



МИНОБРНАУКИ РОССИИ
федеральное государственное бюджетное образовательное учреждение
высшего образования
«ИРКУТСКИЙ ГОСУДАРСТВЕННЫЙ УНИВЕРСИТЕТ»
ФГБОУ ВО «ИГУ»

Кафедра европейских языков

УТВЕРЖДАЮ:
Директор МИЭЛ О. В. Архипкин
«22» апреля 2026 г.

Рабочая программа дисциплины

Наименование дисциплины	Б1.В.02 Стратегический менеджмент и маркетинг в образовательной среде / Strategic Management and Marketing in Educational Environment
Направление подготовки	45.04.02 Лингвистика
Направленность подготовки	Проектирование цифрового лингвистического образовательного контента / Digital Linguistic Educational Content Design»
Квалификация выпускника –	магистр
Форма обучения	очная с применением электронного обучения, дистанционных образовательных технологий

Согласовано с УМК МИЭЛ ИГУ:

Протокол № 3 от «23» марта 2026 г.

Председатель

Е. В. Крайнова

Рекомендовано кафедрой:

Протокол № 7 от «10» марта 2026 г.

Зав. кафедрой

И. С. Шильникова

Иркутск 2026 г.

Б1.В.02 Стратегический менеджмент и маркетинг в образовательной среде / Strategic Management and Marketing in Educational Environment

Goal:

The goal of mastering the discipline is to develop a universal competency for conducting critical analysis of problematic situations in the educational environment based on a systematic approach; to develop a competency for developing an action strategy based on identifying and implementing priorities of one's own activities and ways to improve them based on self-assessment in the context of the education and labor market.

Discipline objective is to design and implement educational programs in foreign languages in educational institutions within the context of a strategy relevant to the given educational environment.

CONTENT AND STRUCTURE OF THE DISCIPLINE

This discipline consists of 4 credit units, or 144 hours.

Midterm assessment form: exam

Discipline content, structured by topic, indicating the types of classes and the number of academic hours allocated to them

№	Section of the discipline / topic	term	Total number of academic hours	Practical training (in hours)	Types of studies, Including student's independent work, classroom hours and studies intensity (in academic hours)				Forms of ongoing progress monitoring; midterm assessment form (by semester)
					Contact work between the lecturer and the student			Student's independent (self-study) work	
					Lectures	Classroom studies	Consultations		
1	2	3	4	5	6	7	8	9	10
1	Methodological Foundations of Modern Strategic Management		6		1	1		4	Oral assessment / exam
2	Strategic Analysis of Competitive Advantages and Potential of An Educational Organization		6		1	1		4	Oral assessment / exam
3.	Strategic Analysis of The External Environment of An Educational Organization		6		1	1		4	Oral assessment / exam
4.	Types and characteristics of corporate strategies of an educational organization		6		1	1		4	Oral assessment / exam
5.	Features of the formation and implementation of competitive business strategies in organizations at		6		1	1		4	Oral assessment / exam

	different stages of the life cycle.								
6.	Methods of matrix analysis of the strategic portfolio of an educational organization		6		1	1		4	Oral assessment / exam
7.	Types of business strategies in the educational environment. Features of strategies of large and medium-sized educational organizations.		6		1	1		4	Oral assessment / exam
8.	Strategy implementation.		6		1	1		4	Oral assessment / exam
9.	Internationalization as a strategy.		6		1	1		4	Oral assessment / exam
10.	Modern trends in strategic management in the educational environment		7		1	1		4	Oral assessment / exam
11.	Concept and content of marketing in the educational environment.		8		1	1		4	Oral assessment / exam
12.	Comprehensive research of the educational products market. Market segmentation.		8		1	1		4	Oral assessment / exam
13.	Essence and methodology of marketing research.		10		2	2		4	Oral assessment / exam
14.	The process of marketing management of educational products. Product policy.		10		2	2		4	Oral assessment / exam
15.	Маркетинговая коммуникационная политика и комплекс продвижения образовательных продуктов.		10		2	2		4	Oral assessment / exam
16	Building a marketing system on the Internet.		10		2	2	1	7	Oral assessment / exam

	TOTAL: 144 (1 hour – consultation, 26 hours – final assessment)		108		20	20	1	67	
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Contents of Educational Material

Topic 1. Methodological foundations of modern strategic management. Strategic management as a process. Goal setting in the strategy development process.

Topic 2. Strategic analysis of competitive advantages and potential of an educational organization. Analysis of strengths and weaknesses of an enterprise. External and internal environment of a modern company and industry. Strategic analysis of the external and internal environment of a company and industry. Macroenvironment analysis. Microenvironment analysis: analysis of suppliers, competitors, etc.

