discipline
2	Test	A system of standardized tasks enabling to make the procedure of assessment the level of knowledge and skills of the student.	Database of tests
4	Control Paper	A means of control, organized as a classroom lesson, where students need to independently demonstrate the mastering of the educational material of the subject, section or sections of the discipline.	Questions on subjects and sections of the discipline
6.	Round table, discussion, polemic, dispute, debate (work in class)	Evaluation tools that allow students to be included in the process of discussing a controversial issue, problem and evaluate their ability to argue their own point of view.	List of discussion topics for a round table, discussion, polemic, dispute, debate
8.	Essay	A tool that allows to evaluate the student's ability to state the essence of the problem in writing, independently analyze this problem using concepts and analytical tools of the relevant discipline, and draw conclusions summarizing the author's point of view on the problem.	The subject of the essay
9.	Presentation (defense) of the project/report/abstract/message*	A means of controlling the ability of students to present the results of the work done to the audience	Topics of projects/reports/abstracts/ messages, etc.
11	Exam	The assessment of the student's work during the semester (year, the entire period of study, etc.) is designed to identify the level, strength and systematic nature of the theoretical and practical knowledge obtained by him, the acquisition of independent work skills, the development of creative thinking, the ability to synthesize the knowledge gained and apply it in solving practical problems.	Examples of tasks/questions, an example of an examination card
13	Case task	A problem task where the student is offered to comprehend a real professionally-oriented situation necessary to solve this problem.	Tasks for solving a case problem
<i>Autonomous Work</i>			
2	Course paper/course project	A type of independent written work aimed at the creative mastering of general professional and specialized professional disciplines	Subjects of course papers

		(modules) and the development of appropriate professional competencies.	
8	Homework	<p>Distinguish between tasks and problems:</p> <p>a) reproductive level, allowing to evaluate and determine knowledge of factual material (basic concepts, algorithms, facts) and the ability to correctly use special terms and concepts, recognition of objects of study within a certain section of the discipline;</p> <p>b) reconstructive level, allowing to evaluate and determine the ability to synthesize, analyze, summarize factual and theoretical material with the formulation of specific conclusions, the establishment of cause-and-effect relationships;</p> <p>c) creative level, allowing to evaluate and determine skills, integrate knowledge of various fields, to argue their own point of view.</p>	A set of multi-level tasks and problems

## Collection of tasks and exercises

### PRACTICAL CASE 1.

Company A (technology startup) was created less than 3 years ago by former graduates of the economic and technical departments of the university. At first, its activities were focused on the installation and maintenance of software for corporate and retail customers.

Having assessed the level of competition and trends in the development of this industry, it was decided to move into a new area: the provision of a "Smart Home" service on turn-key basis, involving the design, installation, modernization and maintenance of automation systems for residential and non-residential premises. The existing customer base has already declared its readiness to take advantage of the new offer of company A.

The necessary resources were allocated for the new project, contracts with contractors were signed, and a promotion program was launched. And the first minor contracts were already at the implementation phase, where the key technological and business processes were tested.

After analyzing the financial and economic activities for the year, they realize that they will not be able to reach the planned level of profitability. Moreover, it turns out that if such a situation persists, this area will stagnate and take away the profits of other business owners.

During this period of time, the company is contacted by a client with a large complex order, interested in having his project implemented on the turn-key basis as soon as possible. At first, it gives the company a chance to straight things out. The customer service manager gladly accepts this order and assures the client that all his wishes will be taken into account. A contract is signed. Its terms specify that the main payments will be made upon completion of each stage. Among other things, it is supposed to introduce serious penalties in case of failure of deadlines.

Later it turns out that Company A is not able to fulfill this order: existing projects require resources, the number of technical specialists and their qualifications are insufficient for the front of work that this project involves.

The management of Company A faces with the serious problem: what to do?

The discussion of the current situation assumes two scenarios of development:

- 1) Refuse and bear the burden of penalties, which will damage business reputation.
- 2) To outsource specialists and/or a company, having implemented this project almost at a loss, without being able to influence the timing and quality of work.

### QUESTIONS TO THE CASE

1. Analyze the situation from the point of view of company A and its two areas of activity. Justify the analysis.
2. Determine the necessary corporate strategy for the company and justify your choice.
3. Give examples of business strategies that can be used in the implementation of the chosen corporate strategy (from among the studied strategies of concentrated and integrated growth)
4. Describe a set of measures to get out of this situation.

