MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
"MOSCOW POLYTECHNIC UNIVERSITY"
(MOSCOW POLYTECHNIC UNIVERSITY)

Faculty of Economics and Management

APPROVED BY
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« » 2021

OPERATIONAL PROGRAM OF THE DISCIPLINE
Products Portfolio Management
Direction of training/specialty
42.04.01 Advertising and public relations

Profile/specialization
Innovative Marketing in Advertising
Qualification
master

Forms of study
part-time

Moscow, 2021

Content

1. Goals, objectives and planned results of training in the discipline

The purpose of mastering the discipline "Products Portfolio Management" is to study the main issues of the theory of statistics, macroeconomic and microeconomic statistics, the formation of skills for statistical calculations and the use of statistical analysis methods to train an economist who meets the requirements of professional standards and the Federal State Educational Standard in the direction 38.03.01 "Economics".

The main tasks of studying the discipline:

mastering the most important concepts and provisions of the general theory of statistics in the field of collecting primary statistical information, summarizing and grouping the obtained primary data and their subsequent processing by statistical analysis methods;

mastering the methodology of collecting, processing and statistical analysis of data necessary to solve the economic tasks;

getting an idea of the areas of application and the formation of skills for using the studied techniques in the practical activities of an employee of the financial service of the organization.

☐ study of the most important indicators of social statistics and the methodology of their calculation.

Training in the discipline "Products Portfolio Management" is aimed at the formation of the following competencies among students:

Code and name of competencies	Indicators of competence achievement
PC-1. Able to organize work on creating and editing content	IPC-1.1 plans work on filling the site, IPC-1.2 prepares tasks for performers,

2. The place of discipline in the structure of the educational program

The discipline belongs to the mandatory part of block B1 "Disciplines (modules)".
The study of the discipline is based on the following disciplines, practical training:
- Cross-Cultural Analysis in Professional Activity

The main provisions of the discipline should be used in the future when studying the following disciplines (practices):

- ☐ Effectiveness of Advertising and Public Relations;

- ☐ Current Problems of Management in the Field of Advertising and Public Rela;

- ☐ Marketing research;

- ☐ Innovative Marketing

- ☐ Pre-graduate practice.

3. Structure and content of the discipline

The total labor intensity of the discipline is 4 credits (216 hours).

3.1 Types of educational work and labor intensity
3.1.1. part-time education

p/p	Type of educational work	Number of hours	Semesters	
			1	-
1.	Classroom classes	**32**	**32**	-
	including:			
1.1	Lectures	16	16	-
1.2	Seminars/practical classes	16	16	-
1.3	Laboratory classes	-	-	-

2.	Independent work	**76**	**76**	-
	including:			
2.1	Preparation for practical classes (study of lecture material)	30	30	-
2.2	Preparing for testing	23	23	-
2.3	Independent task solving	23	23	-
	Intermediate certification			
	test/ dif. test/ exam		**test**	-
	Total	**108**	**108**	-

3.2 Thematic plan for the study of the discipline
(according to the forms of training)

3.2.1. part-time education

p/p	3.2.1. part-time education	Labor intensity, hour					
			Classroom work				
		Total	Lectures	practical classes	Laboratory classes	Practical training	Independent work
1.	Topic 1. The essence, tasks and main provisions of project activity, analysis, evaluation and project management in infocommunications and information technologies	8	4	4	-	-	12
2.	Topic 2 The main areas of project management in infocommunications and information technologies	25	4	4	-	-	12
3.	Topic 3. Comparison of corporate project management standards in infocommunications and information technologies	25	4	4	-	-	12
4.	Topic 4. Organizational structure of project management. Organization of corporate project management in infocommunications and information technologies	25	2	2	-	-	12
5.	Topic 5. Flexible project management methodologies. Software Development Project Management	25	2	2	-	-	28
	Total	**108**	**16**	**16**	**-**	**-**	**76**

Topic 1. The essence, tasks and main provisions of project activity, analysis, evaluation and project management in infocommunications and information technologies

Modern standards of Products Portfolio Management management.
Organization of the internal corporate information space as
a communication space. Corporate publications, website and Intranet as channels of internal communication. Development of information activity of employees. Organization
of feedback in the system of Products Portfolio Management. Organization of collective discussion of current issues and company strategy

Topic 2. The main areas of project management in infocommunications and information technologies
Methods of building an attractive corporate for employees and the labor market
image. Formation of the internal business reputation of the company. Overcoming situations that threaten the internal corporate reputation. Formation of collective
ideas of employees about the mission and strategy of the company. Technology of information campaign for employees. Criteria for the effectiveness of corporate
events (events).

