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**Federal State Autonomous Educational Institution of Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA NAMED AFTER
PATRICE LUMUMBA**

RUDN University

FACULTY OF ECONOMICS

FINAL STATE EXAMINATION SYLLABUS

**Recommended by the Didactic Council for the Education Field of:
38.04.01 "ECONOMY"**

**The final state examination is implemented within the professional education
program of higher education
"INTERNATIONAL BUSINESS (IN ENGLISH)"**

1. FINAL STATE EXAMINATION GOAL AND TASKS

The goal of the final state examination within the framework of the higher education programme implementation is to check the conformity of the students' training outcomes as the programme results with the relevant requirements of the Federal State Educational Standard of the Higher Education or the RUDN University Educational Standards.

The tasks of the final state examination include the following:

- checking the quality of teaching a person basic humanitarian knowledge, natural science laws and phenomena necessary for professional activities of a graduate;
- identifying the level of theoretical and practical readiness of a graduate to perform professional tasks in compliance with the qualification obtained;
- establishing the degree of a person's desire for self-development, improving his or her qualifications and skills;
- exploring the formation of a graduate's sustainable motivation for professional activities in compliance with the types of tasks of professional activities provided for by the Federal State Educational Standard of the Higher Education or the RUDN University Educational Standards;
- assessing the level of graduates' ability to find organizational and managerial solutions in non-standard situations and evaluating graduates' readiness to bear responsibility for them;
- ensuring the integration of education and scientific and technical activities, increasing the efficiency of scientific and technological achievements use, reforming the scientific sphere and stimulating innovation;
- ensuring the quality of specialists' training in compliance with the requirements of the Federal State Educational Standards of the Higher Education or the RUDN University Educational Standards.

2. REQUIREMENTS FOR HIGHER EDUCATION PROGRAMME COMPLETION AND LEARNING OUTCOMES

A student who does not have failed tests or exams and who has fully completed the curriculum or the individual curriculum of the higher education programme is allowed to the final state examination.

On the higher education programme completion the graduate is expected to master the following generic competences (GC):

Generic Competencies (GC)

Code and descriptor of generic competence	Code and competence level indicator
GC-1. Able to carry out a critical analysis of problem situations based on a systematic approach, to develop a strategy of actions.	GC-1.1. Analyzes the task, pointing out its basic components; GC-1.2. Determines and ranks the information required to solve the task; GC-1.3. Searches for information to solve the task by various types of queries; GC-1.4. Offers solutions to the problem, analyzes the possible consequences of their use; GC-1.5. Analyzes the ways of solving problems of ideological, moral and personal character based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context.
GC-2. Able to manage the project at all stages of its life cycle.	GC-2.1. Formulates a problem, the solution of which is directly related to the achievement of the project goal; GC-2.2. Defines the links between the tasks set and the expected results of their solution; GC-2.3. Within the framework of the tasks set, determines the available resources and restrictions, the applicable legal norms; GC-2.4. Analyzes the schedule for the implementation of the project as a whole and chooses the optimal way to solve the tasks, based on the current legal norms and available resources and limitations; GC-2.5. Monitors the progress of the project, adjusts the schedule in accordance with the results of the control.
GC-3. Able to organize and manage the work of the team, developing a team strategy to achieve the goal.	GC-3.1. Determines its role in the team based on the strategy of cooperation to achieve the goal; GC-3.2. Formulates and takes into account in its activities the peculiarities of the behavior of groups of people, identified depending on the goal; GC-3.3. Analyzes the possible consequences of personal actions and plans its actions to achieve a given result; GC-3.4. Exchanges information, knowledge and experience with team members; GC-3.5. Argues his point of view regarding the use of ideas of other team members to achieve the goal; GC-3.6. Participates in team work on the execution of assignments.
GC-4. Able to apply modern communication technologies in the state language of the Russian Federation and foreign language(s) for academic and professional interaction.	GC-4.1. Chooses the style of business communication, depending on the language of communication, goals and conditions of partnership; GC-4.2. Adapts speech, communication style and sign language to interaction situations; GC-4.3. Searches for the necessary information to solve standard communication tasks in Russian and foreign languages; GC-4.4. Conducts business correspondence in Russian and foreign languages, taking into account the peculiarities of the style of official and unofficial letters and socio-cultural differences in the format of correspondence; GC-4.5. Uses dialogue for cooperation in academic communication, taking into account the personality of the interlocutors, their communicative and speech strategy and tactics, the degree of formality of the situation;

