

Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Ястребов Олег Александрович
Должность: Ректор
Дата подписания: 26.04.2026 12:02:49
Уникальный программный ключ:
ca953a0120d891083f939673078ef1a989dae18a

**Federal State Autonomous Educational Institution of Higher Education
Peoples' Friendship University of Russia named after Patrice Lumumba
RUDN University**

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

COURSE SYLLABUS

SITUATIONAL ANALYSIS AND INTERNATIONAL PRACTICE OF ITS APPLICATION

course title

Recommended by the Didactic Council for the Education Field of:

38.04.02 MANAGEMENT

field of studies / speciality code and title

**The course instruction is implemented within the professional education programme
of higher education:**

INTERNATIONAL MARKETING AND BUSINESS

higher education programme profile/specialisation title

1. COURSE GOAL(s)

The discipline "Situational Analysis and International Practice of Its Application" is part of the master's program "International Marketing and Business" in the field of study 38.04.02 "Management" and is studied in the 3rd semester of the 2nd year. The discipline is implemented by the Department of Marketing. The discipline consists of 3 sections and 6 topics and is aimed at studying the purpose of mastering the course "Situational Analysis and its International Application Practice," which is to develop in master's students an advanced understanding of situational analysis as a structured tool for diagnosing complex business environments and supporting managerial decision making in international contexts. The course is aimed at forming the ability to systematically identify, describe and interpret key elements of internal and external environments of companies operating across borders, taking into account economic, political, legal, technological and socio-cultural factors. Particular attention is paid to the critical use of classical analytical frameworks (SWOT, PESTEL, Five Forces, value chain analysis, stakeholder analysis, etc.) and their adaptation to the specifics of international and multicultural settings.

The goal of mastering the discipline is for students to learn to integrate qualitative and quantitative information, including data from different countries and regions, into coherent situational assessments that support strategic, marketing and operational decisions. An important objective of the course is the development of skills in scenario building and evaluation of strategic alternatives under uncertainty, including the analysis of risks and opportunities arising from globalization, digitalization and geopolitical shifts. Mastering the discipline is intended to ensure that graduates are ready to apply situational analysis in international companies, consulting projects and research work, as well as to critically assess existing analytical reports and recommendations.

2. REQUIREMENTS FOR LEARNING OUTCOMES

Mastering the discipline "Situational Analysis and International Practice of Its Application" is aimed at forming the following competencies (parts of competencies) among 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-7	Capable of using digital technologies and methods of searching, processing, analyzing, storing and presenting information (in a professional field) in the digital economy and modern corporate information culture.	GC-7.1 Searches for the necessary sources of information and data, perceives, analyzes, remembers and transmits information using digital means, as well as using algorithms when working with data obtained from various sources in order to effectively use the information received to solve problems.; GC-7.2 Evaluates information, its reliability, and draws logical conclusions based on incoming information and data.;

Competence code	Competence descriptor	Competence formation indicators (within this course)
PC-1	Capable of conducting marketing research, taking into account the influence of the international digital environment and artificial intelligence tools	PC--1.1 Knows the goals, stages and procedures of marketing research; PC--1.2 Able to work with digital data, evaluate its sources and relevance; PC--1.3 Knows how to evaluate the economic and social effectiveness of marketing research; PC--1.4 Knows the principles of interpretation of scientific research results in professional activity;
PC-3	Capable of developing, implementing and improving pricing strategies in international markets	PC--3.1 Knows the main strategic and tactical aspects of setting prices in the commodity distribution channel on international markets; PC--3.2 Knows the specifics of pricing tangible and intangible goods on international markets; PC--3.3 Able to develop a pricing strategy taking into account market factors in international markets; PC--3.4 Proficient in tool usage for evaluating the value of a product offer (matching the price to market expectations);

3.COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The discipline "Situational Analysis and International Practice of Its Application" belongs to the part formed by the participants of educational relations of Block 1 "Disciplines (Modules)" of the higher education program. Within the higher education program, students also master other disciplines and/or practices that contribute to achieving the planned learning outcomes of the discipline "Situational Analysis and International Practice of Its Application."

