

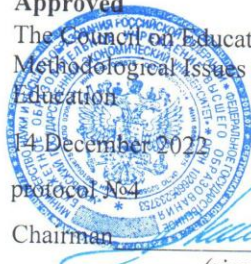
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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Ural State University of Economics

Approved
at the meeting of the department

21.11.2022
protocol № 3
Department head Dolzhenko S.B.

Approved
The Council on Educational and
Methodological Issues and Education Quality of
Education
14 December 2022
protocol № 4
Chairman  Karkh D.A.
(signature)



MODULE PROGRAMME

Module title	Modern strategic analysis
Field of study	38.04.02 MANAGEMENT
Profile	International Business (in English)
Mode of study	Full time
Enrollment year	2023
Developed by:	
Professor,	
Doctor of Pedagogical	
Verbitskaya N.O.	

Yekaterinburg
2022

CONTENT

INTRODUCTION	3
1. PURPOSE OF LEARNING THE DISCIPLINE	3
2. PLACE OF DISCIPLINE IN THE STRUCTURE OF OBOR	3
3. SCOPE OF DISCIPLINE	3
4. LEARNING OUTCOMES	3
5. THEMATIC PLAN	6
6. ASSESSMENT METHODS AND ASSESSMENT SCALE	7
7. CONTENT OF THE DISCIPLINE	11
8. ORGANIZATION OF EDUCATIONAL PROCESS FOR PERSONS WITH DISABILITIES	13
9. KEY AND ADDITIONAL LITERATURE	13
10. INFORMATION TECHNOLOGIES, INCLUDING LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES	14
11. MATERIAL AND TECHNICAL BASE	15

INTRODUCTION

The program of the discipline is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

FSES of HE	Federal State Educational Standard of Higher Education - Master's degree in the direction of preparation 04/38/02 Management (order of the Ministry of Education and Science of Russia No. 952 dated 08/12/2020)
PS	

1. PURPOSE OF THE DISCIPLINE STUDY

The purpose of mastering the discipline "modern strategic analysis" is the formation of basic theoretical knowledge and basic practical skills of strategic and creative thinking, focused on the future, the search for original ideas and obtaining a systemic effect of strategic management of enterprises and organizations.

The purpose of the course is concretized in the following tasks:

- formation of an understanding of the essence and characteristics of strategic analysis in modern organizations;
- acquisition of theoretical knowledge and practical skills in the use of modern concepts, models, methods of strategic analysis;
- mastering approaches to the organization of strategic analytical activities at enterprises.

2.A PLACE OF THE DISCIPLINE IN THE STRUCTURE OF THE CURRICULUM

Discipline refers to the core of the curriculum.

3. SCOPE OF DISCIPLINE

Intermediate control	Hours					Credit
	Total for a semester	Contactwork. (Academicstudy)			Independent work including preparation of control and coursework	
		Total	Lectures	Practical lessons, including course design		
Semester 1						
Exam	108	28	8	20	44	3

4. LEARNING OUTCOMES

As a result of mastering the Program, the graduate must have the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Code and name of competence	Competence achievement indicators (CAI)
UC-1 Able to carry out a critical analysis of problem	CAI-3.UC-1 Have practical experience in developing and arguing a strategy for solving a problem situation based on a systematic approach

UC-1 Able to carry out a critical analysis of problem situations based on a systematic approach, develop an action strategy	CAI-2.UC-1 Be able to: identify problem situations, search for information and solutions
	CAI-1.UC-1 Know: methods of critical analysis; system approach methodology; methods of identifying a problem situation
UC-2 Able to manage a project at all stages of its life cycle	CAI-3.UC-2 Have practical experience in monitoring the progress of the project; correction of deviations; making changes to the project implementation plan
	CAI-2.UC-2 Be able to: develop a plan for the implementation of the project, taking into account the possible risks of implementation and the possibilities of their elimination; plan necessary resources
	CAI-1.UC-2 Know: the principles of the design task formation within the framework of the designated problem; basic requirements for project work and criteria for assessing the results of project activities

General professional competences (GPC)

