MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved
at the Department meeting

November 25, 2025

Protocol # 6

Head of the Department Plakhin A.E.

Approved
by the Council for Educational and Methodological Issues and Quality of Education

December 16, 2025

Protocol # 4

Chairman _____ Karkh D.A.
(signature)

COURSE PROGRAMME

Title	Innovation Management (advanced level)
Field of study	38.04.02 Management
Profile	All programs (in English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
Professor,
Doctor of Economics Sciences
Plakhin A.E.

Ekaterinburg
2025

CONTENT

INTRODUCTION

The working 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

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)

1. TARGET DEVELOPMENT DISCIPLINES

The goal of mastering the academic discipline "Innovation Management (Advanced Level)" is to develop in future students a receptiveness to innovation, to form solid theoretical knowledge and practical skills in the field of preparation and implementation of innovative changes in enterprises.

2. PLACE DISCIPLINES IN STRUCTURE OPOP

The discipline is a compulsory part of the curriculum.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours					Z.e.
	Total for the semester	Contact work (according to			Independent work including preparation of tests and coursework	
		Total	Lectures	Practical classes, including course design		
Semester 2						
Exam	108	20	8	12	61	3

4.PLANNED RESULTS DEVELOPMENT OPOP

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

Code and name of the competence	Indicators of competency achievement
UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-1.UK-1 Know: methods of critical analysis; methodology of a systems approach; methods of identifying problem situations
	ID-2.UK-1 Be able to: identify problem situations, search for information and solutions

UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-3.UK-1 Have practical experience in developing and justifying a strategy for solving a problem situation based on a systems approach
UK-2 is capable of managing a project at all stages of its life cycle.	ID-1.UK-2 Know: principles of forming a project task within the framework of a designated problem; basic requirements for project work and criteria for evaluating the results of project activities
	ID-2.UK-2 Be able to: develop a project implementation plan taking into account possible implementation risks and the possibilities for eliminating them; plan the necessary resources
	ID-3.UK-2 Have practical experience in monitoring the progress of project implementation; correcting deviations; making changes to the project implementation plan

General professional competencies (GPC)

Code and name of the competence	Indicators of competency achievement
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-1.OPK-1 Know methods for solving professional problems at an advanced level in the field of economic, organizational and management theory
	ID-2.OPK-1 Be able to apply innovative approaches to solving economic, organizational and managerial problems

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 critically analyzing management practices in the direction of management
OPK-2 is capable of using modern techniques and methods of data collection, advanced methods of processing and analysis, including the use of intelligent information and analytical systems, when solving management and research problems;	ID-1.OPK-2 Know modern techniques and methods of data collection, advanced methods of their processing and analysis
	ID-2.OPK-2 Be able to use intelligent information and analytical systems in solving management and research problems
	ID-3.OPK-2 Have practical experience in using database management systems in the field of economics and management

OPK-4 Capable of managing project and process activities in an organization using modern management practices, leadership and communication skills, identifying and evaluating new market opportunities, developing strategies for the creation and development of innovative areas of activity and the corresponding business models of organizations;	ID-1.OPK-4 Know modern methods, technologies and tools for managing project and process activities in an organization.
	modern management practices, leadership and communication skills in process and project activities
	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

5. THEMATIC PLAN

Topic	Hours						
	Topic Title	Total hours	Contact work (according to academic activity)			Independent work	Control of independent work
			Lectures	Laboratory	Practical classes		
Semester 2		81					
Topic 1.	The problem of innovation in the economy; innovations, innovations, innovations (OPK-4)	9.5	0.5		1	8	
Topic 2.	Innovations in Organizations. Typology of Innovations. Novelty and Its Properties (UK-2)	5.5	0.5		1	4	
Topic 3.	Development and current state of innovation management (OPK-2)	6	1		1	4	
Topic 4.	Innovation Process and Innovation Activity. Development and Implementation of Innovative Projects (UK-1)	6	1		1	4	
Topic 5.	Peculiarities of making management decisions in innovation management (OPK-1)	6	1		1	4	
Topic 6.	Social and psychological aspects of innovation activities	8	1		1	6	
Topic 7.	Innovative Process Assessment. Innovative Project Business Plan and its Contents	8	1		1	6	
Topic 8.	Evaluating the effectiveness of innovation and innovation activities.	8	1		3	4	
Topic 9.	Risk Management in Innovation Processes. Factors Affecting the Success of Innovation in an Organization. Destabilizing Factors	5.5	0.5		1	4	
Topic 10.	Markets in the field of innovative entrepreneurship	18.5	0.5		1	17	

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
Current control (Appendix 4)			
Business plan of an innovative project and its content (topics 1-5)	Situational tasks.	Solution of 4 situational tasks with detailed answer options	Demonstration of the skill of applying the studied material in the practice of managing a specific situation, max. 20 points

management in innovation processes and evaluation of innovation effectiveness (topics 6-10)	Test tasks	Solving two problems on risk assessment and determining the effectiveness of an innovative project	Clear and correct completion of the task, max. 24 points
All thematic sections	Testing	28 test questions with 4 answer options	Correct answers to test questions. 2 points for each
Interim assessment (Appendix 5)			
2nd semester (Exam)	Tickets for the exam	The exam includes a written answer to two theoretical questions and a solution to a situational problem.	Students are assessed for their coursework based on their level of achievement in developing the relevant competencies. Assessment is conducted using a point-rating system in accordance with the "Regulations on Academic Ranking." From 85% - excellent From 75 to 84% - good From 51 to 74% - satisfactory Less than 50% - unsatisfactory

DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

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

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used. The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

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

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

Average level – 69% - 50% – satisfactory.

Evaluation indicator	On a 5-point scale	Characteristics of the indicator
100% - 85%	Great	possess 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, and evaluate results at a high level
84% - 70%	Fine	possess 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, and evaluate results. There may be some errors that the student can correct independently during the work process (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, and evaluate results at an average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to “excellent”,
49% or less	not credited	the indicator characteristic corresponds to "unsatisfactory"