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-7	Capable of using digital technologies and methods of searching, processing, analyzing, storing and presenting information (in a professional field) in the digital economy and modern corporate information culture.	Research Work;	Pre-Degree Internship;
PC-1	Capable of conducting marketing research, taking into account the influence of the international digital	Consumer Behavior in International Markets; Research Work;	Pre-Degree Internship;

Competence code	Competence descriptor	Previous courses/modules*	Subsequent courses/modules*
	environment and artificial intelligence tools		
PC-3	Capable of developing, implementing and improving pricing strategies in international markets	International Marketing Strategies; Research Work;	Pre-Degree Internship;

* filled in accordance with the competency matrix and the SIP of the educational program of higher education

** - elective disciplines/practices

4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

Possible wording

The total workload of the discipline "Situational Analysis and International Practice of Its Application" is "3" credit units.

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

Type of academic activities	Total academic hours	Semesters/training modules
		3
<i>Contact academic hours</i>	54	54
Lectures (LC)	18	18
Lab work (LW)	0	0
Seminars (workshops/tutorials) (S)	36	36
<i>Self-studies</i>	36	36
<i>Evaluation and assessment (exam/passing/failing grade)</i>	18	18
Course workload	108	108
	3	3

5. COURSE CONTENTS

Table 5.1. Course contents and academic activities types

Nuber of Module	Name of the Discipline Section	Name of the Topic		Content of the Topic	Type of Academic Work*
Module 1	Conceptual foundations and tools of situational analysis	1.1	Situational analysis in managerial decision making	Definition, goals and place of situational analysis in the strategic and operational management cycle. The relationship between situational analysis, environmental scanning, strategic planning and risk management. Overview of main types and levels of analysis (corporate, business unit, project, market). Strengths and limitations of situational approaches compared to purely quantitative models, requirements for data quality and interpretation	LC, S
		1.2	Core analytical frameworks and their integration	Classical tools of situational analysis: SWOT/TOWS, PESTEL, industry and competitive analysis (Porter's Five Forces), value chain analysis, stakeholder mapping. Principles of selecting appropriate frameworks for different managerial questions. Integration of multiple tools into a coherent analytical narrative, avoidance of mechanical "checklists", typical errors and biases in applying situational frameworks.	LC, S
Module 2	International dimension of situational analysis	2.1	Country, regional and cross cultural environment assessment	Specifics of analysing macro environment in international settings: political and regulatory risks, economic volatility, trade regimes, institutional quality, cultural and social factors. Use of country level indicators, international rankings and databases for situational assessments. Cross cultural aspects of interpreting data and signals from foreign markets, contradictions between formal indicators and informal practices, implications for managerial decisions	LC, S
		2.2	Situational analysis for international strategy and market entry	Application of situational analysis to the formulation of international strategies and entry modes. Assessment of attractiveness and risks of foreign markets, comparison of countries and regions, identification of strategic fit between company capabilities and local conditions. Use of situational analysis to support decisions on exporting, licensing, franchising, joint ventures and wholly owned subsidiaries, as well as	LC, S

				adaptation vs. standardization of business models and marketing strategies	
Module 3	Practice of situational analysis in international companies and projects	3.1	Data, methods and reporting in international situational analysis	Sources of information for international situational analysis: internal corporate data, market research, open statistics, international organizations, consulting reports and expert interviews. Challenges of data comparability, reliability and timeliness across countries. Structure and format of situational analysis reports for managers and stakeholders: problem framing, key findings, alternative scenarios, recommendations and limitations. Ethical issues in data use and interpretation in international contexts	LC, S
		3.2	Case based and project based application of situational analysis	Practical application of situational analysis in real and simulated international business cases. Group work on analysing international companies, industries and markets using a combination of tools studied in the course. Development and presentation of situational analysis projects that support strategic or marketing decisions for international firms (e.g. market entry, repositioning, restructuring of operations). Reflection on lessons learned, typical pitfalls and best practices in conducting and communicating situational analysis in international environments.	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.	Hall 4. Libraries Lenovo AIO-510-22ISH Monoblock Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, monitor 21" Multimedia Projector Cactus CSC4.SG