Code and name of competence	Competence achievement indicators
GPC-1 Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices;	CAI-3.GPC-1 Have practical experience in generalizing and critical analysis of management practices in the direction of management
	CAI-2.GPC-1 Be able to apply innovative approaches to solving economic, organizational and management problems
	CAI-1.GPC-1 Know methods for solving professional problems at an advanced level in the field of economic, organizational and management theory
GPC-2 Able to apply modern techniques and methods of data collection, advanced methods of data processing and analysis, including the use of intelligent information and analytical systems, when solving managerial and research problems;	CAI-3.GPC-2 Have practical experience in the application of database management systems in the field of economics and management
	CAI-2.GPC-2 Be able to use intelligent information and analytical systems in solving managerial and research problems
	CAI-1.GPC-2 Know modern techniques and methods of data collection, advanced methods of their processing and analysis
GPC-4 Able to manage project and process activities in an organization using	CAI-3.GPC-4 Have practical experience in identifying and assessing new market opportunities, developing a strategy for the creation and development of innovative areas of activity and the corresponding

<p>modern management practices, leadership and communication skills, identify and assess new market opportunities, develop strategies for creating and developing innovative areas of activity and the corresponding business models of organizations;</p>	<p>CAI-2.GPC-4 Be able to use modern management practices, leadership and communication skills in process and project activities</p>
	<p>CAI-1.GPC-4 Know modern methods, technologies and tools for managing project and process activities in the organization of project and process activities in the organization</p>

5.THEMATICPLAN

Theme	Hours						
	Topic name	Total hours	Contactwork. (Academicstudy)			Samost. Work	Control of independent work
			Lectures	Laboratory	Practical lessons		
Semester 1		72					
Topic 1.	Introduction to Strategic Analysis Theory: Economic, Organizational and Management Theories	24	2		6	16	
Topic 2.	Objects of strategic analysis: problem situations, information search.	20	2		6	12	
Topic 3.	Strategic Analysis Methods and Models: Critical Analysis of Practices	28	4		8	16	

6.ASSESSMENT METHODS AND ASSESSMENT SCALE

Section / Topic	Evaluation tool type	Description of the evaluation tool	Evaluation criteria
Current control (Appendix 4)			

<p>Topic 1-2.</p>	<p>Practical work 1. Forecasting the development of the industry and the enterprise. (Appendix 4).</p>	<p>Using these options, it is necessary to select adequate models to describe the retrospective of the industry and enterprises. The analysis methodology is proposed during the lecture. The results are presented at seminars in the form of a presentation, discussed in a group. The form of work-individual.</p>	<p>The understanding and use of the obtained theoretical knowledge, the ability to set a goal and form the structure of research work are assessed. Ability to work with databases, search and process the information received, draw appropriate conclusions, suggest solutions to industry problems. The ability to present their work, answer questions, and lead a discussion in a group is assessed.</p>
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<p>Topic 3.</p>	<p>Practical work No. 2. (Appendix 4).</p>	<p>Based on the data of your enterprise (food market), it is necessary to make a choice of promising strategic areas of management and give recommendations to the top management of the company. The research methodology is offered in lectures. The results are presented at seminars in the form of a presentation, discussed in a group. The form of work - individual</p>	<p>The understanding and use of the obtained theoretical knowledge, the ability to set a goal and form the structure of research work are assessed. Ability to work with databases, search and process the information received, draw appropriate conclusions, suggest solutions to industry problems. The ability to present their work, answer questions, and lead a discussion in a group is assessed.</p>
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Topic 3.	Practical work No. 3 (Appendix 4).	To solve the problems of strategic management, using the example of the selected enterprise, using different types of benchmarking, propose directions for the strategic development of the company.	<p>The understanding and use of the obtained theoretical knowledge, the ability to set a goal and form the structure of research work are assessed. Ability to work with databases, search and process the information received, draw appropriate conclusions, suggest solutions to industry problems.</p> <p>The ability to present their work, answer questions, and lead a discussion in a group is assessed.</p>
Intermediate control (Appendix 5)			
1 semester (eq)	Exam (Appendix 5).	The ticket includes two theoretical questions and a task	<p>25 points each for answering questions, 50 points for a correctly solved problem.</p> <p>Total: 100-80 - excellent, 79-65 - good, 64-45 - satisfactory below 44 - unsatisfactory</p>

DESCRIPTION OF THE SCALE

The indicator for assessing the development of OBOP is formed on the basis of combining the current and intermediate attestation of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the level of the student's preparation.