Topic 3. . Comparison of corporate project management standards in infocommunications and information technologies

The place of the corporate code in the system of corporate communications. Functions
of the Corporate Code. The history of the development of corporate ethics. Development of corporate values and rules of conduct. The procedure for the development and implementation of the Corporate Code.
Topic 4. Organizational structure of project management. Organization of corporate project management in infocommunications and information technologies

Emotional ties of an employee with the company. A complex of feelings and attitudes of corporate identity. Methods and stages of corporate identity formation. Typical
violations of corporate identity and how to overcome them.

Topic 5. Flexible project management methodologies. Software Development Project Management

Efficiency of interaction between the Board of Directors and the company's management. Correction of the areas
of responsibility of the board of Directors and management of the company. Effective and constructive holding of meetings and meetings as forms of communication.
Information support of meetings. Management of the change of power.

3.4. Topics of seminars/practical and laboratory classes

3.4.1 Seminars/practical classes

Topic 1. The system of Products Portfolio Management

Perform a theoretical study and prepare a report on the topic

Modern standards of Products Portfolio Management management.
Organization of the internal corporate information space as
a communication space. Corporate publications, website and Intranet as channels of internal
communication. Development of information activity of employees. Organization
of feedback in the system of Products Portfolio Management. Organization of collective
discussion of current issues and company strategy

Topic 2. Corporate brand attractive for employees

Perform a theoretical study and prepare a report on the topic

Methods of building an attractive corporate for employees and the labor market
image. Formation of the internal business reputation of the company. Overcoming situations
that threaten the internal corporate reputation. Formation of collective
ideas of employees about the mission and strategy of the company. Technology of
information campaign for employees. Criteria for the effectiveness of corporate
events (events).

Methods of building an attractive corporate image for employees and the labor market
. Formation of the internal business reputation of the company. Overcoming situations
that threaten the internal corporate reputation. Formation of collective
employees' perceptions of the company's mission and strategy. Technology of
information campaign for employees. Criteria for the effectiveness of corporate
events (events).

Topic 3. Formation of corporate culture

Perform a theoretical study and prepare a report on the topic

The place of the corporate code in the system of corporate communications. Functions
of the Corporate Code. The history of the development of corporate ethics. Development of corporate
values and rules of conduct. The procedure for the development and implementation of the Corporate
Code.
Topic 4. Fundamentals of corporate identity

Perform a theoretical study and prepare a report on the topic

Emotional ties of an employee with the company. A complex of feelings and attitudes of corporate identity. Methods and stages of corporate identity formation. Typical
violations of corporate identity and how to overcome them. Development and implementation
PR? corporate identity development campaigns.

Topic 5. Communication between the Board of Directors and the company's management

Perform a theoretical study and prepare a report on the topic
Efficiency of interaction between the Board of Directors and the company's management. Correction of the areas
of responsibility of the board of Directors and management of the company. Effective and
constructive holding of meetings and meetings as forms of communication.
Information support of meetings. Management of the change of power.