Type of academic activities	Classroom equipment	Specialised educational / laboratory equipment, software, and materials for course study (if necessary)
		MS Windows 10 64bit Microsoft Office 2021 LTSC
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.	Hall 4. Libraries Lenovo AIO-510-22ISH Monoblock Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, monitor 21" Multimedia Projector Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC
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.	Hall 4. Libraries Lenovo AIO-510-22ISH Monoblock Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, monitor 21" Multimedia Projector Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC

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

7. RESOURCES RECOMMENDED FOR COURSE STUDY

Main readings:

1. Dolganova O. I. Modeling of business processes : textbook and practical course for universities / O. I. Dolganova, E. V. Vinogradova, A.M. Lobanova ; edited by O. I. Dolganova. — 3rd ed., revised and add. Moscow : Yurait Publishing House, 2026. 245 p. (Higher education). — ISBN 978-5-534-17914-9. — Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/583398> (date of request: 03/17/2026).

2. Strategic management : textbook / I. K. Larionov, A. N. Gerasin, O. N. Gerasina [et al.] ; edited by I. K. Larionov. – 6th ed. – Moscow : Dashkov and Co., 2023. – 234 p. : ill., schematics. – (Educational publications for masters). – Access mode: by subscription. – URL: <https://biblioclub.ru/index.php?page=book&id=710099> (date of request: 12/21/2023). – ISBN 978-5-394-05325-2. – Text : electronic.

Additional readings:

1. Ilyin, V. A. Organizational diagnostics. Methodology and basic techniques : a textbook for universities / V. A. Ilyin, E. V. Zvonova ; under the general editorship of V. A. Ilyin. Moscow : Yurait Publishing House, 2026. 135 p. (Higher education). — ISBN 978-5-534- 21521-2. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/590180> (date of request: 03/17/2026).

2. Glushchenko, A.V. Strategic accounting : textbook and workshop for universities / A.V. Glushchenko, I. V. Yarkova. Moscow : Yurait Publishing House, 2026. 240 p. (Higher education). — ISBN 978-5-534-05061-5. — Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/586032> (date of request: 03/17/2026). *Internet sources*

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access on the basis of concluded agreements:

- RUDN Electronic Library System (RUDN ELS) <http://lib.rudn.ru/MegaPro/Web>
- EL "University Library Online" <http://www.biblioclub.ru>
- EL "Yurayt" <http://www.biblio-online.ru>
- EL "Student Consultant" www.studentlibrary.ru
- EL "Lan" <http://e.lanbook.com/>
- EL "Trinity Bridge"

2. Databases and search engines:

- electronic foundation of legal and normative-technical documentation <http://docs.cntd.ru/>
- Yandex search engine <https://www.yandex.ru/>
- Google search engine <https://www.google.ru/>
- Scopus abstract database <http://www.elsevier.com/locate/scopus/>

*Training toolkit for self- studies to master the course *:*

Course of Lectures on the Discipline "Situational Analysis and International Practice of Its Application"

* The training toolkit for self- studies to master the course is placed on the course page in the university telecommunication training and information system under the set procedure.

All teaching and methodological materials for students' independent work are posted in accordance with the established procedure on the discipline page in TUIS!

DEVELOPERS:

Associate Professor

Sergey Yuryevich Chernikov

position, department

name and surname

position, department

name and surname

position, department

name and surname

HEAD OF EDUCATIONAL DEPARTMENT:

Head of the Department

Anastasia Vladimirovna Lukina

name of department

name and surname

**HEAD
OF HIGHER EDUCATION PROGRAMME:**

Head of the Department

Anastasia Vladimirovna Lukina

position, department

name and surname