7. CONTENT DISCIPLINES

7.1. Lecture Contents

Topic 1. The problem of innovation in the economy; innovations, innovations, innovations (OPK-4) Basic concepts of innovation. The growing role of innovation in a market economy.
Topic 2. Innovations in Organizations. Typology of Innovations. Novelty and Its Properties (UK-2) The value aspect of innovations and the development of competition. Diffuse processes in innovation activity. Grouping innovations according to the most general criteria: by degree of novelty, by type of innovation, by implementation mechanism, and by the characteristics of the innovation process. Identification of additional, more specific criteria for classifying innovations (by complexity of the innovation; by innovative potential; in relation to its predecessor; by level of development and dissemination; by areas of development and dissemination; by sources of generation of new ideas).
Topic 3. Development and current state of innovation management (OPK-2) Innovation management as an independent field of science and professional activity aimed at implementing innovations. Innovation management as a set of principles, methods, and forms of managing the innovation process.
Topic 4. Innovation Process and Innovation Activity. Development and Implementation of Innovative Projects (UK-1) The main types of organizational forms of innovation activity. Intra-corporate forms of organizing innovation processes. Forms of small innovative entrepreneurship and "incubator programs." Innovative goals, ideas, projects, and programs. The cyclical nature of innovation processes.
Topic 5. Features of decision-making in innovation management (OPK-1) Decisions to achieve the ultimate goal.
Topic 6. Social and psychological aspects of innovation activities The social basis of innovation, innovation, and the innovation process. Role and positions in innovation. Reasons for staff resistance to innovation.
Topic 7. Expertise of innovation processes. Business plan of an innovation project and its content Objectives and key assessment techniques. First, second, and third levels of assessment. Goals, objectives , and specific aspects of project business plan development. Project business plan structure. Company capabilities (summary). Definition of an innovative project.
Topic 8. Evaluation of the effectiveness of innovations and innovation activities. Investments in the innovation process Efficiency of innovation use. Overall economic efficiency of innovation. Efficiency of innovation activities. Innovation activities as an investment target. Investment attractiveness of a project. Attractiveness criteria. Objectives and methods of economic assessment of an enterprise or project.
Topic 9. Risk Management in Innovation Processes. Factors Affecting the Success of Innovation in an Organization. Destabilizing Factors Uncertainty and risks in the innovation process. Risk classification and identification. Market orientation of innovations. Communication and organizational-structural difficulties that hinder the establishment of effective relationships among employees of the organization.
Topic 10. Markets in the Sphere of Innovative Entrepreneurship Market of innovations.

7.2 Contents of practical classes and laboratory work

Topic 2. Innovations in Organizations. Typology of Innovations. Novelty and Its Properties (UK-2) Innovation transfer. Alternatives to in-house R&D. Novelty as an essential property and intrinsic value of any innovation.
Topic 3. Development and current state of innovation management (OPK-2) Managing the processes of creating new knowledge. Managing creative potential.
Topic 4. Innovation Process and Innovation Activity. Development and Implementation of Innovative Projects (UK-1) Interfirm scientific and technical cooperation in innovation. Technopolises, scientific and technological parks, and scientific and industrial parks and their role in the creation and diffusion of innovations. Organizational innovation strategies. Organizational innovation potential.
Topic 5. Features of decision-making in innovation management (OPK-1) Choice of alternatives
Topic 6. Social and psychological aspects of innovation activities External and internal factors of rejection and inhibition of innovation in the organization.
Topic 7. Expertise of innovation processes. Business plan of an innovation project and its content Methods for selecting innovative projects. Characteristics of goods (services). Competition in the sales market. Marketing plan. Production plan.
Topic 8. Evaluation of the effectiveness of innovations and innovation activities. Investments in the innovation process Characteristics of innovation results. Rate of return on innovation project financing. Sources of funding.
Topic 9. Risk Management in Innovation Processes. Factors Affecting the Success of Innovation in an Organization. Destabilizing Factors Methods for analyzing and assessing innovation process risks. Methods for reducing risk in innovation activities. Effectiveness of innovation management and monitoring . Conditions for motivating an organization's innovative activities. The main obstacles to innovation implementation.
Topic 10. Markets in the Sphere of Innovative Entrepreneurship Purely competitive market. Capital (investment) market.

7.3. Contents of independent work

Topic 2. Innovations in Organizations. Typology of Innovations. Novelty and Its Properties (UK-2) Methodology of decision-making in innovation. Key factors determining novelty. The period of novelty. Absolute and relative novelty. Local, partial, conditional, market, and cost novelty.

Topic 3. Development and current state of innovation management (OPK-2) Managing innovation adoption. Managing the social and psychological aspects of innovation. Tasks of innovation management.
Topic 4. Innovation Process and Innovation Activity. Development and Implementation of Innovative Projects (UK-1) Formation of federal and transnational financial-industrial groups. Program-targeted and project-based management of innovation activities. Features of innovation marketing.
Topic 5. Features of decision-making in innovation management (OPK-1) Features of decision-making technology for innovative activities.
Topic 6. Social and psychological aspects of innovation activities External and internal factors of rejection and inhibition of innovation in the organization.
Topic 7. Expertise of innovation processes. Business plan of an innovation project and its content Innovative project performance indicators. Organizational plan. Legal support for the project. Economic risk and insurance. Financing strategy. Financial plan. Conclusion.
Topic 8. Evaluation of the effectiveness of innovations and innovation activities. Investments in the innovation process Market entry of technologies as a result of innovation. Cost effectiveness of innovation activities. Methods for selecting innovative projects. Investment portfolio formation. Project performance indicators.
Topic 9. Risk Management in Innovation Processes. Factors Affecting the Success of Innovation in an Organization. Destabilizing Factors Risk management strategy in an organization. The technical, production, organizational, socio-psychological, and other interacting factors that destabilize the innovation process within an organization.
Topic 10. Markets in the Sphere of Innovative Entrepreneurship State support for innovative activities

7.3.1. Sample questions for independent preparation for the test/exam
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for the test/exam
Appendix 2

7.3.3. List of coursework
Not provided for in the curriculum.

7.4. Student's electronic portfolio
Materials are not posted.

7.5. Methodological recommendations for completing the test
Not provided for in the curriculum.

7.6 Methodological recommendations for completing coursework
Not provided for in the curriculum.

8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By statement student

IN purposes availability development programs For persons With limited opportunities health at necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
- electronic educational resources By discipline V forms, adapted To restrictions their health;
- studying disciplines By individual educational plan (outside dependencies from forms training);
- electronic education And remote educational technologies, which provide for possibilities reception and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems, compound which defined RPD.

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

Website libraries USUE
http :// lib . usue . ru /

Main literature:

2. Spiridonova E. A. Innovation Management [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2022. - 298 – Access mode: https :// urait . ru / bcode /494062

3. Polyakov N. A., Motovilov O. V., Lukashov N. V. Management of innovative projects [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2022. - 330 – Access mode: https : // urait . ru / bcode /489513

Further reading:

2. Mironov D. S., Dubrovsky V. Zh., Shaibakova L. F. Innovative networks: development barriers and challenges of new industrialization: monograph. - Kazan: Buk, 2021. - 321

10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE

List of licensed software:

Microsoft Windows 10 .Agreement No. 52/223-PO/2020 from April 13, 2020, Act No. Tr 000523459 from October 14, 2020. Term actions licenses -Without restrictions term.

Astra Linux Common Edition . Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk 000343 from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17, 2018. Term actions licenses - without restrictions term.