Topic 1. The system of Products Portfolio Management
discussion, sample questions:
Communication models: action, interaction, process. The main stages
of the communication process in the organization. Direct communication in communication.
Communicator: individual and institutional aspects of activity. Types, forms and
styles of the communicator. Communicative space.
Topic 2. Corporate brand attractive to employees
, business game , sample questions:
The communication policy of the organization and the main principles of its implementation.
Informational interaction with mass media, consumers, suppliers, competitors,
state regulatory bodies, local self-government, political
groups, committees, etc. Tools and activities in relations with the internal and external
public, target and key audiences.
Topic 3. Formation of corporate culture
business game, sample questions:
Communication between management levels and divisions of mi. Communication channels.
Informational, administrative, technical interaction of subjects
managerial activity. Various methods of communication influence:
methods of persuasion and suggestion, infection and imitation in communication, single-channel and
multi-channel, formal and informal communications. Features
of the communication management in the selection, admission, adaptation of personnel,
professional development, promotion, dismissal of employees. Work with personnel in
crisis situations, conflict resolution in work collectives.
Topic 4. Fundamentals of corporate identity
discussion, sample questions:
Self-motivation by realizing the goals of the organization, understanding their role in achieving
these goals, directing their efforts to fulfill their responsibilities. Self-knowledge and
self-development of personnel as a result of the external and internal communication strategy
of the organization.
Topic 5. Communication between the Board of Directors and the management of the company
discussion , sample questions: Improving professionalism in communication management.
Self -organization of communications based on a unified system of values as a result of formation,

study and optimization of the communicative structure. Development of a flexible communication strategy for each contact audience.

.3.4.2. Laboratory classes

Laboratory classes in the discipline are not provided for in the curriculum.

3.5. Topics of course projects (term papers)

The course project (term paper) on the discipline is not provided for in the curriculum.

4   Educational, methodological and informational support

4.1 Regulatory documents and GOST standards

Normative documents and GOST standards are not used in the study of the discipline.

4.2   Basic literature

Main literature 1. Emikh N.A.Cultural paradigm of modern education: Philosophical and anthropological foundations [Electronic resource] / Emikh N.A. - M. : Logos, 2020. -

2. Babynina T.F. Methodology and methodology of psychological and pedagogical research [Electronic resource]: seminar and laboratory classes on the course. Textbook for students of the Faculty of preschool education / Babynina T.F.— Electron. text data.— Naberezhnye Chelny: Naberezhnye Chelny Institute of Socio-Pedagogical Technologies and Resources, 2019.— 100 p.— Access mode: http://www.iprbookshop.ru/29881 .

3. Algazina N.V. Preparation and defense of the final qualifying work of the master (master's thesis) [Electronic resource]: educational and methodological manual/ Algazina N.V., Prudovskaya O.Yu.- Electron. text data.— Omsk: Omsk State Institute of Service, 2022.— 103 p.— Access mode: http://www.iprbookshop.ru/32790 .

4. Pedagogical theories and systems: studies. The manual/ author-compiled by E.N.Seliverstova, L.I. Bogomolova, E.Y. Rogacheva; under the general editorship of E.N. Seliverstova, - Vladimir: VlSU, 2021. (VlSU Library)

4.3 Additional literature

Fundamentals of scientific work and methodology of dissertation research [Electronic resource]: monograph/ G.I. Andrev [et al.].— Electron. text data.— M.: Finance and Statistics, 2012.— 296 p.— Access mode: http://www.iprbookshop.ru/12439

Galaktionova L.V. Educational and methodological foundations of the preparation of the final qualifying work [Electronic resource]: textbook for students/ Galaktionova L.V., Rusanov A.M., Vasilchenko A.V.— Electron. text data.— Orenburg: Orenburg State University, EBS DIA, 2014.— 98 p.— Access mode: http://www.iprbookshop.ru/33662 .

4.4 Electronic educational resources

1. Electronic educational resources in this discipline are in the process of development.

4.5 Licensed and freely distributed software

1. Microsoft Office suite programs (Word, Excel, PowerPoint)

4.6 Modern professional databases and information reference systems

1. SPS "ConsultantPlus: Non-commercial Internet version". - URL: http://www.consultant.ru/online / (accessed: 02/16/2021). – Access mode: free.

5 Material and technical support

1. Lecture hall.
2. An audience for practical classes.
3. Computer class with Internet access.
4. An audience for group and individual consultations, ongoing monitoring and interim certification.
5. An audience for independent work.
6. Library, reading room.