## Practical case 2

### Product/service delivery – to a developing country

The Russian company "X" exports products/services. A situation of unsatisfied demand has emerged in one of the potential foreign sales markets. Thus, entering a new market was easy for the "X" company. In the first year, the buyers of goods "X" were almost exclusively private entrepreneurs. 80% of sales were mass goods/services, the rest was accounted for by patent and trademark protected branded products. (The set of products consisted of 25 items, 80% of them were branded.)

Next year, exports grew 3.1 times. Here, 88% has already been purchased by a state-owned importing organization. The number of product names has increased to 45 and branded products have already accounted for 44% of them. In the third year, prospects for expanding sales were also outlined.

When concluding new deals, it was necessary to consider that:

1. in this case, we are talking about the market of a developing country;
2. goods/services delivered under the deals concluded in the second year of operation on the market will reach the final consumer no earlier than the second quarter of next year, since shipment is carried out in the fourth quarter of the year of conclusion of contracts;
3. the market gradually began to saturate, as the competition increase;
4. due to the lack of specialists and a distribution network, the state-owned importing organization hardly sells goods;
5. significant efforts are needed to promote branded products;
6. In the interests of the development of local industry, the state importing organization takes care of the import of semi-finished products ("X" exports them as well).

"X" organized an exhibition in the importing country, where the well-known specialists could get acquainted with already exported and new branded products. Further, "X" sent a specialist to the market so that he would organize a customer service for the representative of the company, so to help the state organization to sell imported food among other things.

#### Questions for discussion

1. What position did the company manage to obtain in the market in two years?
2. Identify the key goals of the company "X" in accordance with the SMART methodology for the 4th SSP projections
3. What business development strategy is appropriate to develop and why?

### Exercise 3

Based on the analysis, the following most significant 5 products were identified for Enterprise X:

Among the factors to determine the attractiveness of the market, the following were selected, arranged in descending order of their significance:

- 1. Market size, thousand pcs.
- 2. Market growth rate, %
- 3. Industry level of profitability, %
- 4. The level of competition (determined by expert evaluation in points from 1 - strong competition to 5 - weak competition)
- 5. Market entry barriers (determined by expert evaluation in points from 1 - low barriers to entry to 5 - high barriers to entry)

The values of the market attractiveness factors for each product are provided in the table:

Indicator	Product A	Product B	Product C	Product D	Product E
1. Market size, thousand pcs.	532,092.00	293,829.00	284,938.00	173,204.00	110,384.00

2. Market growth rate, %	9,20%	7,80%	6,90%	10,10%	6,60%
3. Industry level of profitability, %	15,89%	11,10%	16,56%	18,90%	16,54%
4. The level of competition	1	2	2	5	4
5. Market entry barriers	5	2	3	2	1

The factors that have the greatest impact on the strategic position were also identified, arranged in descending order of their importance:

- 1. Relative market share of the enterprise
- 2. The degree of influence on the market (from 1 - low influence to 5 - high influence)
- 3. The relationships with suppliers (from 1 - tense relations to 5 - close ties, the possibility of delays and discounts)
- 4. The level of company profitability, %
- 5. The level of solvency of the goods (from 1 - low solvency to 5 - high solvency)

The values of the strategic position factors for each product are provided in the table:

Indicator	Product A	Product B	Product C	Product D	Product E
1. Relative market share of the enterprise	1.20	0.80	0.60	1.00	0.70
2. The degree of influence on the market	5	3	2	3	1
3. The relationships with suppliers	3	4	5	3	3
4. The level of company profitability, %	16,31%	12,12%	13,20%	16,90%	17,32%
5. The level of solvency	5	4	2	3	2

In order to carry out rationing, each characteristic of goods (as well as each factor of market attractiveness) must be compared with a numerical value with a specific weight corresponding to its (his) significance when choosing a strategy. Generalized estimates of market attractiveness and strategic position are then calculated by summing weighted characteristics.