Topic 3. Strategic analysis of the external environment of an educational organization. Labor market analysis. SWOT analysis of a company and industry. Strategic business unit and enterprise portfolio. The Boston Consulting Group (BCG) portfolio matrix as a method for assessing a firm's market position. Advantages and disadvantages of the BCG matrix. Types of firms and products according to the BCG matrix classification: "Stars", "Cash Cows". Types of firms and products according to the BCG matrix classification: "Dogs", "Question Marks". Hypotheses of the BCG matrix. Trajectory options for corporate portfolio dynamics: "Innovator", "Follower". Hypotheses of the BCG matrix. Trajectory options for corporate portfolio dynamics: "Failure", "Permanent Mediocrity".

Topic 4. Types and characteristics of corporate strategies of an educational organization. First-mover strategy. Focus strategy. Cost advantage strategy. Diversification strategy. Integration strategy.

Topic 5. Features of the formation and implementation of competitive business strategies in organizations at different stages of the life cycle. Product life cycle (PLC) theory. Introduction stage strategy. Growth stage strategy. Maturity stage strategy. Decline stage strategy.

Topic 6. Methods of matrix analysis of the strategic portfolio of an educational organization. Methods of matrix analysis of the business strategic portfolio. The McKinsey-General Electric (McKinsey-GE) portfolio matrix as a method for assessing market attractiveness and competitive positions of a firm. Advantages and disadvantages of the McKinsey-GE matrix. Main strategic alternatives of the McKinsey-GE matrix: "hold position", "improve position". Main strategic alternatives of the McKinsey-GE matrix: "restore lost position", "harvest", "reinvest".

Topic 7. Types of organizational strategies in the educational environment. Features of strategies of large and medium-sized educational organizations.

Topic 8. Strategy implementation. Resource and activity planning. Organization. Coordination. Motivation. Control.

Topic 9. Internationalization as a strategy. Internationalization and globalization as key trends in business development. International educational environment. Motivation and stages of internationalization.

Topic 10. Modern trends in strategic management in the educational environment. Strategies for attracting financial resources. Financial investment strategies. Cost management strategies. Dividend payout strategies.

Topic 11. Concept and content of marketing in the educational environment. Concept, role, and tasks of marketing in a modern organization. Conditions, causes, and stages of development of marketing theory. Evolution of marketing concepts.

Topic 12. Comprehensive research of the educational products market. Market segmentation. Classification of market types. Concept of market segment and market niche in marketing. Concept of market conditions (market conjuncture). High and low market conditions. Market segmentation. Essence and necessity of market segmentation in the marketing management process. The process of identifying and selecting market segments and focusing on them. Levels of market segmentation: mass market, segmented market, and individual marketing. The process of selecting a target market. Criteria for selecting a target market. Assessment of quantitative indicators of target market attractiveness (market capacity, market saturation, market share). Counter-segmentation strategy.

Topic 13. Essence and methodology of marketing research. Importance of marketing research, interaction between marketing research and marketing management, risks of marketing research. Types of marketing research. Marketing research procedures; content of basic marketing research methods. Studying the competitive environment. Studying consumer behavior.

Topic 14. The process of marketing management of educational products. Product policy. Marketing and management: relationship between concepts. The marketing approach in organizational management. Concepts of marketing management and management of marketing. Functional connections of marketing in an enterprise. The marketing management process. Goal setting in organizational marketing. Strategic marketing technology. Strategy of positioning a new product in the minds of consumers or repositioning an existing product on the market. Internal factors of marketing and development of the marketing mix. Marketing formula: the 4P concept; the 5P concept; the 7P concept.

Topic 15. Marketing information and communication policy and the promotion mix for educational products. The development of information technologies – implementation of Customer Relationship Management (CRM) systems. Basic concept, principles of construction, and structure of the CRM model. Classification of CRM. Operational, analytical, and collaborative CRM. CRM technologies. Functionality of CRM (classification of CRM system functions by Barton Goldenberg). Event marketing; kids marketing; merchandising and cinema merchandising. Concept and tools of merchandising. The concept of Integrated Marketing Communications (IMC) – "the concept of planned marketing communications". IMC technologies – below the line (BTL) technologies; above the line (ATL); direct marketing and CRM.