Microsoft Office 2016. Agreement No. 52/223-PO/2020 from April 13, 2020, Act No. Tr 000523459 from October 14, 2020 Term actions licenses -Without restrictions term.

MyOffice standard. Agreement No. SK-281 from 7 June 2017. Date conclusions - 07.06.2017. Term actions licenses - without restrictions term.

List of information reference systems, resources of the information and telecommunications network "Internet":

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

11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS EDUCATIONAL PROCESS BY DISCIPLINE

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

Appendix 1
to the work program

7.3.1. Sample questions for independent preparation for the test/exam

1. Innovative mechanism of social development. Macromodels of innovation processes.
2. Basic concepts of the theory of innovation : innovation, novelty, invention, product life cycle, technology life cycle.
3. Features of organizing innovation processes. Stages of the innovation life cycle. Commercialization of innovation.
4. Classifications of innovations, innovation processes, innovations and their use in innovation management.
5. Designing innovative transformations.
6. Strategic analysis: concept, structure, tools.
7. Innovative strategies in the system of enterprise (firm) development strategies: concept, types, features.
8. Innovations in Basic Growth Strategies. Types of Innovation Reflected in the Ansoff Matrix .
9. Innovative strategies for intensive growth: types, specifics, conditions of implementation.
10. Innovative strategies for integrated growth: vertical integration, horizontal integration. The specifics and potential of innovation.
11. Innovative strategies for diversified growth: centered, horizontal, and conglomerate diversification. Specifics and opportunities of innovation.
12. Innovative strategies for reduction: types and prospects for choosing a firm's strategic position.
13. Types of innovative firm behavior. A classifier of competitive behavior types and its use in decision-making regarding strategic selection.
14. Methods for identifying enterprises by type of strategic competitive innovative behavior. Assessment parameters.
15. Sequence of selection and implementation of innovative strategies.
16. Innovative goals of the organization: concept, formulation, construction of the goal tree.
17. Indicators of innovative competitiveness of an organization: cost, time, renewal , structural.
18. Innovative potential of an organization: concept, structure, approaches to assessment and measurement.
19. Innovative climate: concept, structure of the organization's external environment, analysis, assessment.
20. An organization's innovative position. Using the SWOT analysis method to diagnose its innovative position.
21. Project management of innovations: transition to project thinking, leadership, team.
22. Project as a tool for managing the implementation of innovation strategy. Developing a plan for the organization's transition to a new technology (product). Specifics of organizing an innovation project.
23. Personnel management of an innovative project: team building, work organization, effective team.
24. Selecting an organizational structure for managing an innovation project. Distribution of responsibilities. Regulatory framework and its role in personnel management.
25. Organization of work of the manager of an innovation project: decision-making, delegation of authority, planning of personal work.

Appendix 2
to the work program

7.3.2. Practical assignments for independent preparation for the exam

№№	Task content	Competence
	Open-ended tasks	
1.	The company is actively developing new technology and is implementing timely modernization and technical retooling of its production facilities. Indicate the strategy that is appropriate for the company in this case.	OPK-4
2.	What strategy is appropriate for an enterprise to choose if its development is reactionary in nature – a response to changes in the external environment, in particular to innovations of competitors?	OPK-4
3.	Provide a complete list of the basic elements of innovation project management.	OPK-4
4.	Identify the main trends in modern management of innovative projects.	OPK-4
5.	You're applying for the position of Innovation Manager. Please describe the qualities you need.	OPK-4
6.	You are implementing an innovative project. Please indicate what the internal analysis will focus on.	OPK-2
7.	Specify what the market capacity analysis will be aimed at when implementing an innovative project.	OPK-2
8.	To make a final decision on the feasibility of releasing a new product, the organization's management conducts its testing. What are the main issues that the organization must address ?	OPK-2
9.	One source of new ideas is the mismatch between customer values and the manufacturer's perceptions of them. Give an example .	OPK-2
10.	The profitability index of the innovative project is 1.8. Determine the feasibility/infeasibility of its implementation.	OPK-2
11.	You are the head of a large company implementing numerous innovative projects. Which organizational management structure is preferable for your company and why?	OPK-1
12.	You have the following data: the value of newly introduced production assets; the average annual value of production assets for primary production purposes, general production purposes, and general business purposes. Please indicate the innovation activity coefficient calculated based on the above indicators.	OPK-1
13.	As the head of a large company, you've successfully completed functional testing of a new product. Will you conduct market testing? If so, what is the purpose?	OPK-1
14.	The initial phase of new product development is characterized by increased costs. Identify possible key	OPK-1

№№	Task content	Competence
	factors explaining this.	
15.	Indicate how the following combination of innovation intensity and scale parameters will influence the organizational management structure : new product, new technology, new market.	OPK-1
16.	You are engaged in scientific research (R&D), which has resulted in the following: expanding knowledge for a deeper understanding of the subject under study, developing forecasts for the development of science and technology, and discovering ways to apply new phenomena and patterns. Please indicate the type of R&D.	UK-2
17.	You are engaged in experimental design work (RDW). Specify the RWW stage whose main tasks and scope of work are: drafting the technical specifications (TS) by the customer, developing the draft TS by the contractor, establishing a list of contractors and coordinating specific TS with them, and coordinating and approving the TS.	UK-2
18.	An R&D portfolio may contain a variety of projects. Please indicate the factors that influence the number of projects included in the portfolio.	UK-2
19.	Highlight the potential risks that arise during the research and development stage.	UK-2
20.	Which projects are appropriate to include in the R&D portfolio and why?	UK-2
21.	A situation has arisen: there are no close equivalents to a new product on the market. Do you think it would be appropriate to increase the price of this product, and why?	UK-1
22.	What actions should be taken when the growth of an innovative product's production slows down?	UK-1
23.	Identify the reasons for the decline in sales of the innovative product. What measures need to be taken to normalize the situation.	UK-1
24.	You need to implement innovations, but there is resistance from staff within the organization. What are your actions?	UK-1
25.	Specify the factors hindering the innovative activity of Russian enterprises and measures to eliminate them.	UK-1
Closed-ended tasks		
1.	Technological leadership in the production of high-tech products means: a) an indicator of high potential of scientific knowledge; b) increasing the competitiveness of the product; c) improving the state of the country's economy; d) all answer options are correct	OPK-4
2.	Are you the leader of an organization with strong innovative potential, operating in an attractive innovation climate?	OPK-4