The normalized values of market attractiveness indicators for each product are provided in the table:

Indicator	Product A	Product B	Product C	Product D	Product E
1. Market size					
2. Market growth rate					
3. Industry level of profitability					
4. The level of competition					
5. Market entry barriers					

The normalized values of strategic position indicators for each product are provided in the table:

Indicator	Product A	Product B	Product C	Product D	Product E
1. Relative market share of the enterprise					
2. The degree of influence on the market					
3. The relationships with suppliers					
4. The level of company profitability,					
5. The level of solvency					

The next step is the transition to a general assessment of the attractiveness of the market and the strategic position of the product. To do this, each factor value is multiplied by the specific gravity calculated for a particular factor. The results are presented in the tables

Indicator	Specific weight	Product A	Product B	Product C	Product D	Product E
1. Market size	0.33					



2. Market growth rate	0.27					
3. Industry level of profitability	0.20					
4. The level of competition	0.13					
5. Market entry barriers	0.07					
Total	1.00					

Indicator	Specific weight	Product A	Product B	Product C	Product D	Product E
1. Relative market share of the enterprise	0.33					
2. The degree of influence on the market	0.27					
3. The relationships with suppliers	0.20					
4. The level of company profitability	0.13					
5. The level of solvency	0.07					
Total	1.00					

Based on the calculations of generalizing indicators of market attractiveness and strategic position, construct McKinsey matrices.

### **Set of tests**

Strategic Management discipline

## Test 1

1. **The transition from strategic planning to strategic management in most corporations in developed countries occurred in:**
  - a) The 1900s.
  - б) The 1950s.
  - в) The 1970s.
  - г) The 1990s.
2. **Balanced Scorecard (BSC) has been created by:**
  - a) H. Mintzberg
  - б) R. Kaplan and D. Norton
  - в) A. Chandler
  - г) Ch. Hofer and J. Horowitz
3. **The strategy as a unity "5P" considers:**
  - a) I. Ansoff
  - б) A. Chandler
  - в) H. Mintzberg
  - г) M. Porter
4. **The author of the 5 competitive forces model is:**
  - a) I. Ansoff
  - б) A. Chandler
  - в) M. Porter
  - г) G. Mintzberg
5. **At the base of the strategy development pyramid are:**
  - a) operational strategies
  - б) functional strategies
  - в) business strategies
  - г) corporate strategies
4. **6. The company's personnel management strategy, production, finance and strategies of all other areas of activity are:**
  - a) Corporate strategies
  - б) Functional strategy
  - в) Business strategy
7. **M. Porter identifies the following main competitive strategies:**
  - a) Cost leadership
  - б) Differentiation
  - в) Focusing on costs
  - г) Focusing on differentiation
8. **If price competition prevails, then the most effective strategy is:**
  - a) Cost Leadership Strategy
  - б) Innovation strategy
  - в) Service differentiation strategy
9. **The main goal of this direction of the development strategy is the growth of the company within the industrial technological chain. It is about:**
  - a) Intensive growth
  - б) Integrated growth
  - в) Diversified growth
  - г) Market rationalization
10. **Examples of horizontal integration strategy implementation:**
  - a) Acquisition by Severstal of the GAZ automobile plant.
  - б) Acquisition by Volkswagen Automobile Concern of Skoda plants.
  - в) Acquisition by Lukoil of a network of gas stations in the USA.
11. **The cost leadership strategy is aimed at:**
  - a) Creating a favorable image of the organization.
  - б) Ensuring lower product costs compared to competitors.

- b) Raise of staff remuneration.
- r) Giving the product properties that are important to the buyer and distinguish it from competitive products.

**12. Focusing can be implemented:**

- a) Only with a differentiation strategy.
- б) Within both strategies at the same time.
- в) Only with a low-cost strategy.
- r) Within either of the two strategies.

**13. The object of the focusing strategy is:**

- a) Market segment.
- б) Market as a whole.
- в) Industry.

**14. The differentiation strategy is particularly successful:**

- a) in conditions of mass demand;
- b) when many buyers are interested in the special characteristics of the product;
- c) when the preferences of buyers differ greatly depending on gender and age;
- d) when differentiation of market niches is combined with high demand elasticity by income.

**15. This type of strategy (from the group of concentrated growth strategies) was chosen by a company that makes great efforts in the area of marketing and strives to gain the best positions with this product in this market:**

- a) market strengthening positions strategy
- b) market development strategy;
- c) product development strategy;
- d) market penetration strategy.

**Test 2.**

1. The coverage of such areas of activity that do not have a direct connection with the main activity of the enterprise is:

- a) related horizontal integration;
- b) unrelated diversification;
- c) related vertical integration;

2. When a company expands its activities towards suppliers, it is called:

- a) vertical integration "backwards";
- b) vertical integration "forward";
- c) horizontal integration.

