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

Approved
at the meeting of the Department

December 09, 2020
protocol No. 3

Acting head of the Department

(signature)

Golovina A.N.

Approved
Council for educational and methodological
issues and quality

January 20, 2021
protocol No. 6

Chairperson _____ Karkh D.A.

(signature)

THE PROGRAM OF THE DISCIPLINE

| | |
|---------------------|------------------------------|
| Module | Modern Strategic Analysis |
| Field of Study | 04/38/02 MANAGEMENT |
| Profile | All profiles |
| The form learning | Full-time and correspondence |
| Year of recruitment | 2021 |

Made by:
Ph.D., docent

(signature) Yaroshevich N.Y.

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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

| | |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FGOS VO | 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. GOAL DEVELOPMENT DISCIPLINES

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 DISCIPLINES V STRUCTURE OBOP

Discipline refers to the core of the curriculum.

3. SCOPE OF DISCIPLINE

| Intermediate control | Hours | | | | | Z. e. |
|----------------------|----------------------|--------------------------------|----------|--------------------------------------------|------------------------------------------------------------------|-------|
| | Total for a semester | Contact work. (Academic study) | | | Independent work including preparation of control and coursework | |
| | | Total | Lectures | Practical lessons, including course design | | |
| Semester 1 | | | | | | |
| Exam | 108 | 16 | eight | eight | 56 | 3 |

4. PLANNED RESULTS DEVELOPMENT OBOP

As a result of mastering OBEP, 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 |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| UK-1 Able to carry out a critical analysis of problem situations based on a systematic approach, develop an action strategy | ID-3.UK-1 Have practical experience in developing and arguing a strategy for solving a problem situation based on a systematic approach |

| | |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UK-1 Able to carry out a critical analysis of problem situations based on a systematic approach, develop an action strategy | ID-2.UK-1 Be able to: identify problem situations, search for information and solutions |
| | ID-1.UK-1 Know: methods of critical analysis; system approach methodology; methods of identifying a problem situation |
| UK-2 Able to manage a project at all stages of its life cycle | ID-3.UK-2 Have practical experience in monitoring the progress of the project; correction of deviations; making changes to the project implementation plan |
| | ID-2.UK-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 |
| | ID-1.UK-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 (GIC)

| Code and name of competence | Competence achievement indicators |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| OPK-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; | ID-3.OPK-1 Have practical experience in generalizing and critical analysis of management practices in the direction of management |
| | ID-2.OPK-1 Be able to apply innovative approaches to solving economic, organizational and management problems |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>OPK-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;</p> | <p>ID-1.OPK-1 Know methods for solving professional problems at an advanced level in the field of economic, organizational and management theory</p> |
| <p>OPK-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;</p> | <p>ID-3.OPK-2 Have practical experience in the application of database management systems in the field of economics and management</p> |
| | <p>ID-2.OPK-2 Be able to use intelligent information and analytical systems in solving managerial and research problems</p> |
| | <p>ID-1.OPK-2 Know modern techniques and methods of data collection, advanced methods of their processing and analysis</p> |

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>OPK-4 Able to manage project and process activities in an organization using 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>ID-3.OPK-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 business models of the organization</p> |
| | <p>ID-2.OPK-4 Be able to use modern management practices, leadership and communication skills in process and project activities</p> |
| | <p>ID-1.OPK-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. THEMATIC PLAN

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

6. FORMS Of the CURRENT CONTROL AND INTERMEDIATE APPROVALS SCALES EVALUATIONS

| Section / Topic | Evaluation tool type | Description of the evaluation tool | Evaluation criteria |
|------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current control (Appendix 4) | | | |
| Topic 1-2. | Practical work 1. Forecasting the development of the industry and the enterprise. (Appendix 4). | 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 is individual. | 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>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. Work form - 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> |
|-----------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | |
|-----------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. | 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. |
| Intermediate control (Appendix 5) | | | |
| 1 semester (eq) | Exam (Appendix 5). | The ticket includes two theoretical questions and a task | 25 points each for answering questions, 50 points for a correctly solved problem. Total: 100-80 - excellent, 79-65 - good, 64-45 - satisfactory below 44 - unsatisfactory |

DESCRIPTION OF THE SCALES

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% | Great | 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% | OK | 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% | satisfactorily | 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% | credited | the characteristic of the indicator corresponds to "excellent", "good", "satisfactory" |
| 49% or less | not credited | the characteristic of the indicator corresponds to "unsatisfactory" |

7. CONTENT DISCIPLINES

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. The form of work is individual.

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. Work form - individual

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

eight. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS ON DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By a statement student

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

- special order assimilation discipline, with taking into account fortunes their health;
 - electronic educational resources on discipline v forms, adapted To restrictions 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 composition which defined RPD.

nine. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES

Site libraries USUE

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

Main literature:

1. Egorshin A. P. Effective management of the organization. [Electronic resource]: Textbook. - Moscow: Scientific Publishing Center INFRA-M, 2020. - 388 p. - Access mode: <https://znanium.com/catalog/product/1082421>

2. Otvarukhina NS, Vesnin VR .. Modern strategic analysis. [Electronic resource]: Textbook and workshop for universities. - Moscow: Yurait, 2020 .-- 427 - Access mode: <https://urait.ru/bcode/450268>

3. Gaponenko A. L., Pankrukhin A. P. Strategic management.: A textbook for university students studying in the specialty 061100 "Management org." - Moscow: Omega-L, 2004 .-- 466

Additional literature:

1. Agafonov V. A. Strategic management. Models and procedures. [Electronic resource]: monograph. - Moscow: INFRA-M, 2018 .-- 276 - Access mode: <https://znanium.com/catalog/product/975795>

2. VV tailors. Business strategy. [Electronic resource]: A Practical Guide. - Moscow: Publishing and Trade Corporation "Dashkov and K", 2019. - 274 - Access mode: <https://znanium.com/catalog/product/1091864>

ten. SCROLL INFORMATION TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS ON DISCIPLINE

List of licensed software:

Astra Linux Common Edition. Treaty No. 1 from 13 June 2018, Act from 17 December 2018. Term actions licenses - without limitations term.

My office standard. Agreement No. SK-281 from 7 June 2017. date conclusions - 07.06.2017. Term actions licenses - without limitations term.

The list of information reference systems, resources of the information and telecommunication network "Internet":

Reference and legal system Guarantee. Contract No. 58419 from 22 December 2015. Term actions licenses -without restrictions term

-Reference and legal system Consultant +. Contract No. 163/223-U / 2020 from 12/14/2020. Term actions licenses before 12/31/2021

eleven. DESCRIPTION MATERIAL AND TECHNICAL BASES, NECESSARY FOR IMPLEMENTATION EDUCATIONAL PROCESS ON DISCIPLINE

Implementation educational disciplines carried out with 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 learners equipped with computer technique with opportunity connectivity To the network "Internet" and providing access v electronic information and educational Wednesday USUE.

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

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