Code and descriptor of generic competence	Code and competence level indicator
	GC-4.6. Forms and argues his own assessment of the main ideas of the participants of the dialogue (discussion) in accordance with the needs of joint activities.
GC-5. Able to analyze and take into account the diversity of cultures in the process of intercultural interaction.	GC-5.2. Finds and uses information about cultural peculiarities and traditions of various social groups in social and professional communication; GC-5.3. Takes into account the historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, including world religions, philosophical and ethical teachings, in social and professional communication on a given topic; GC-5.4. Collects information on a given topic, taking into account the ethnicities and confessions most widely represented at the points of the study; GC-5.5. Substantiates the specifics of project and team activities with representatives of other ethnicities and (or) confessions; GC-5.6. Adheres to the principles of non-discriminatory interaction in personal and mass communication in order to fulfill professional tasks and strengthen social integration.
GC-6. Able to determine and implement the priorities of his own activities and ways to improve it based on self-assessment.	GC-6.1. Controls the amount of time spent on specific activities; GC-6.2. Develops tools and methods of time management when performing specific tasks, projects, goals; GC-6.3. Analyzes its resources and their limits (personal, situational, temporary, etc.), for the successful completion of the task; GC-6.4. Allocates tasks for long-, medium- and short-term with justification of relevance and analysis of resources for their implementation.
GC-7. Able to search for the necessary sources of information and data, perceive, analyze, memorize and transmit information using digital means, as well as using algorithms when working with data obtained from various sources in order to effectively use the information received to solve problems; evaluate information, its reliability, build logical conclusions based on incoming information and data	GC-7.1. Searches for the necessary sources of information and data, perceives, analyzes, remembers and transmits information using digital means, as well as using algorithms when working with data obtained from various sources in order to effectively use the information received to solve problems; GC-7.2. Evaluates information, its reliability, builds logical conclusions based on incoming information and data.

General Professional Competencies (GPC):

Code	Code and descriptor of the professional competences
GPC-1. Able to apply knowledge (at an advanced level) of fundamental economics in solving practical and/or research problems.	GPC-1.1. Has fundamental knowledge in the field of economics. GPC- 1.2. Able to use fundamental knowledge to solve applied and/or research problems. GPC- 1.3. Has the skills to choose methods for solving practical and research problems based on fundamental economic knowledge.
GPC-2. Able to apply advanced instrumental methods of economic analysis in applied and/or fundamental research.	GPC- 2.1. Has knowledge of advanced instrumental methods of economic analysis. GPC- 2.2 Able to apply knowledge of advanced instrumental methods of economic and financial analysis when conducting applied and/or fundamental research.
GPC-3. Able to generalize and critically evaluate scientific research in economics.	GPC- 3.1. Develops a program of applied and/or fundamental research in the field of economics based on the evaluation and generalization of the results of scientific research conducted by other authors. GPC- 3.2. Prepares an analytical note on the results of applied and/or fundamental research in the field of economics. GPC- 3.3. Summarizes conclusions, prepares conclusions and formulates recommendations based on the results of applied and/or fundamental research in the field of economics.
GPC-4. Able to make economically and financially sound organizational and managerial decisions in his professional activity and be responsible for them.	GPC- 4.1. Develops organizational and managerial decisions in professional activity. GPC- 4.2 Has the skills of reasoned persuasion in support of the proposed financial, economic, organizational and managerial decisions. GPC- 4.3. Controls the results of the implementation of financial, economic, organizational and managerial decisions.
GPC-5. Able to use modern information technologies and software tools in solving professional tasks.	GPC- 5.1 Knows modern information technologies and software tools used in solving professional tasks GP-C 5.2 Able to choose the most effective among modern information technologies and software tools for solving professional tasks. GPC- 5.3 Fully possesses the skills of solving standard tasks of professional activity with the use of information technologies and software.
GPC-6. Able to critically evaluate the possibilities of digital technologies for solving professional tasks, work with digital data, evaluate their sources and relevance.	GPC- 6.1 Able to use modern digital and information technologies in solving professional tasks. GPC- 6.2 Able to find and use relevant digital data to solve practical tasks of professional activity.

