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

Higher School of Management

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

COURSE SYLLABUS

Strategic Management and Management by Objectives in Professional Sphere

(course title)

Recommended by the Didactic Council for the Education Field of:

43.04.02 Tourism

field of study / speciality code and title

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

Business Processes in Tourism and Hospitality

higher education programme profile/specialisation title

1. COURSE GOAL

The Strategic Management and Management by Objectives in Professional Sphere course is aimed at students' forming knowledge of the theoretical and methodological foundations of strategic management and management by objectives; developing practical skills in making strategic decisions in conditions of incomplete information and constant changes in the external environment, the ability to find alternative options in conditions of uncertainty in the field of tourism and know the methods of formation and economic efficiency of management by objectives in the tourism services market.

2. REQUIREMENTS FOR COURSE OUTCOMES

Mastering the Strategic Management and Management by Objectives in Professional Sphere course is designed for students to acquire the following competencies (parts of competencies):

Table 2.1. List of competences that students acquire when mastering the course

Competence Code	Competence Descriptor	Competence Formation Indicators (within this course)
GC-1	Able to search, critically analyze problem situations based on a systematic approach, and develop an action strategy	GC-1.1. Able to analyze the task highlighting its basic components; GC-1.2. Able to determine and prioritize the information required to solve the task; GC-1.3. Able to search for information to solve a given problem using various types of requests; GC-1.4. Able to offer options for solving a problem, analyze the possible consequences of their use.
GPC-2	Able to carry out strategic management of tourism activities at various management levels	GPC-2.1. Able to carry out strategic management of tourism activities at various management levels; GPC-2.2. Able to use basic methods and techniques of analysis, modelling and strategic planning of tourism activities at various management levels; GPC-2.3. Able to manage the process of organizational diagnostics and design of the activities of tourism enterprises.
PC-1	Able to carry out strategic planning of activities in tourism at various levels, organizing and supervising them	PC-1.1. Able to conduct strategic analysis, identify success factors, economically substantiate corporate and functional strategies for the development of tourism enterprises; PC-1.2. Able to form a concept and plan the implementation of a competitive strategy for the development of tourism enterprises; PC-1.3. Able to forecast the development of the tourism sector and tourism activities in the context of various levels of management, including based on foresight technologies.
PC-7	Able to assess the effectiveness of management decisions on choosing a concept, developing and implementing a plan for the	PCR-1.1. Able to assess the effectiveness of management decisions in strategic areas of activity of tourism enterprises;

Competence Code	Competence Descriptor	Competence Formation Indicators (within this course)
	tourism enterprise development strategy	PCR-1.2. Able to formulate a plan for implementing a tourism enterprise strategy using project management approach.

3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The Strategic Management and Management by Objectives in Professional Sphere course refers to the core component of the B1 block of the higher educational programme curriculum.

Within the higher education programme students also master other disciplines (modules) and / or internships that contribute to the achievement of the expected learning outcomes for the Strategic Management and Management by Objectives in Professional Sphere course.

Table 3.1. The list of the higher education programme components that contribute to the achievement of the expected learning outcomes for the course.

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
GC-1	Able to search, critically analyze problem situations based on a systematic approach, and develop an action strategy	•	<ul style="list-style-type: none"> • Business Intelligence and Data Analysis • Preparing for defence and defending a graduation thesis
GPC-2	Able to carry out strategic management of tourism activities at various management levels	<ul style="list-style-type: none"> • Organizing Project Activities in Tourism • Research and Development 	<ul style="list-style-type: none"> • Territorial Recreational System Formation and Management • Business Intelligence and Data Analysis • Research and Development • Pre-Graduation Internship • Preparing for defence and defending a graduation thesis
PC-1	Able to carry out strategic planning of activities in tourism at various levels, organizing and supervising them	<ul style="list-style-type: none"> • Tourist Market Economics • Hospitality Industry Economy 	<ul style="list-style-type: none"> • Service Quality Management • Business Intelligence and Data Analysis • Pre-Graduation Internship • Preparing for defence and defending a graduation thesis

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
PC-7	Able to assess the effectiveness of management decisions on choosing a concept, developing and implementing a plan for the tourism enterprise development strategy	<ul style="list-style-type: none"> • Tourist Market Economics • Hospitality Industry Economy 	<ul style="list-style-type: none"> • Service Quality Management • Financial Management • Maintaining Ecological Balance of Tourist Areas • Pre-Graduation Internship • Preparing for defence and defending a graduation thesis

* -To be filled in according with the competence matrix of the higher education programme

4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the Strategic Management and Management by Objectives in Professional Sphere course is 2 credits.