Current certification. A 100-point grading system is used. The assessment of the student's work during the semester is carried out by the teacher in accordance with the system for assessing educational achievements in the course of training in this discipline developed by him.

In the programs of disciplines and practices, the types of current certification, planned results of control activities and criteria for assessing educational achievements are fixed.

During the semester, the teacher conducts at least 3 control events to assess the student's performance. If attendance at classes in a discipline is included in the rating, then this indicator is no more than 20% of the maximum number of points in the discipline.

Interim certification. A 5-point grading system is used. The assessment of the student's work at the end of the discipline (part of the discipline) is carried out by the teacher in accordance with the system for assessing the student's achievements in the course of training in this discipline developed by him. Interim certification is also carried out at the end of the formation of competencies.

The procedure for transferring the rating provided by the assessment system by discipline into a five-point system.

High level - 100% - 70% - excellent, good.

Average level - 69% - 50% - satisfactory.

Score indicator	On a 5-point system	Characteristics of the indicator
100% - 85%	Excellent	have theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at a high level
84% - 70%	Good	have theoretical knowledge in full, understand, independently are able to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Deficiencies may be made, corrected by the student independently in the process of work (answer, etc.)
69% - 50%	satisfactory	have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at an average level. Mistakes are made that the student finds it difficult to correct on their own.
49% or less	unsatisfactory	have an incomplete amount of general theoretical knowledge, do not know how to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Skills and skills for solving professional problems are not formed
100% - 50%	credit (pass)	the characteristic of the indicator corresponds to "excellent", "good", "satisfactory"
49% or less	non-pass (failed)	the characteristic of the indicator corresponds to "unsatisfactory"

7.CONTENTDISCIPLINES

7.1. Content of lectures

Topic 1. Introduction to the theory of strategic analysis: economic, organizational and management theory

The essence of the concept of strategic analysis. The essence, subject, goals and objectives of strategic analysis. Methodological foundations of strategic analysis. Development of views on management as an activity that provides flexible behavior of the organization in a dynamically changing environment, while allowing it to achieve its goals. Strategic planning as the essential basis of strategic analysis. The main differences between long-term and strategic planning. The relationship between styles of organizational behavior and types of management. The content and relationship of the basic concepts of strategic management. The final product of strategic management. The principles of strategic management.

Topic 2. Objects of strategic analysis: problem situations, information search.

The resource concept of a firm as an information system that characterizes the totality of resources, that is, the firm's ability to define and achieve long-term strategic goals. The concept and regularity of systems. Features of socio-economic systems that distinguish them from technical and other systems. Definition of the organization as a production system. The composition of the production system. The concept of the potential of the organization. The concept of strategic resources (potential) of the organization.

The production system (organization) as a set of interrelated resources. Firm's strategic resource matrix. Five competitive forces (according to M. Porter). The main features of the competitive interactions of firms. The concept of "central ring" of the competition, the concept of "strategic group of competitors". Characteristics of the "national diamond".

Topic 3. Methods and models of strategic analysis: a critical analysis of practices

Situational analysis. Product life cycle concept. Portfolio strategy of M. Porter. Experience (learning) curve. I. Ansoff's technique. Arthur-Little Matrix. C. Hofer-D. Schendler model. Strategic economic zones (SPZ). Formation of the SCZ. Integral attractiveness of SCHZ. Portfolio matrices. The Boston Consulting Group Model. McKinsey model. Modified BCG model. Shell matrix. Scenario planning technique.

7.2 Content of practical exercises and laboratory work

Topic 1. Introduction to the theory of strategic analysis: economic, organizational and management theory

Studying the conceptual apparatus of the topic, lecture material, chapters of recommended textbooks and additional literary sources (articles) for preparing a review of problematic issues;

Topic 2. Objects of strategic analysis: problem situations, information search.

Practical work 1. Forecasting the development of the industry and the enterprise.

Using these options, it is necessary to select adequate models to describe the retrospective of the industry and enterprises. The analysis methodology is proposed during the lecture. The results are presented at seminars in the form of a presentation, discussed in a group..