№№	Task content	Competence
	Which innovation strategy will you choose? a) innovative leadership; b) limited growth; c) cutting off the excess; d) copying other people's developments	
3.	You are faced with the task of dramatically increasing the innovative potential of the organization: Which strategy will you choose: a) extensive development; b) diversification; c) integration development; d) intensive development	OPK-4
4.	Please indicate the type of strategy inherent to your company, which involves partial, non-fundamental changes that allow for the improvement of previously developed products, technological processes, and markets within the framework of the organization's already established structures and operating trends: a) adaptation strategy; b) offensive strategy; c) leader's strategy; d) diversification strategy	OPK-4
5.	Please indicate the characteristics of a project manager: a) the ability to see the future of the team, unite and inspire followers to develop and achieve strategic goals, and charge them with emotional positive energy to achieve project results; b) extensive work experience, competence, erudition; c) developed intuition, initiative, goodwill ; d) extensive work experience, competence, developed intuition, initiative, goodwill	OPK-4
6.	Identify the method of collecting information to identify risks: a) brainstorming; b) discounting; c) hedging; d) surveys	OPK-2
7.	Project breakdown structure is: a) a visual representation in the form of graphs and diagrams of the entire hierarchical structure of the project’s work; b) the structure of the organization and delegation of powers of the team implementing the project; c) a schedule of receipt and expenditure of resources necessary for the implementation of the project; d) there is no correct answer	OPK-2
8.	Complete the sentence: when assessing the effectiveness of innovative projects in conditions of uncertainty and risk…	OPK-2

№№	Task content	Competence
	a) it is necessary to discount cash receipts; b) there is no need to discount cash receipts; c) it is necessary to sum up the cash receipts; d) there is no correct answer	
9.	List two tools that help a project manager organize a team capable of working in accordance with the goals and objectives of the project - an organizational structure chart and…. a) consolidated schedule; b) responsibility matrix; c) job description; d) professional standard	OPK-2
10.	What is the name of a new , unconventional idea about a concept that has arisen for something new, which requires the attention of participants in the innovation process to organize work across all stages and phases of the innovation cycle? a) preliminary design; b) preliminary design; c) business plan; d) innovative idea	OPK-2
11.	Specify what will serve as an integral economic indicator of a new product when compared with an analogue: a) consumption price; b) costs; c) cost price of production; d) product availability	OPK-1
12.	Which group of factors taken into account in the process of innovation development include the following: volume of manufactured products, batch size of products, manufacturing time, duration of product release, requirements for source materials: a) technical; b) production; c) organizational; d) socio-psychological.	OPK-1
13.	Analyze the company's ability to introduce new products. Fixed costs for the production of new products and products manufactured using new technologies amounted to 8.808 million rubles, while variable costs amounted to 5.704 million rubles. The planned profit is 15% of the cost price. Total revenue from sales of all products is 30.3 million rubles. Select the correct answer: a) new product introduction coefficient = 16.6888. Conclusion: the company introduces new products; b) new product introduction coefficient = 14.512. Conclusion: introduction of new products at the enterprise is not advisable; c) new product introduction coefficient = 0.551.	OPK-1

№№	Task content	Competence
	Conclusion: the company does not master new technology and does not introduce improved products and services; d) new product introduction coefficient = 0.551. Conclusion: the enterprise, in parallel with the development of new technology, effectively introduces improved products and services.	
14.	Indicate the stage of development of a young company when it may need venture capital. This stage presents the highest risk, but offers the chance of receiving a fairly high return in case of success: a) early stage financing (the creation stage when capital is needed to lay the foundation for the company's development); b) financing the second stage (the stage of development at which the transition from the creation of product samples to the establishment of the process of normal production and sales activities takes place); c) third stage financing (the stage of consolidation of success, followed by the issuance of the company's shares into free circulation on the stock exchange, and finances are needed to improve production indicators); d) there is no correct answer	OPK-1
15.	What question should a manager answer when evaluating an innovation project in terms of the "advantage" factor? a) is it worth implementing this project; b) is it worth implementing this project now; c) is it worthwhile to implement this project, taking into account market changes in the foreseeable future; d) there is no correct answer	OPK-1
16	Your actions during the slowdown stage of production growth of an innovative project: a) apply new knowledge to achieve practical goals and solve specific problems, including those of commercial significance; b) strengthen the commercial focus of the project; c) search for new markets, development of improved product modifications, improvement of the technological process; d) production design	UK-2
17	You 've transitioned from a core technology to a new one, resulting in a technological gap that necessitates a significant reorganization of the company. What role can modifying and improving innovations play in this case ? a) conservative, inhibitory role; b) developmental focus; c) breakthrough of the organization; d) there is no correct answer	UK-2

№№	Task content	Competence
18	You are conducting applied scientific research. Your actions: a) verification of the technical feasibility of the idea, analysis of the scale of market needs, and the potential capabilities of the enterprise to develop and produce a new product; b) study of the commercial focus of the project; c) preliminary technical design; d) all answer options are correct	UK-2
19	You conduct fundamental research. What are your goals? a) apply new knowledge to achieve practical goals and solve specific problems, including those of commercial significance; b) to discover new connections between phenomena, to understand the patterns of development of nature and society in relation to their specific use ; c) study the commercial focus of the project; d) identify the strengths and weaknesses of the project	UK-2
20	What results do you expect to obtain when conducting applied research work: a) solving specific scientific problems to create new products; b) obtaining recommendations, instructions, calculation and technical materials, methods; c) determining the possibility of conducting experimental design work on the subject of scientific research work; d) all answer options are correct	UK-2
21	When implementing innovations, employees often resist change due to fear of adapting to new conditions. Your actions: a) provide assistance and support ; b) manipulation; c) suppress resistance by all means; d) carry out personnel training	UK-1
22	As you increase production, you need to minimize losses. Here's what you can do: a) increase the labor intensity of the product during the development process; b) reduce the labor intensity of the product during the development process; c) increase market capacity; d) study market supply and demand	UK-1
23	You need to implement innovation. However, you don't have all the information you need to plan the changes, and your organization's employees are highly resistant. Your actions: a) provide participation and involvement of employees; b) train employees;	UK-1

№№	Task content	Competence
	c) manipulation; d) suppress resistance	
24	You are at the stage of establishing a large innovative company and require significant capital to lay the foundation for its development. Please indicate your source of funding: a) issue of shares; b) issue of bonds; c) hedging; G) venture capital	UK-1
25	The organization has encountered a problem: employee creativity has declined. What you can do: a) increase wages b) conduct a survey of employees in order to compare motives and incentives c) conduct employee training d) another answer option	UK-1

Appendix 2

to the work program

7.3.2. Practical assignments for independent preparation for the exam

Task 1. Innovation experience of the company " Best" Buy »

Best Company Buy , an electronics retailer, has embarked on a radical experiment and adopted a results -only work system. Work Environment , ROWE . Its goal is to change the very concept of work and the workplace, and to eliminate the direct link between time spent in the office and performance evaluation. The ROWE system rejects most of the rules, restrictions, and criteria adopted by traditional workplaces, particularly those that determine the amount of time employees spend in the office.