6 Methodological recommendations
6.1 Methodological recommendations for the teacher on the organization of training

Methodological recommendations for the teacher on the organization of training
This section of this work program is intended for novice teachers and practitioners who do not have teaching experience.
The discipline Products Portfolio Management forms the competence of the students of the CC-1. In the conditions of designing educational systems based on the principles of the competence approach, there has been a conceptual change in the role of the teacher, who, along with the traditional role of the knowledge carrier, performs the function of the organizer of the student's research work, consultant in the procedures for selecting, processing and interpreting information necessary for practical action and further development, which must necessarily be taken into account when conducting lectures and practical classes in the discipline " Products Portfolio Management "
The teaching of theoretical (lecture) material on the discipline " Products Portfolio Management " is carried out on the basis of interdisciplinary integration and clear interdisciplinary connections within the framework of the educational program and curriculum.
The detailed content of individual topics of the discipline " Products Portfolio Management " is considered in paragraph 3.3 of the work program.
Approximate variants of tasks and test tasks for the current control and a list of questions for the exam in the discipline are presented as part of the FOS for the discipline in paragraph 7 of this work program.
The list of basic and additional literature, databases and information reference systems required in the course of teaching the discipline " Products Portfolio Management " is given in paragraph 4 of this work program.

6.2 Methodological guidelines for students on the development of the discipline

Obtaining in-depth knowledge of the discipline is achieved through the active independent work of students. It is advisable to use the allocated hours to get acquainted with the educational and scientific literature on the problems of the discipline, the analysis of scientific concepts.

Within the framework of the discipline, various forms of monitoring the level of achievement by students of the declared indicators of competence development are provided.

Forms of current control – the activity of work in practical classes, testing.

The form of intermediate control in the discipline is an exam, during which the level of achievement of the declared indicators of competence development by students is assessed.

Methodological guidelines for the development of the discipline.

Lectures are conducted in accordance with the content of this work program and are a presentation of the theoretical foundations of the discipline.

Attending lectures is mandatory.

Taking notes of the lecture material is allowed both in writing and by computer.

Regular repetition of lecture notes for each section in preparation for the current forms of certification in the discipline is one of the most important types of independent work of the student during the semester, necessary for high-quality preparation for intermediate certification in the discipline.

Conducting practical classes in the discipline "Products Portfolio Management" is carried out in the following forms:

– a survey based on materials reviewed at lectures and studied independently according to the recommended literature;

– analysis and discussion of issues on topics, problem solving.

Attendance of practical classes and active participation in them is mandatory.

Preparation for practical classes necessarily includes the study of lecture notes and recommended literature for an adequate understanding of the conditions and method of performing tasks planned by the teacher for a specific practical lesson.

Methodological guidelines for performing various forms of extracurricular independent work

The study of the main and additional literature on the discipline is carried out on a regular basis in the context of each topic to prepare for the intermediate certification in the discipline "Products Portfolio Management". The list of the main and additional literature on the discipline is given in paragraph 4 of this work program.

Methodological guidelines for preparation for intermediate certification

Intermediate certification in the discipline "Products Portfolio Management" takes place in the form of an exam. An approximate list of questions for the exam in the discipline "Products Portfolio Management" and the criteria for evaluating the student's response for the purpose of evaluating the achievement of the stated indicators of competence formation are given as part of the FOS for the discipline in paragraph 7 of this work program.

The student is allowed to intermediate certification in the discipline, regardless of the results of the current progress control.

7   Evaluation Funds Fund

7.1 Methods of monitoring and evaluating learning outcomes

Code and name of competencies	Indicators of competence achievement
PC-1. Able to organize work on creating and editing content	IPC-1.1 plans work on filling the site, IPC-1.2 prepares tasks for performers,

7.2 Шкала и критерии оценивания результатов обучения

7.2.1. Criteria for evaluating the answer to the exam
(formation of competence of the PC-1 , indicators of the IPC-1.1 IPC1.2)

"5" (excellent): the student demonstrates excellent theoretical knowledge, practical skills, knows the terms, makes reasoned conclusions and generalizations, gives examples, shows fluency in monologue speech and the ability to quickly respond to clarifying questions.

"4" (good): the student demonstrates good theoretical knowledge, practical skills, knows the terms, makes reasoned conclusions and generalizations, gives examples, shows fluency in monologue speech, but at the same time makes insignificant mistakes that he quickly corrects independently or with minor correction by the teacher.