Professional Competencies (PC):

Code	Code and descriptor of the professional competences
PC-1. Able to analyze and forecast the main socio-economic indicators of the enterprise, industry, region and the economy as a whole	PC 1.1. Able to prepare analytical materials for the evaluation of economic policy measures and strategic decision-making at the micro and macro levels; PC 1.2. Able to analyze and use various sources of information for economic calculations PC 1.3 Able to make a forecast of the main socio-economic indicators of the enterprise, industry, region and the economy as a whole;
PC-2. Able to develop design solutions, strategies for the behavior of economic agents and evaluate their effectiveness.	PC-2.1 Able to independently prepare assignments and develop design solutions taking into account the uncertainty factor, as well as proposals and measures for the implementation of developed projects and programs; PC-2.2. Able to evaluate the effectiveness of projects taking into account the uncertainty factor PC-2.3 Able to develop strategies for the behavior of economic agents in various markets.
PC-3. Able to independently carry out research activities and critically evaluate the results obtained	PC-3.1 Able to generalize and critically evaluate the results obtained by domestic and foreign researchers, identify promising areas, and draw up a research program; PC-3.2 Able to substantiate the relevance, theoretical and practical significance of the chosen topic of scientific research; PC-3.3 Able to conduct independent research in accordance with the developed program and present the results to the scientific community in the form of an article or report
PC- 4 Capable of organizing and conducting general preventive, targeted, and individual activities to counter the spread of terrorist ideology and neo-Nazi ideas	PC - 4.1. Determines the content and forms of preventive work to counter the ideology of terrorism and neo-Nazism in accordance with current regulatory legal acts. PC - 4.2. Organizes and conducts preventive activities in educational or social settings in accordance with established requirements and regulatory documents.

3. FINAL STATE EXAMINATION PROCEDURE

The final state examination can be conducted both in in-person format (students and the state examination committee are at RUDN University during the examination), and through the use of distance learning technologies available in the RUDN Electronic Information and Educational Environment.

The procedure for in-person or DLT-facilitated final state examination is regulated by the relevant local normative act of the RUDN University.

The final state examination within the framework of the higher education programme includes:

- state exam
- defence of the graduation qualifying paper (degree thesis).

4. STATE EXAM PROCEDURE

The total workload of the State Exam is 3 credits.

The state exam is held in one or more disciplines and (modules) of the higher education programme, whose mastery bears a decisive importance for graduates' occupational performance.

The state exam is held in two stages:

The first stage includes the assessment of the level of a graduate's theoretical training in the form of computer testing through the tools available in the RUDN Electronic Information and Educational Environment (EIEE).

The second stage focuses on the assessment of the graduate's practical preparation for future occupational activities in the form of **solving work-related situational problems (cases)**.

In order to prepare students for taking the state exam, the head of the educational programme (no later than one calendar month before the start of the final state examination) shall familiarise the graduate students with the final state examination syllabus, the comprehensive list of theoretical issues included in the state exam, examples of work-related (occupational) situational tasks (cases) that the students will have to solve in the process of taking the state exam, as well as with the procedure for each stage of the state exam and the grading system for evaluating its results (with assessment materials).

Before the state exam, students are offered consultations on issues and tasks included in the state exam (mandatory pre-exam consultation).

The procedure for conducting the computer testing within the final state examination is as follows:

- 1) The test consists of 50 tasks covering the main content of the survey;
- 2) The student is given at least 2 minutes to answer each task in the test;
- 3) Computer testing is evaluated on a 100-point scale. In this case, the test part is considered successfully completed if the student scored 51 or more points according to the results of the test;
- 4) Successful completion of the test part by the student is an admission to the main part of the SE.
- 5) Students who did not pass the test part due to non-attendance for a disrespectful reason or in connection with receiving 50 or less points at the end of the test are not allowed to complete the main part of the SE and are expelled from the University in accordance with the established procedure (as they did not fulfill their duties for conscientious mastering of the SE and the implementation of the curriculum).

6) The results of the trial tests do not affect the results of the GE.

Basic disciplines for the Economics training program:

§ Microeconomics (advanced course)

§ Macroeconomics (advanced course)

The procedure for conducting the second stage of the state exam is as follows:

1) The examination ticket should contain no more than two theoretical questions and one practical task (calculation tasks, case studies, situational tasks);

2) It is not allowed to include theoretical questions in the ticket that are not presented in the evaluation materials for the GIA program. When practical tasks are included in the ticket, several typical tasks are provided in the evaluation materials for the GIA program;

3) The questions and practical tasks of the ticket must correspond to the profile of the OP mastered by the students.;

4) Before conducting the main part of the exam (as a rule, 1 day before, but no more than 3 calendar days before the exam), students are required to be consulted on the issues included in the tickets and the procedure for conducting the exam;

5) During the main part of the GE GEK, it is allowed to use technical means of training and control, as well as professional equipment (including their digital counterparts), which allow the commission to establish the level of formation of general professional and professional competencies among students within the framework of the requirements of the HE OS.