From scratch.

Previously, when the HR manager of the Best company Buy Steve Hans (Steve Hance worked in a regular office at a regular company, often spending time in long, unproductive meetings dreaming of hunting or fishing trips. But in March 2010, he got a job at Best. Buy and began leading an active lifestyle. Now, when participating in teleconferences with colleagues or company clients, Steve Hans can make cell phone calls directly from a boat on the lakeshore or from a forest lodge after a few hours of wild duck hunting. "Nobody at Best Buy doesn't know where I am right now , he explains, but that doesn't matter."

Gone are the days when Steve Hans had to sit from morning until night within four walls, surrounded by papers and diagrams, which he carefully compiled only so that colleagues or bosses who happened to drop by could see his diligence. At Best He can freely manage his time and work where he feels comfortable—at his desk in the office or at a cafe table, at his own pace. "I used to adapt my life to my work ," he says, "but now I adapt my schedule to my lifestyle."

Under the ROWE system , employees decide how, when, and where they work. Full-time employees are only required to dedicate a certain amount of time to their professional duties.

Personal attendance at meetings is generally not required. Management no longer looks askance at anyone who lingers after lunch or takes time off to pick up a child from school. The only criterion for employee evaluation is meeting productivity standards. "In a typical corporate environment, you're expected to be at your desk at all times, as this demonstrates how responsible and efficient you are ," says Steve Hans . "When you enter the office, the first thing you have to do is make sure your management sees you. As a result, for many employees, this, not the result, becomes the real goal of their work. Such absurd traditions don't exist in the ROWE system . Only the result matters."

Best Company Buy began its gradual transition to ROWE in 2002, and since then, approximately 2,400 employees, or 60% of the company's 4,000-strong headquarters staff, have adopted the new operating principles, department by department, according to Cali Ressler . Ressler) and Jody Thomson (Jody Thompson), former employees of Best Buy , and now the heads of CultureRx , a Minneapolis-based consulting firm that implements ROWE in other organizations. Undoubtedly, for company managers, it's far more important whether the concept brings financial benefits. CultureRx experts calculated that the cost of replacing each employee is approximately $102,000, and that departments implementing the ROWE system reduce the number of voluntary departures by an average of 3.2%. Thus, when Best Buy will transition its entire headquarters staff of 4,000 employees to the new work concept, saving approximately $13 million annually on recruitment costs. Furthermore, the productivity of employees who have adopted the ROWE system increases by an average of 35%.

"Basically, we're trying to change people's mindsets, to get rid of the 1950s prejudices that are no longer needed in today's technologically advanced world ," explains Jody Thomson. "We want people to stop thinking of work as a place to be from 8 a.m. to 5 p.m. and start thinking of it as a task to be accomplished."

Flexibility and responsibility.

Many companies are experimenting with unconventional ways of organizing work these days. For example, 43% of American employees can choose their start and end times based on mandatory minimum hours, according to a study conducted by the New York-based Families and Work Institute . and Work Institute). Compared with 1992 data, this figure increased by 29%.

In addition, 9% of employees perform some of their functions from home rather than in the office. 79% of respondents indicated that they would like a more flexible work schedule if it did not affect their career opportunities. However, as Ellen Galinsky, president of the institute , states (Galinsky), in the Best company Buy agile approach is implemented to a much greater extent than in any other organization.

"Most companies tend to adhere to traditional ways of organizing work time and only try to make it a little more flexible," she explains. "For example, employers allow staff to come into the office later or perform some tasks off-site, but they still monitor their whereabouts. However, the ROWE concept pays no attention to this. Employees decide not only when and where to work, but also, for example, whether to attend meetings. The only evaluation criterion remains performance. This is precisely the flexibility of this method."

Al Van Arsdal (Al Van Arsdal , a management consultant and head of the professional community of specialists in the field of organizational development (Organizational Development Network) in Minnesota, believes ROWE requires a radical overhaul of the corporate culture.

“Typically, change is driven from the top down ,” he says. “But at Best At Buy, everything happens the other way around. Department after department, employees, on their own initiative, discard old rules and change them as they see fit. They decide for themselves what they need to achieve their goals and act accordingly." The ROWE concept was conceived in 2001, after Best managers Buy conducted a survey of the company's headquarters employees and received alarming results. "Employees typically said they didn't feel trusted by management and felt like someone was always watching over them," recalls Kali Ressler . " They couldn't find a way to balance work and personal interests, and they didn't see any real return on their efforts."

Trying to find a solution, Kali Ressler , then at Best Having acquired the position of Work-Life Balance Manager, she began experimenting with various flexible work arrangements for one of the employee groups – the 320-person retail sales division. She was soon joined by Jody Thomson, who later became a reorganization consultant.

Initially, they considered the possibility of introducing flexible hours and remote work, which were already in use at that time in some companies, but later decided that such measures would only be a temporary solution and would not fundamentally improve the situation at Best. Buy . "Flexible working often doesn't live up to expectations ," explains Jody Thomson. "It's typically offered only to certain categories of employees, and it's not always possible to overcome certain personal preferences." Furthermore, there's a risk that colleagues and management, who formally provide such an opportunity, will internally perceive the employee as less than loyal to the company. "If you don't show up at the office with everyone else at 8 a.m., it can change the way your coworkers view you, even if it's counterintuitive. Ultimately, you might start to think you're not getting anything out of this 'perk' and that there's not much difference between working from 8 a.m. to 5 p.m. on Monday and 10 a.m. to 7 p.m. on Tuesday." Equally important, such programs don't always change the way department heads and managers evaluate employee performance. They continue to measure it based on how busy employees appear and how many meetings they hold to create the appearance of work. Kali Ressler and Jody Thomson saw the only solution to this problem in abandoning the old structure of thinking.

“Instead of providing flexible work schedules to individual employees, we proposed extending this practice to the entire department,” recalls Kali. “Today, managers at Best Buy can't accuse anyone of not strictly adhering to a schedule, and no one needs to ask permission to leave the office. If you prefer to give a PowerPoint presentation in a cafe, you can do so. If you feel like taking a stroll in the park on a nice day, no one will monitor your whereabouts. Employees can do whatever they want, as long as they get their work done."

Results, not appearances.

The transition from a traditional office culture to the ROWE system is not always painless,

explains Jeff Johnson (Jeff Johnson , Chief Human Resources Officer at Best Buy . "In any organization, there are different types of leaders—those who quickly adapt to new environments and are always ready to experiment, and those who feel more comfortable when nothing changes around them," he says.

In any case, implementing ROWE requires that the managers of employees being transferred to the new work organization scheme share the new idea. This is precisely why Best Buy is not trying to reorganize the entire company, but rather allows individual departments and even groups of employees within departments to gradually adapt to the new concept.