"3" (satisfactory): the student demonstrates satisfactory theoretical knowledge, shows poorly formed skills in analyzing phenomena and processes, insufficient ability to draw reasoned conclusions and give examples, shows insufficient fluency in monologue speech, terms, logic and consistency of presentation, makes mistakes that can be corrected only when corrected by a teacher.

"2" (unsatisfactory): the student demonstrates ignorance of the theoretical foundations of the subject, lack of practical skills, does not know how to draw reasoned conclusions and give examples, shows poor command of monologue speech, does not know the terms, shows a lack of logic and consistency of presentation, makes mistakes that cannot be corrected when corrected by the teacher, refuses to answer additional questions.

7.2.2. Criteria for evaluating the student's work in practical classes
(formation of competence of the PC-1 , indicators of the IPC-1.1 IPC1.2)

"5" (excellent): all the tasks provided for in the practical training plan were completed, the student answered all control questions clearly and without errors, actively worked in practical classes.

"4" (good): all the tasks provided for in the practical training plan were completed, the student answered all the control questions with the teacher's corrective remarks, worked quite actively in practical classes.

"3" (satisfactory): all tasks provided for in the practical training plan were completed with the teacher's comments; the student answered all control questions with comments.

"2" (unsatisfactory): the student did not complete or incorrectly completed the practical tasks provided for in the practical training plan; the student answered the control questions with errors or did not answer the control questions.

7.2.3. Criteria for evaluating test results
(formation of competence of the PC-1 , indicators of the IPC-1.1 IPC1.2)

The test is evaluated according to the percentage of correct answers given by the student to the test questions.

The standard scale of compliance of test results with the assigned score:
 "excellent" - over 85% of correct answers;
 "good" - from 70.1% to 85% correct answers;
 "satisfactory" - from 55.1% to 70% of correct answers;
from 0 to 55% of correct answers – "unsatisfactory"

"5" (excellent): the test taker demonstrates excellent theoretical knowledge, knows the terms and has the ability to quickly respond to test questions.

"4" (good): the test taker demonstrates good theoretical knowledge, knows most of the terms and has the ability to respond quickly to test questions.

"3" (satisfactory): the test taker demonstrates satisfactory theoretical knowledge, owns the basic terms and concepts.

"2" (unsatisfactory): the test taker has no theoretical knowledge, he does not know the terminology and reacts slowly to the test questions.

7.3 Evaluation tools

7.3.1. Current control
(formation of competence of the PC-1 , indicators of the IPC-1.1 IPC1.2)

Examples of tasks to solve in practical classes:

Tasks:

1. The management decision-making process in American organizations consists of the following stages: Type of response: Many of many

Answer options:
1. Diagnosis of the problem
2. Formulation of restrictions and criteria for decision-making
3. Identification of alternatives
4. Evaluation of alternatives
5. Choosing an alternative
6. planning

2. By territorial origin and place of wide adaptation , the four main models of management of companies and personnel of these companies are the most common:
Answer options:
1. American, Japanese, European and Russian
2. American, Chinese, European and Russian
3. American, Japanese, European and German
4. French, Japanese, European and Russian

. 3. The National Management model is the answer options:
1. the totality of managerial relations in a typical enterprise of a country
2. the discipline in which various national management models are considered, studied and compared
3. the totality of ideas, geographical, political, religious, mental features of a particular region of the world, country
4. the totality of ideas underlying the management of the organization

4. Highlight several characteristics that define the characteristics of American workers:

Answer type: Many of many
Answer options:
 1.1) efficiency;
2. 2) organizational skills;
3. 3) mobility;
4. 4) equality.
5. 5) all are correct

Test

1. The project is:
a) set of documentation and description;
b) explanatory note;
c) a set of measures with specific goals,
cost, time and quality requirements;
d) what is being conceived or planned.

2. Design is:
a) execution of drawings and models;
b) purposeful activity to solve problems;
c) the implementation of a very complex act of intuition;
d) identification and resolution of conflicts in multidimensional situations.

3. Project management is:
a) science;
b) art;
c) science and art;
d) section of strategic management.

4. The year of the formation of the science "Project Management" in Russia:
a) 1953;
b) 1966;
c) 1987;
d) 1995

5. Are economic indicators indicators of the quality of the project?
a) YES;
b) NO.

6. Note the key functions in the innovation process:
a) entrepreneurship;
b) vision;
c) generation of ideas;
d) planning;
e) information support.