Topic 16. Building a marketing system on the Internet. Using the Internet to organize interactive marketing communications (Interactive marketing – IM). Gamification in marketing: creative ways to attract customers using game mechanics. Technologies and promotion tools in digital marketing and internet marketing (IT marketing – IT or E-marketing – EM). Modern digital channels. Social media marketing (SMM) technologies. Omni-channel technologies or business intelligence (BI) technologies

REQUIREMENTS FOR DISCIPLINE ACHIEVEMENT

List of planned learning outcomes by discipline correlated with indicators of achievement

Competence	Indicators of achievement	Discipline outcomes
УК-6	ИДК –УК6.1	Know: ways to improve one's

<p>Able to identify and implement priorities for its own activities and ways of improving them based on self-evaluation</p>	<p>Identifies professional development priorities and ways to improve one's performance based on self-evaluation of selected criteria</p>	<p>own activities based on self-assessment against selected criteria. Be able to: determine priorities for professional development and ways to improve one's own activities based on self-assessment against selected criteria. Master: skills in identifying priorities for professional development and methods of improving one's own activities based on self-assessment against selected criteria.</p>
	<p>ИДК-УК6.2 Evaluates the labor market and the supply of educational services with a view to implementing priorities for professional activity and professional development</p>	<p>Know: methods for assessing the labor market and the supply of educational services in order to implement priorities of professional activity and professional development. Be able to: assess the labor market and the supply of educational services in order to implement priorities of professional activity and professional development. Master: skills in assessing the labor market and the supply of educational services in order to implement priorities of professional activity and professional development.</p>
<p>ПК-1 is able to organize student activities aimed at the development of a general education program, including the use of e-learning, remote technologies and digital tools</p>	<p>ИДК_ПК1.1 Develops and implements educational programs with the help of modern digital technologies, using e-learning and remote technologies</p>	<p>Know: modern online platforms and video conferencing services. Be able to: develop and implement educational programs using modern digital technologies, e-learning, and distance learning technologies. Master: skills in developing and implementing educational programs using modern digital technologies, e-learning, and distance learning technologies.</p>

<p>ПК-2</p> <p>Is able to develop educational and methodological support of the learning process, including programs for the development of the educational organization in order to create a safe and comfortable educational environment</p>	<p>ИДК_{ПК2.1}</p> <p>Proficient in forms and methods of teaching, including those that go beyond training sessions: project activities, out-of-class events</p>	<p>Know: forms and methods of teaching, including those beyond classroom instruction: project-based learning, extracurricular activities.</p> <p>Be able to: apply forms and methods of teaching, including those beyond classroom instruction: project-based learning, extracurricular activities.</p> <p>Master: skills in applying forms and methods of teaching, including those beyond classroom instruction: project-based learning, extracurricular activities.</p>
	<p>ИДК_{ПК2.2}</p> <p>Develops and applies modern psychological-pedagogical technologies based on knowledge of the laws of personality development and behavior in real and virtual environments</p>	<p>Know: modern psychological and pedagogical technologies based on knowledge of the laws of personal development and behavior in real and virtual environments.</p> <p>Be able to: develop and apply modern psychological and pedagogical technologies based on knowledge of the laws of personal development and behavior in real and virtual environments.</p> <p>Master: skills in developing and applying modern psychological and pedagogical technologies based on knowledge of the laws of personal development and behavior in real and virtual environments.</p>
<p>ПК-3</p> <p>Demonstrates a strong command of ICT competencies</p>	<p>ИДК_{ПК3.1}</p> <p>Uses ICT to organize the educational process, communication and documentation</p>	<p>Know: ICT (Information and Communication Technologies).</p> <p>Be able to: use ICT for organizing the educational process, communication, and record keeping.</p> <p>Master: skills in using ICT for organizing the educational process, communication, and record keeping.</p>
	<p>ИДК_{ПК3.2}</p> <p>Possesses specialized</p>	<p>Know: specialized software and digital resources relevant</p>

	software and digital resources according to the subject being taught	to the subject being taught. Be able to: use specialized software and digital resources relevant to the subject being taught. Master: skills in using specialized software and digital resources relevant to the subject being taught.
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Разработчик:



(подпись)

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(занимаемая должность)

Т. Ю. Фальковская

(Ф.И.О.)

Программа составлена в соответствии с требованиями ФГОС ВО по направлению и направленности подготовки 45.04.02 Лингвистика «Проектирование цифрового лингвистического образовательного контента / Digital Linguistic Educational Content Design».

Программа рассмотрена на заседании кафедры европейских языков « 10 » марта 2026 г. Протокол № 7.

Зав. кафедрой  И. С. Шильникова

Настоящая программа не может быть воспроизведена ни в какой форме без предварительного письменного разрешения кафедры-разработчика программы.