The transition to the ROWE system takes approximately six months. The first step is training managers, introducing them to a new way of thinking about work. "You can spend a huge amount of money to provide employees with laptops and cell phones ," explains Kali Ressler , "but if you're a manager and adhere to traditional notions of work discipline, according to which career advancement depends on time spent in the office, none of your subordinates will risk behaving in a new way." Trainers also conduct behavioral audits of departments to determine how they work in a normal environment and subsequently evaluate the results of the transition to ROWE .

The second stage is staff training. Employees participate in a series of workshops and role-playing exercises where they learn to avoid or mitigate the impact of negative statements that are judgmental, accusatory, and cause stress in the workplace. A typical example: "It's already 10 o'clock, and you just got here? I wish I were you." Such phrases are written down and ostentatiously thrown into the trash. Following these workshops, the specifics of remote work are discussed—the use of email, voicemail, and other technologies that allow for communication regardless of physical location. The group then begins practical exercises over a period of six weeks. "It's during this time that people's perceptions change," explains Kali Ressler . "For example, one assignment is to work from home for an entire day without telling anyone where you are. This way, employees get used to the idea that the new regimen won't tarnish their management's opinion of them. During this exercise, for example, managers learn to trust their subordinates." Freed from unnecessary rules and obligations, rank-and-file employees and managers are finding ways to work more efficiently. For example, one team responsible for fulfilling online orders decided to split the work with colleagues from the Shanghai branch to ensure processing continues around the clock. As a result, customers began receiving their orders much faster.

"You start to critically evaluate your usual procedures and think: 'Is this really helping me achieve good results?' Soon, you'll eliminate many unnecessary tasks that previously took up a significant portion of your workday, and you'll be able to accomplish much more," explains Kali

Ressler .

Best Company Buy is pleased with the results of its ROWE implementation and plans to export it to other companies, as well as developing a separate version for retail stores. However, many skeptics believe the concept won't work beyond the relatively homogeneous workforce at the company's headquarters. However, Steve Hans recalls that many, including himself, were unsure of ROWE's success even at the organization's headquarters. "The ability to extend lunch breaks or leave work at any time seemed utopian, and some doubted its feasibility," he recalls. "It turned out that it was not only feasible, but also highly effective."

Questions:

1. What type of innovation did Best use? Buy ?
2. Evaluate the effectiveness of the ROWE innovation project .
3. Is diffusion of this innovation possible?
4. What stages of the life cycle did the innovation go through? Describe each stage.
5. Use this example to illustrate the relationship between innovation and strategic management.
6. What is the impact of the Best company Could Buy Innovation Have an Impact on Corporate Culture?
7. Consider what changes in the cultural, social, economic and demographic environment could have become the prerequisite for the emergence of the ROWE idea ?
8. Based on the available information, conduct a SWOT analysis to determine the prospects for implementing Best 's innovation. Buy from a Russian company you know.

Task 2. Development of products and technologies.

The paper clip, a simple device for temporarily joining multiple sheets of paper, first appeared in the 19th century. Nowadays , staplers and spring clips are used for this purpose, and the paper clip itself has evolved into several variants (larger paper clips or ones made of plastic). Transparent bags called multifors (files) are widely used, allowing you to place multiple sheets of paper without fastening them together.

Evaluate the advantages and disadvantages of the paper binding devices you know and fill in the table.

Evaluation of different types of devices for temporary joining of sheets of paper:

Types of devices	Advantages	Flaws

A regular paper clip		
Large paper clip		
A paper clip made of plastic		
Stapler		
Spring clamp		
Multifora (file)		
…		

Based on the analysis, make a prediction: is there any reason for the paper clip's life cycle to be approaching its end?

Task 3. Development management.

Describe the measures taken to improve a company or organization you know. Or, if the company is in crisis, consider what steps need to be taken to ensure positive change.

Fill in the table:

Areas of activity at the enterprise	Changes at the enterprise	Results of changes (actual or expected)
Enterprise business: product (product range, brand, pricing, promotion, etc.); industry affiliation (enterprise profile).		
Technological basis: the technology used, equipment, main production methods, materials, energy consumption, etc.		
Financial sphere: capital structure and sources of financing, financial planning, shareholding and investment portfolio management, etc.		
Enterprise management system: organizational structure of the enterprise, management styles, communications, motivation and incentive system, etc.		
Organizational form of the enterprise: form of ownership, legal status of divisions and branches, forms of enterprise reorganization (merger, liquidation and reconstruction), etc.		
Personnel policy: recruitment of specialists, staff rotation, professional training, creativity incentive system		
…		

Task 4. Contents of innovation management.

Propose an innovation to improve the educational process at a higher education institution. This could be computer technology, a new class schedule, the organization of practical classes, the creation of a database, etc. Justify the feasibility of implementing the innovation.

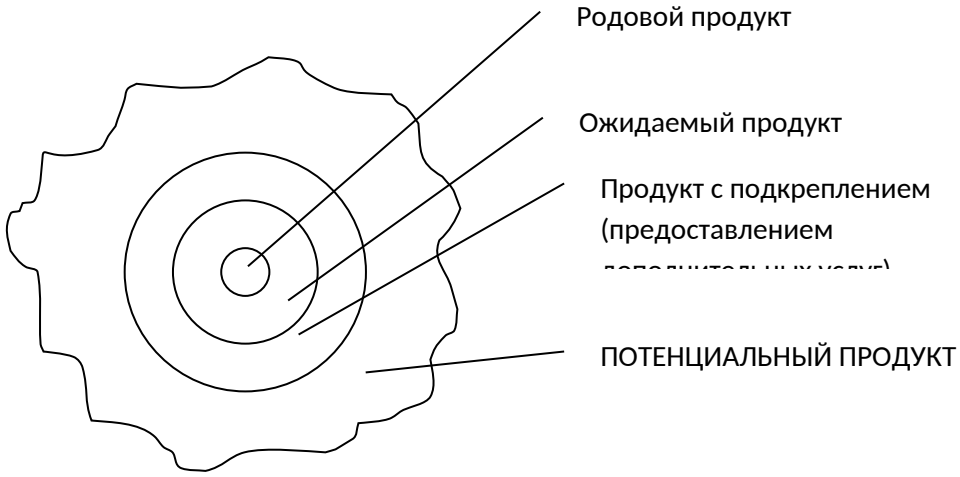
Please provide your justification in the table:

The main provisions of the innovation	Content
Name of the innovation	
The goal to be achieved	
Summary of the proposal	
Consumer (for whom it is intended)	
What is the novelty of the proposal?	
The alleged perpetrator	
Project implementation procedure	
What resources are needed for implementation?	
Estimated effectiveness of the proposal (qualitative or quantitative)	

Task 5. Life cycle.