Table 4.1. Types of academic activities during the period of mastering the HE programme

Type of Academic Activities		TOTAL, academic hours	Semester
			2
Classroom learning, academic hours.		34	34
including:			
Lectures		17	17
Lab work		-	-
Seminars		17	17
Self-study, academic hours		27	27
Evaluation and assessment (graded fail/pass), academic hours		9	9
Course workload	ac. hrs.	72	72
	credits	2	2

5. COURSE MODULE CONTENTS

Table 5.1. Course Module Contents

Module Title	Course Module Contents	Learning Activities*
Module1. Strategic management in tourism	<p>Topic 1. General characteristics of strategic management. Theoretical and methodological foundations of strategic management.</p> <p>Strategic management concept. Concept, essence, main tasks and principles of theory and practice of strategic management. Role and prerequisites for strategic management formation and development. Main components and stages of strategic management development. Objects and types of strategic management. Functions of strategic management.</p>	Lecture, Seminar

Module Title	Course Module Contents	Learning Activities*
	<p>Methodological and theoretical foundations of strategic management. Principles of strategic management. Strategic aspect in the management of tourism organizations. Place of the discipline in the system of economic, political and management disciplines and its connection with other disciplines of the specialty.</p> <p>Topic 2. Strategic management process and strategic vision.</p> <p>Stages of strategic management. Model of the strategic management process. Synthesis of internal strategic factors. Concept and essence of strategy. Types of strategies. Strategic alternatives and conditions for implementing a strategy. Possible criteria for selecting alternative solutions. Stages of strategy implementation and levels of strategic changes. Tools for strategy implementation. Strategy implementation process. Strategic vision. Mission of an organization. Basic rules for constructing a goal tree.</p> <p>Topic 3. Role of strategic planning in the strategic management system and its main characteristics.</p> <p>Concept, essence and advantages of strategic planning. Planning principles. Strategic planning concept. Strategic planning procedures. Strategic planning methodology. Strategic planning process. Strategic planning logic and its elements. Strategic planning principles. Strategic planning matrices. Advantages and disadvantages of strategic planning.</p> <p>Topic 4. Strategic management methods.</p> <p>Development management through selecting strategic positions and ranking strategic objectives. Control by strong and weak signals. Managing development in the face of strategic surprises. Strategic recruitment management. Development management in conditions of change. Reasons for resistance to strategic change. Features of applying strategic management in tourism.</p> <p>Topic 5. Strategic management of organizational and economic structure development in tourism sector.</p> <p>Strategic management in government agencies, municipal organizations. Strategic management in the tourism sector. Strategic management in tourism enterprises. Planning and implementing activities aimed at strategy implementation.</p>	
Module 2. Management by Objectives in tourism	<p>Topic 6. Management by objectives in tourism and prerequisites for its application at the state level.</p> <p>Programme-based planning and Management by Objectives as a branch of knowledge. Classification of types of Management by Objectives (MBO): social programming (based on elaborating development plans and target-oriented programmes), performance-based</p>	Lecture, Seminar

Module Title	Course Module Contents	Learning Activities*
	<p>budgeting (PBB), performance-based management. MBO and strategic planning in public administration. Historical sketch of the MBO development: MBO abroad and in the USSR. MBO in modern Russia. Feasibility and relevance of using programme-based methods as a tool of public administration in tourism. Essence of programme-based approach, its main components, functions and prerequisites for application.</p> <p>Topic 7. Essence of the programme-based method and the procedure for developing programmes. The procedure for developing, implementing and evaluating the effectiveness of state programmes (Regulation of the Government of the Russian Federation No. 588 of 2 August 2010). MBO methodological principles. MBO algorithm. Classification of methods used in the process of programme-based planning and management. Expert analytical methods: goal tree, SWOT analysis (as a method of analyzing a situation), scenario approach, decision tree, etc. Quantitative methods: statistical modelling (as a forecasting method), indicators, network methods of planning and management, etc. Programme implementation: direct and indirect methods of public management, project management methodology.</p> <p>Topic 8. Financing target-oriented programmes. Sources of funding for target-oriented programmes: budgetary, extrabudgetary. Foreign investment. Crediting target-oriented programmes. Stages of financing. Control over the expenditure of funds. Public and private partnership in tourism programmes.</p> <p>Topic 9. Review of existing target-oriented programmes in tourism and ways to improve them. Analysis of national projects and federal target-oriented programmes of the Russian Federation: goals, objectives, structure, effectiveness. Implementation problems and ways to improve. Federal target-oriented programme “Domestic and Inbound Tourism Development in the Russian Federation (2019 - 2025)” Federal target-oriented programme “Culture and Tourism Development for 2013-2020”. The state programme has the following subprogrammes: Heritage, Art, Tourism, Providing Conditions for the State Programme Implementation. Federal target-oriented programmes “Culture of Russia (2012-2020)”</p>	

* - To be filled in only for **FULL-TIME** mode of study: *Lecture, Lab Work, Seminar.*

6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Table 6.1. Classroom Equipment and Technology Support Requirements