3. The opening of retail outlets by the manufacturing company is:

- a) vertical integration "backwards";
- b) vertical integration "forward";
- c) horizontal integration.

3. Give examples of organizations that adhere the different business development strategies?

4. What are the features of business development strategies (aggregated by 4 types) depending on the organization life cycle?

Option 1. What strategy can you suggest for a small company that has specialized know-how and enjoys worldwide fame, but whose resources, however, are limited? Explain your choice.

Option 2. A significant number of unsold personal computers accumulated in the warehouses of one of the large computer companies. It reduced the profitability of production. The company's management set a task to accelerate the sale of personal computers. The analytical group generated several alternative solutions to this problem. Two main ones were selected. The first solution was a significant reduction in the selling price. The second solution involved updating the packaging and a significant increase in the selling price. Choose a scenario, explain your choice, suggest a business development strategy



## Interim certification

### Control Paper 1

1. Specify the main steps of the strategic pyramid
2. Define the organization's strategy
3. What is the Goal tree model?
4. Describe setting goals using SMART technology and give an example of a goal
5. What is the essence of the balanced scorecard?
6. Describe the corporate strategy option 1 – cost leadership, option 2 – differentiation, option 3 – focus (strategy definition, requirements for the organization (2-3), advantages of the strategy (2-3))
7. List the strategies (option 1 – concentrated growth, option 2 – integrated growth, option 3 – diversified growth)
8. Define strategic alliances (option 1 – integration alliances, option 2 – pseudo-central alliances, option 3 – complementary alliances)
9. Describe the features of the blue ocean strategy
10. Give a description of 4 projections of PEST analysis
11. Give a brief description of the method: option 1 - GE (General Electric)/McKinsey, option 2 - ADL-LC (Life Cycle) – Arthur D. Little matrix, option 3 - SPACE matrix Model (Strategic Position and Action Evaluation)
12. Focusing means sales on a market segment:
  1. Differentiation strategies only.
  2. Both strategies at the same time.
  3. Low expenses strategy only.
  4. Either of the two strategies.
13. The strategy of integration growth assumes:
  1. Sales of new products in new markets.
  2. Product development.
  3. Sales of technologically new products in the existing market.
  4. Establishing control over suppliers and buyers.
14. Type of strategy (from the group of concentrated growth strategies) that will be chosen by a company that makes great efforts in the area of marketing and strives to gain the best positions with this product in this market.
  1. market development strategy
  2. product development strategy
  3. **market strengthening positions strategy**
15. What concept does this definition relate to: the main theoretical position of the model is that a single type of business activity of any organization can be at one of the specified stages of the life cycle, and, therefore, it needs to be analyzed according to that stage.
  1. The Boston Consulting Group concept
  2. General Electric/McKinsey Concept
  3. The Arthur de Little concept
  4. Shell/DPM competition model
16. The position is characterized by the highest degree of attractiveness of the market and the average level of relative advantages of the organization (General Electric/McKinsey). This is the position:
  1. Winner 1
  2. Winner 2
  3. Winner 3
17. The position is characterized by low market attractiveness and an average level of relative advantages in the market (the middle cell in the bottom row). There are no special strengths or opportunities for this position. This is the position:
  1. Loser 1
  2. Loser 2
  3. Loser 3

18. Construct the BCG matrix (by filling in all the cells of the table, taking into account that the step along the X axis is equal to  $RMS_{max}/2$ )

Option 1

Products	Volume of the enterprise sales		Competitor's sales volume	Market growth rate	Relative market share	The share of products in the total sales
Product A	1400	1550	1650			
Product B	1500	1700	1850			
Product C	2800	2900	2500			
Product D	3300	3500	2200			

Option 2

Products	Volume of the enterprise sales		Competitor's sales volume	Market growth rate	Relative market share	The share of products in the total sales
Product A	1500	1400	1300			
Product B	1700	2000	1650			
Product C	3100	2800	3000			
Product D	2800	3300	2900			

Option 3

Products	Volume of the enterprise sales		Competitor's sales volume	Market growth rate	Relative market share	The share of products in the total sales
Product A	1100	1300	1500			
Product B	2000	1800	1600			
Product C	2350	2700	2950			
Product D	3200	3000	2800			

**Final control paper on the discipline:**

**1. Creating a store selling chairs, tables and bedside tables at a furniture manufacturing company is a strategy of:**

1. vertical integration;
2. horizontal integration;
3. concentric diversification;
4. focusing