Analyze the life cycle of a company's product or service. Compare it with the life cycle of the technology used to produce this product. Assess the steps needed to improve the product and technology. Develop a Levitt model for this product .

T. Levitt introduced the concept of an integral product, or a dynamic product model, into scientific circulation.



The characteristics of product types are presented in the table. This model can help clarify much of what goes on in the consumer's mind and what ultimately determines their decision.

Characteristics of product types according to T. Levitt's model :

Product type	Product Feature	Example

Generic product	This is a basic, qualitatively defined product, an elementary set of qualitative characteristics that makes a product or service a means of satisfying a specific need.	Traditional tour of the collection of exhibits.
Expected product	Includes the generic product at a minimum plus everything that the consumer expects from the product. The situational factor plays a role in the characteristics of the expected product.	Excursion program + sale of souvenirs and items related to the exhibition.
Product with reinforcement	Offering the client something beyond what is expected, beyond what has become habitual, striking his imagination with some kind of innovation.	A museum exhibit recreates the natural setting of the past. Wax figures of villagers are seen going about their daily business. Exhibits that were previously isolated in the museum are now part of a larger exhibition depicting everyday life.
Potential product	A wealth of additional "lures" and diversification of product "reinforcements" can change the core of the generic product beyond recognition.	The museum exhibition's authenticity is enhanced by the "voice of the villagers, sounds, and smells of everyday life." Archaeological excavations are shown, along with material objects as they were discovered, and restoration work. Some exhibits are compared with modern ones (beetles, grains, plants, etc.). Visitors are given cards, which, after filling out, provide information about the archaeological excavations and publications on the museum's topics.

Task 6. Innovative management and strategic management.

What strategy is preferable for the Tour-Extreme company?

The company "Tour-Extreme" was founded in 2002 in Cherepovets. Its first office was located in the building of the "Oruzhie" store, which perfectly suited the company's positioning as a travel agency specializing in extreme and active recreation. Among the company's offerings were fishing trips in Kenya and military -style vacations in Russia , complete with armored personnel carrier rides, obstacle courses, and field kitchens. However, after a few months, it became clear that the extreme sports destination was too expensive for Cherepovets tourists and would not be profitable.

There were five requests for hunting trips in Africa, but the clients wanted to keep the price under $1,000 per person, even though such a trip typically costs $2,200-$2,500. People often ask if the company organizes two- or three-day hikes or rafting trips. "Tour-Extreme" offers such vacations in Karelia, but when it quotes a price of 5,000 rubles, clients find it expensive. They want a one- or two-day trip and no more than 1,000-1,500 rubles. They're asking for active tours to Crimea (hiking plus a few days of relaxation), but they want to keep it under 6,000 rubles. Similar programs cost 9,500 rubles. And there are many similar requests.

Gradually, the company began to "disengage" from extreme travel and offer more standard tours: Turkey, Egypt, Cyprus, and the United Arab Emirates. A second Tour-Extreme office, opened in Yaroslavl, also began to focus on this. However, in Cherepovets, there are

approximately 30-40 travel agencies for a population of 300,000, while in Yaroslavl, for a population of 700,000 , there are over a hundred. And most of them sell similar destinations and tour types, which is understandable: the same tour operators often create very similar tours and sell them to all travel agencies .

Meanwhile, the company's name was becoming less and less consistent with the original concept. What extreme could it possibly be when a significant portion of the tours were standard "beach" options? This was confusing for some potential clients: few thought to ask "Tour-Extreme" for a trip to Antalya.

The company has been offering another fairly traditional service—Golden Ring tours—since 2004. The introduction of this service led to even more confusion about the name. Clients, instead of learning more about the company, went straight to competitors. Especially since the market is overflowing with options. Moreover, almost all travel agencies are located in the same area of the city, and often several are located in the same building. Before making a final choice, clients will naturally visit them all.
In their search, they might not even consider an "extreme" company. But the company admits that they can't always offer extreme sports at a price clients are willing to pay. For example, the company offers parachute jumping, but groups are usually limited to no more than five people. The jumps themselves are quite cheap—starting at 200 rubles per jump—but they need transportation and food. Ultimately, the lion's share of the cost is allocated to transfers and other expenses, and no one is willing to pay more than 1,000 rubles for such a tour. But when a group has three to five people, it's an individual tour, not a group tour. And even 1,500 rubles is simply too much. In 80% of cases, such prices simply scare off visitors from Yaroslavl and Cherepovets.

The company currently operates on a "do as you're asked" basis. Each of its two offices signs approximately four to five contracts per week. Family and corporate country vacations account for 25-30% of orders, generating approximately 60% of total revenue. A popular weekend getaway costs an average of 1,000-1,500 rubles per person. Previously, negotiating with resorts and boarding houses was difficult: the company was just starting out in this market, requiring a steady flow of tourists. Now, contracts have been signed with suburban tourist centers and cottage owners. In addition to the resort itself, Tour-Extreme offers additional services: it can arrange horseback riding, hosts children's parties and weddings, and organizes games (such as a ropes course, Zarnitsa, "Last Hero," and games like paintball).

As for other destinations, approximately 35-40% of requests are for vacations abroad, another 30-35% are for vacations and tourism in Russia and neighboring countries (of which only about 40% are extreme sports, the company's core business). Up to 20% of the company's revenue

comes from one-day weekend bus tours (in spring and fall), and another 10-15% comes from vacations in Russia and neighboring countries. Extreme sports themselves account for only 2-8% of profits.

The company is currently seeing strong demand for vacations in southern Russia, so there's an opportunity to expand into this area. On the other hand, there's a risk of becoming completely lost in niches and services. Tour-Extreme doesn't want to be just one of 150 similar companies with identical offerings.

The company's assessment of the market situation.

The Russian tourism market, according to the World Travel & Tourism Council (WTTC), is worth $11.3 billion, with the lion's share of demand coming from Moscow and St. Petersburg. Unlike the capital, where many can afford to splurge on vacations, income levels in Yaroslavl and Cherepovets are significantly lower. Vacation costs are always viewed as an expense item, where savings can and should be made. A trip abroad here typically costs between $450 and $500, and clients are primarily interested in last-minute discounted tours. But last-minute tours are those sold two or three days before departure to fill unsold seats, whereas clients come to Tour-Extreme in early June and inquire about last-minute deals for mid-July.

Currently, Tour-Extreme employs only a few managers and executives. Guides, translators, couriers, and other staff work on a freelance basis. However, cutting back on salaries and office costs isn't enough: competition is taking its toll.