Topic 3. Methods and models of strategic analysis: a critical analysis of practices

Practical work No. 2. Based on the data of your enterprise (food market), it is necessary to make a choice of promising strategic areas of management and give recommendations to the top management of the company. The research methodology is offered in lectures. The results are presented at seminars in the form of a presentation, discussed in a group. Work form - individual

Practical work 3. Practical work No. 3. Effectiveness of strategic management. To solve the problems of strategic management, using the example of the selected enterprise, using different types of benchmarking, propose directions for the strategic development of the company. The research methodology is offered in lectures. The results are presented at seminars in the form of a presentation, discussed in a group.

7.3. Content of independent work

Topic 1. Introduction to the theory of strategic analysis: economic, organizational and management theory

Study of basic and additional literature.

Topic 2. Objects of strategic analysis: problem situations, information search.

Study of basic and additional literature, preparation of practical work №1.

Topic 3. Methods and models of strategic analysis: a critical analysis of practices

Study of basic and auxiliary literature on the topic of the course, implementation of practical work No. 2 and No. 3

7.3.1. Sample questions for self-preparation for a test / exam

Annex 1.

7.3.2. Practical assignments in the discipline for self-preparation for a test / exam

Appendix 2.

7.3.3. List of term papers

not provided

7.4. Student electronic portfolio

materials are not posted

7.5. Methodical recommendations for the implementation of control work

not provided

7.6 Methodological recommendations for the implementation of course work

not provided

8. ORGANIZATION OF EDUCATIONAL PROCESS FOR STUDENTS WITH DISABILITIES

By a statement student

V purposes accessibility assimilation programs for persons with limited opportunities health that the need chair provides the following conditions:

- special order assimilation discipline, with taking into account fortune their health;
 - electronic educational resources on discipline v forms, adapted to restriction their health;
 - the study disciplines on individual educational plan (outside dependencies from shape training);
 - electronic education and remote educational technologies, which envisage possibilities reception and transmission information v available for them forms.
- access (remote access), to modern professional bases data and information reference systems com position which defined RPD.

9.KEY AND ADDITIONAL LITERATURE

USUE Library Site

<http://lib.usue.ru/>

Key literature:

1. Гапоненко А. Л., Панкрухин А. П. Стратегическое управление:учебник для студентов вузов, обучающихся по специальности 061100 "Менеджмент орг.". - Москва: Омега-Л, 2004. - 466
2. Попов С. А. Стратегический менеджмент: актуальный курс [Электронный ресурс]:Учебник для вузов. - Москва: Юрайт, 2021. - 481 – Access: <https://urait.ru/bcode/468967>

Additional literature:

1. Гапоненко А. Л., Панкрухин А. П. Стратегическое управление:учебник для студентов вузов, обучающихся по специальности 061100 "Менеджмент орг.". - Москва: Омега-Л, 2004. - 466
2. Попов С. А. Стратегический менеджмент: актуальный курс [Электронный ресурс]:Учебник для вузов. - Москва: Юрайт, 2021. - 481 – Access: <https://urait.ru/bcode/468967>

10. INFORMATION TECHNOLOGIES, INCLUDING LICENSED SOFTWARE, INFORMATION REFERENCE SYSTEMS, ONLINE COURSES

Licensed software:

AstraLinux Common Edition. Contract No.1 dated 13 June 2018, Act dated 17 December 2018.License expiration date: unlimited

My Office Standard. Agreement No.SK-281dated 7 June 2017.. License expiration date: unlimited

Information reference systems, internet resources

Reference and legal system Guarant. Contract No.58419 dated 22 December 2015. License expiration date: unlimited

Reference and legal system Consultant+. Contract No.163/223-U/2020 dated 12/14/2020. License expiration date: 12/31/2021

11. MATERIAL AND TECHNICAL BASE

Implementation of educational disciplines carried out without using logistical base USUE, providing holding of all species educational occupations and research and independent work students:

Special premises present by myself educational audience for holding of all species classes, group and individual consultations, the current control and intermediate certification.

Premises for independent work learner equipped with computer technique with opportunity connectivity To the network "Internet" and providing access velectronic information and educational Wednesday USUE.

Everything premises staffed specialized furniture and equipped with multimedia equipments special equipment (information and telecommunication, other computer), access To information retrieval, legal references system electronic library systems bases data the current legislation, other information resources employees for representation educational information biga udience.

For holding occupations lecture type presentations and other educational-visual benefits, providing thematic illustrations.