7. For which projects is a matrix management structure recommended?:
a) simple
b) medium complexity;
c) complex.

8. Which methods of generating ideas are the most universal?:
a) Matchett;
b) questionnaire survey;
c) search for boundaries;
d) brainstorming.

9. The most common types of projects:
a) social;
b) economic;
c) organizational;
d)technical;
e) mixed.

10. At what stage of the project life cycle will the costs be maximum?:
a) completion;
b) concepts;
c) developments;
d) implementation.

11. A medium-term project is:
a) 2 years;
b) 3 years;
c) 4 years;
d) 5 years.

12. What is the main purpose of writing a business plan for the project?:
a) to understand the task;
b) plan the work;
c) receive investments;
d) analyze the possibilities.

13. The purpose of functional cost analysis:
a) reduction of unnecessary costs;
b) elimination of unnecessary functions;
c) determining the demand for the product.

14. For what complexity of projects is the discipline "Project Management" applicable?:

a) small;
b) medium;
c) large;
d) any.

15. What is the average performance of successful projects at venture enterprises?:
a) 20%;
b) 30%;
c) 50%;
d) 60%;
e) 80%.

16. The main phases of the project life cycle:
a) definition of the concept; design; implementation; completion
b) initial; intermediate; final
c) pre-investment; investment; operational

17. The main disadvantages of the project management structure:
a) unity of command;
b) the problem of downtime of specialists;
c) the presence of several managers.

18. Who develops the Project Charter:
a) the initiator of the project;
b) project manager;
c) the project team.

19. Why do we need a hierarchical structure of works:
a) the basis for classification;
b) visual representation of the project structure;
c) to verify the correctness of the content.

20. What deviations are regulated by the PMI standard:
a) by cost;
b) by quality;
c) by nomenclature;
d) by timing.

21. Project quality management is aimed at:
a) to meet the requirements;
b) for project management.

22. Which team role according to Belbin best corresponds to the position of "Project Manager":
a) thinker;
b) appraiser;
c) the chairman;
d) the shaper.

23. Risk management. Threat response strategies:
a) gain;
b) transfer;
c) evasion.
24. Which of the parties is at risk when concluding a contract with a fixed price:
a) The customer of the project;
b) Contractor (contractor)

25. 80 projects are being carried out at the same time at the enterprise. Which software product is recommended to be used when building an IPM:
a) Open-plan;
b) Primavera;
c) MS-Project.

7.3.2. Interim certification
(formation of competence of the UC-2 .UC-3 , indicators of the IUC-2.1, IUC-2.2. IUC-3.1, IUC-3.2)

Exam questions

1. Agile methodologies
2. Basic concepts of project management in infocommunications
3. Business planning of IT projects
4. What are the advantages and disadvantages of spiral and cascade software development project management models?
5. Types of projects in infocommunications
6. Flexible project management methodologies
7. Define the concept of "quality" in accordance with ISO
8. Project documentation
9. Documenting the project plan in infocommunications
10. Project life cycle. Dividing the project into phases
11. Identification of project risks in infocommunications
12. What project management software products are known?
13. What processes does project risk management include?
14. Calendar, resource, budget planning
15. Qualitative and quantitative risk analysis
16. Control of risk response in the project
17. The method of mastered EVA volume (Earned Value Analysis)
18. Methods of comprehensive analysis of project activities
19. Methods of conflict management

20. Organizational structure of project management in infocommunications
21. Basic concepts and elements of network models
22. The main provisions of the modern concept of project management
23. Basic principles and methods of project team formation
24. Features of projects in infocommunications
25. Describe the main resource groups used in project management
26. Describe the main methods of responding to risks
27. Describe the goals of the project according to the SMART principle
28. Project planning
29. Development of network models
30. Modern information technologies and software tools used for project analysis and management
31. Standards for the design of technical documentation
32. Requirements for business communication within the project
33. Project cost management
34. Project Team management
35. Project communications management. Types of communications
36. Project supply management
37. Project risk management in infocommunications
38. Project timing management
39. Formation and structure of a business plan
40. What is the threefold limitation of the project?