At the same time, the travel agency market in the region is "quite friendly," with prices roughly equal, and no striking differences between the "market veterans" and average firms in terms of size or revenue. Besides the lack of clear leaders, the market is also characterized by high transparency: competitive intelligence is widely practiced, as all competitors are close at hand. In fact, this isn't even intelligence: travel agencies sometimes share information with each other, and in one way or another know everything about each other (who offers what services, at what prices, etc.). Clients sometimes come to each other and tell each other which travel agencies they've used, what options they were offered, and under what conditions.

However, the company lacks a comprehensive market analysis or development statistics. Its primary sources of data are customer calls and visits. However, the trend toward consolidation at Tour-Extreme could not go unnoticed. The first Yaroslavl network, comprising approximately 20 local companies, has already been established. Two more are in the process of being formed. This means that in the coming years, the market will structure itself, and through consolidation, competition will intensify, triggering a process of natural selection.

Questions:

1. What hinders the company’s development, and what would you call the “asset of a travel

agency”?

2. Does it make sense to develop an entertainment and adventure product in this market? How can the company generate demand for this product?

3. What strategy should a regional tourism company choose?

4. Should the company change its name? Explain your answer.

Task 7. Innovative strategy.

Conduct an analysis of the company's external (macro- and micro-environment) and internal environment and propose an innovation strategy for the organization to implement. Identify a set of activities to implement this strategy.

Task 8. Innovative organizations.

and Doctor of Economics B.Z. Milner believes: "One of the most recent manifestations of the qualitative restructuring of management as applied to the challenges of changing the scientific, technical, and information base of production, entrepreneurial innovation, and the system of interrelations in the market environment can be considered the emergence of a new function and mechanism for knowledge management."

Higher education institutions are organizations that disseminate knowledge (the educational process), process information contained in various sciences into new systematized knowledge (textbooks, teaching aids, lecture courses) and create new knowledge by carrying out scientific research work.

Propose a project to create an innovative organization at a higher education institution specializing in the business of creating and disseminating knowledge (without affecting the current educational process). Assess the feasibility of establishing such an organization, its profile, the products it creates, potential consumer groups, etc.

Fill in the table.

Characteristics of an innovative company:

Criteria	Content
The purpose of creating a company	
Company profile	
Products and services offered	
Consumer groups	
Legal form	
Product distribution channels	
Company values	

…	

Task 9. Expert assessment of the investment decision.

Oriental Company Dream is considering establishing its own production of esoteric products in Russia.

The company's experts evaluate investment plan options, each of which corresponds to different expert values for success factors. The maximum favorable factor value is 100.

Conduct an expert assessment by filling out the following table:

Factor	Weight	Project options			Integral assessment		
		A	*IN*	*WITH*	*A*	*IN*	*WITH*
Demand for the project's products	0.30	50	65	80			
Competitiveness of the project's products	0.25	70	80	90			
Stability of material prices	0.20	80	70	50			
Availability of alternative technical solutions	0.15	75	70	50			
Project complexity	0.10	80	70	10			
Total	1.00	-	-	-			

Questions:

1. Analyze the project options. How do they differ?

2. Which projects, in your opinion, should be further considered?

3. Will your decision change if the weights change to (0.4; 0.3; 0.2; 0.1; 0)? Is there any explanation for this?

Task 10. Forms of attracting investments.

A Moscow-based telecommunications company has decided to expand into the regions. To establish customer service in Russia's hinterland, the company needs approximately $4 million.

What funding options for the "Entering the Regions" project can you offer to the company's management? What are the advantages and disadvantages of the funding methods you propose?

Task 11. Project risk control.

The bank is considering financing a project to manufacture engines for mini-tractors at a local engineering plant using German technology (previously, they were imported). The project requires $556,000 in funding. Documents submitted to the bank indicate the project's potential and high profitability. The bank's management is inclined to approve financing of this project, subject to the development and implementation of a project management plan.

What measures can you propose to reduce project risks and control project implementation?

Task 12. Project marketing.

A group of companies is considering launching the production of a fluoride toothpaste for smokers with a whitening and restorative effect under the brand name " AntiKur ." The results of a survey of potential customers are presented in the table below.

Consumer category	Share of the city's age group, %	Of these, % smoke	Average monthly income per person, monetary units	Monthly spending on toothpaste, %
Men 20-35 years old	12	60	450	0.44
Men 36-50 years old	15	40	600	0.33
Women 20-35 years old	14	25	320	0.06
Women 36-50 years old	22	30	450	0.50

The population of the city under study is 1,300 thousand people.

Using the results of the marketing research, calculate the annual capacity of the toothpaste market in the city under study.

Task 13. Increasing sales.

The small company "Web-Provodnik" specializes in website development and search engine optimization. In addition to its core services, it provides hosting and website support for strategic clients. It also designs printed materials and advertising materials. Upon client request, it undertakes any website-related, internet-related , and revenue-generating work.

A 30% advance payment for websites allows for a cash reserve. However, there is a suspicion that the company is operating at a loss. Around 60-70% of the project cost is paid to freelancers , which is in line with market rates.

Sales are unstable, so there's no point in hiring full-time employees. The CTO is negotiating with remote freelancers , which takes up almost all of their time. There's a top-notch SEO specialist on staff who's been meaning to leave for a long time. This whole situation necessitates learning to work remotely. However, remote workers aren't held accountable for their obligations. While an in-house employee can be told what needs to be done on time, a freelancer can always say, "Okay, then I won't be working with you anymore."

A website can be created in-house in one week, provided the client has a clear understanding of their requirements. There's already a standard library of modules and a classification of orders: business card websites, online stores, community websites, etc. , which is constantly being expanded. The company's director specifically selects programmers who can write reusable code.

But the client doesn't always have a clear understanding of what content to post and where to get it. This takes up most of the negotiation time. Sometimes, if the client hasn't reached a consensus within a month, they lose interest in developing the website altogether. The sale falls through.

The company can currently build up to 20 websites per month and handle the same number of SEO projects. When design is heavily included in the website development cost, productivity drops. Sometimes, it drops due to the large amount of layout work. Sales only account for 15% of potential capacity. Therefore, salespeople don't stay long. A significant portion of the full-time staff also sees little prospects within the company.

Questions for analysis:

1. What should a manager do in the current situation?
2. What needs to be changed in the approach to increase sales?

Task 14. Personnel of organizations in innovative activities.

In service companies, it's important to foster a creative environment within the team that fosters new ideas, innovations, and their transformation into innovations. However, there are three categories of employees within the company:

- employees responsible for the timely adaptation of the organization to the external environment, i.e. changes,
- idea generators, creative individuals who study the development prospects of various fields of activity and constantly propose innovations;
- staff performing routine work and who resist change.

Create a list of activities that would be appropriate to implement at the company to enhance the creative activity of all employee categories. These activities can offer various incentives, such

as career advancement, opportunities to put ideas into practice, bonuses, exhibition visits, etc. These activities should be targeted at different employee groups.