**2. Types of enterprise growth strategy in the theory of strategic management do NOT include the following types of growth:**

1. Alternative
2. Diversified

3. Integrated
4. Concentrated

**3. What type of products in the BCG matrix can the strategy of reduction be applied to?**

1. "star"
2. "cash cow"
3. "dog"
4. "question mark"

**4. Necessary market conditions for the application of cost leadership strategy are:**

1. a large share of the enterprise in the market, access to cheap raw materials;
2. the demand elasticity for manufactured products in price and fairly homogeneous in structure;
3. a large number of consumers who recognize the selected characteristics as valuable for themselves
4. Non-price competition prevails

**5. List the requirements for the company to implement the differentiation strategy:**

1. large-scale or mass production;
2. mainly wholesale sales of products; marketing orientation to the entire market
3. availability of highly specialized, easily reconfigurable production;
4. availability of a developed and high-quality marketing system for product promotion

**6. Focusing strategies can be achieved by:**

1. Producing a product that satisfies this segment
2. Identifying a suitable target group and its requests
3. Offering a product that surpasses the competitors' product in design, conditions, functions
4. Reducing costs by copying the design, using cheaper raw materials, reducing labor costs or increasing labor productivity

**7. Select the components of the SCORE model**

1. Reason
2. Resource
3. Components
4. Desired result
5. Feature
6. Opportunities
7. Threats
8. Effect

**8. Give examples of industries where entry barriers for new manufacturers are:**

- a) large investments;
- b) low cost of production;
- c) patents;
- d) high qualified personnel.

**9. It is known that the economic opportunities of buyers are determined by the ability to impose the terms of the transaction on sellers. List four main situations when the influence of buyers has a high degree. 3 points**

**10. For successful survival in the long term, the organization must constantly make efforts aimed at making its product cheaper or having some distinctive consumer properties. Determine how the management of companies that focus on creating a price advantage should differ from the management of companies that have the goal of creating advantages due to the qualitative differences of their products. 4 points**

**11. After the coronavirus pandemic, the management of a company producing semiconductor materials for electronic chips for the national market and for export faced new challenges. The industrial downturn led to a sharp decline in the production of electronic products and, as a result, to a drop in demand for the main products manufactured by the company. The company's management faced the challenge to develop a new strategy corresponding to the new**

**economic realities. What development strategy, from your point of view, should the management adopt in the changed external environment? Justify your opinion. 5 points**

**12. Select an organization from the specified list. Conduct an analysis according to the specified plan "Opportunities and ways of development ..... for the next three years", based on the current economic situation. 10 points**

*Organization:*

- commercial bank (with the right to perform currency transactions); op 1
- travel agency; op 2
- home appliance manufacturing company; op 3
- high-tech IT startup; op 4
- grocery hypermarket; op 5

*Analysis plan:*

- SMART goals (3 examples);
- environmental factors (specify 5 factors, describe the nature and degree of influence);
- internal environment (describe 5 potential factors based on the type of organization)
- choose 3 business development strategies, justify your choice.



## **The list of questions of the final examination for the STRATEGIC MANAGEMENT discipline**

1. Formation of strategic management, characteristics of the main stages of its development
2. The essence of the concept of "strategy" and "strategic management". The main tasks of strategic management.
3. Formation of the mission and strategic vision for the organization.
4. The goal of the organization. Formulation and establishment of the organization's goals. SMART Goals
5. Building an organization's goals tree. The main requirements for goals.
6. Description and essence of the strategic management of the organization in accordance with the balanced scorecard
7. Types of corporate competitive strategies according to M.Porter, description and main features.
8. Business strategies (business development strategies) by I. Ansoff. General classification and brief description: market development strategies, product development strategies.
9. Business strategies (business development strategies) by I. Ansoff. General classification and brief description: integrated growth strategies, diversified growth strategies.
10. Strategic alliances in business.
11. Blue Ocean strategy, examples of implementation in modern business
12. PEST-analysis of changes in the macro environment of the organization (part of the external environment of the organization): goals and procedure of the event.
13. Assessment of competitive positions of the enterprise based on the model of "five forces" by Michael Porter.
14. SWOT analysis of the internal and external environment as a method of determining the strategic position of the organization. Risks and threats.
15. Description of the Boston Consulting Group (BCG) method and the Thompson and Strickland model

This Program has been developed in line with the requirements of the RUDN University Educational Standards.

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