Classroom for Academic Activity Type	Classroom Equipment	Specialized educational / laboratory equipment, software and materials for mastering the discipline (if necessary)
Lecture	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 7 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Seminar	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 7 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Self-Studies	Classroom equipped with a set of specialized furniture; PCs with access to electronic information and educational environment.	Microsoft Garant Consultant Plus Windows 7 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)

7. RESOURCES RECOMMENDED FOR THE COURSE STUDY

Laws and Regulations:

1. Federal Law No. 132-FZ dated 24 November 1996 “On Fundamentals of Tourism Activities in the Russian Federation” (latest edition)
http://www.consultant.ru/document/cons_doc_LAW_12462/

2. Law of the Russian Federation No. 2300-1 dated 07 February 1992 “On Protection of Consumer Rights” (latest edition)
http://www.consultant.ru/document/cons_doc_LAW_305/

3. Federal Law No. 216-FZ dated 29 July 2017 (as amended on 27 December 2018) “On Innovative Scientific and Technological Centres and on Amendments to Certain Legislative Acts of the Russian Federation”

http://www.consultant.ru/document/cons_doc_LAW_221172/b819c620a8c698de35861ad4c9d9696ee0c3ee7a/#dst100022

Main Readings:

1. Management and Visualisation. Seeing Beyond the Strategic / G. Fletcher. – Abingdon: Taylor & Francis, 2023. – 140 p. – ISBN 9781000851281, 9781032302515, 9781032302522, 9781003304166. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/121348>
2. Digital Business Models / S. Ronteau, L. Muzellec, D. Saxena, D. Trabucchi. – Berlin: De Gruyter, 2022. – 182 p. – ISBN 9783110762556, 9783110762419, 9783110762594. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/96546>

Additional Readings:

1. Marketing and Managing Tourism Destinations. 3rd Edition / A. Morrison. – Abingdon: Routledge, 2023. – 970 p. – ISBN 978-1032380698.
2. Program Management: A Life Cycle Approach / G. Levin, J. Ward. – Boca Raton: Auerbach Publications, 2012. – 582 p. – ISBN 978-1466516878.
3. Strategic Management and Competitive Advantage: Concepts and Cases. 6th Edition / J. Barney, W. Hesterly. – London: Pearson, 2018. – 544 p. – ISBN 978-0134741147.
4. Strategic management in tourism / L. Moutinho, A. Vargas-Sánchez. – Wallingford: CABI, 2000. – 352 p. – ISBN 978-0851992822.
5. Strategic Management: A Competitive Advantage Approach, Concepts and Cases. 16th Edition / F. David, F. David, M. David. – London: Pearson, 2016. – 704 p. – ISBN 978-0134167848.
6. Strategic Management: Concepts and Cases. 4th Edition / J. Dyer, P. Godfrey, R. Jensen. – Hoboken: Wiley, 2021. – 512 p. – ISBN 978-1119763543.

Internet Resources:

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access based on concluded agreements:
 - RUDN University Electronic Library System (RUDN University ELS) <http://lib.rudn.ru/MegaPro/Web>
 - ELS "University Library Online" <http://www.biblioclub.ru>
 - ELS "Urait" <http://www.biblio-online.ru>
 - ELS "Student Consultant" www.studentlibrary.ru
 - ELS "Lan" <http://e.lanbook.com/>
 - ELS "Troitsky Bridge"
2. Databases and search engines:
 - electronic fund 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.elsevierscience.ru/products/scopus/>

- <http://www.tourlib.net> All about tourism: tourism library.
- <http://www.ekonomika.ru/> Economics and Life magazine.
- <http://www.prime-tass.ru/> Prime Tass – Economic information agency.
- <http://www.infostat.ru/> Statistics of Russia information and publishing centre.
- <http://www.finance-journal.ru/> Finance journal.
- <http://profi.travel.ru/press/> Tourism and Travelling. Professional press.
- <http://fcp.vpk.ru> official website of the Department of State Target-Oriented Programmes and Capital Investments of the Ministry of Economic Development and Trade of Russia.
- <http://www.programs-gov.ru> official website of the Ministry of Regional Development of Russia
- <http://www.economy.gov.ru> website of the Ministry of Economic Development and Trade of Russia
- <http://www.citystrategy.leontief.ru> website of the Resource Centre for Strategic Planning (RCSP) at the Leontiev Centre

Educational and methodological materials for student self-studies when mastering the course/module:*

1. Lecture course on Strategic Management and Management by Objectives in Professional Sphere.
2. Methodological guidelines for students' self-studies when mastering the course.
3. Methodological recommendations for ensuring accessibility of the programme for students with limited health capacities.

* - The methodological materials and guidelines for the self-studies are placed on the course page in the university telecommunication training and information system under the set procedure.

DEVELOPERS:

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