A graduate student receives an examination ticket at an open meeting of the GEC in the presence of members of the GEC. The preparation time is given within 1 hour. The answer to the theoretical questions of the ticket must be written in the format of a detailed outline plan. A practical task must have a written reasoned solution. The answers to theoretical questions are voiced by the graduate student in front of the members of the GEC.

At the same time, the members of the GEC have the right to ask additional questions directly related to the content of the ticket. The answer to the practical task is checked by the members of the GEC at the student immediately after completing the answer to the theoretical questions.

The answer sheets signed by the graduate student are necessarily transmitted to the secretary of the GEC.

The volume of the state exam: 35 tickets, 80 questions, 20 typical case studies.

35 examination tickets are formed for the exam, including 2 theoretical questions on the disciplines of the variable part of the curriculum and 1 practical task (case).

The list of questions on the program submitted for the State exam

- International trade;
- Economy of Industry Markets
- Commercialization of startup idea;
- International Business Management;
- Customs and tariff regulation;
- International labor and migration market;
- Business evaluation and company's cost management;
- Global innovations in International Business

Spoken questions for preparation for the graduation exam

International Trade

1. Specify the essential difference between “export specialization” and “import substitute” strategies for developing countries
2. List and describe non-tariff trade barriers used in International trade policies.
3. The role and place of the WTO in regulating trade and resolving trade issues
4. Specify the difference between Specific and Ad Valore tariffs
5. Explain the difference between C and F groups in INCOTERMS 2020
6. Show the advantages and downsides of using an Intermediary in export trade
7. The role and place of TNCs in international trade
8. Background, causes and features of the escalation of the trade war between China and the United States
9. Describe the current trends in international trade in goods and services, key exporters and importers of goods and services, key factors that influence on the dynamic of international trade. Influence of COVID-19 and the crisis of container transportation on international trade flows.
10. Specify the sector of national economy which are usually most protected from foreign competitors.

Economics of Industry Markets

1. International product life cycle: characteristics of its main stages. The Model of contestable markets.
2. Market delineation. Types of market boundaries. Approaches to determining the product market boundaries. Indicators of market power.
3. International segmentation: features and main types. Product differentiation.
4. Strategic Behavior. Entry Deterrence. Predation. Strategies for the development of new products.
5. Pricing: concept, theories, and forms. Transfer pricing in international business. Horizontal and vertical product differentiation. Price discrimination.
6. Strategies and forms of the company's penetration into the foreign market. The strategy development process. The Ansoff model.

7. Technology market research when entering the foreign market. Problems of innovation promotion.
8. E-commerce in international markets. B2B, B2G and B2C markets.
9. The concept of mergers and acquisitions of firms in the market. Classification and analysis of mergers and acquisitions. Motives and consequences of mergers.
10. Features of business processes in industry markets.
11. The main approaches to the classification of services.
12. Groups of consumers of services and their characteristics.
13. The industry structure of the global services market, the specifics of its functioning.

Commercialization of Start-up Projects

1. Start-up investment. Instruments and technologies for investing in a business-idea.
2. External and internal environment of a business. How to do PEST analysis?
3. SWOT analysis. How to make strategy after conducting SWOT analysis?
4. Advantages and disadvantages of starting a business as a franchisee.
5. Types of material resources. Fixed assets. Current assets.
6. Essence of amortization. Types of amortization calculation.
7. Costs. Production costs. Prime cost. Pricing.
8. Taxation. What taxes is business supposed to pay after being launched?
9. Formation of Profit. Types of Profit. Profit distribution.
10. Indicators of effectiveness of investment projects.
11. Small business in Russia: criteria and modern features
12. Crowdfunding as a way to attract funds into business
13. Legal forms of business: advantages and disadvantages.

International Business Management

1. Internationalization and globalization: concepts, advantages, forms, and the debate.
2. International business environment: world economies and economic cooperation.
3. International trade: free trade vs. protectionism, trade policy, and regulation.
4. International finance: capital flows, FDI, exchange rates, and forex markets.
5. Roles of firms, multinational corporations, and governments in shaping international business environment.
6. International strategy: business, corporate, and generic strategies for global operations.
7. Global entrepreneurship and intrapreneurship.
8. Cross-cultural management: impact of culture, ethics, and leadership.
9. Global marketing and technology.
10. Sustainable development and ESG in international business.
11. International business risks and crisis management
12. Global supply chain and operations management

Customs and Tariff Regulation

1. Goals and Principles of Customs and tariff regulation as a method of foreign trade regulation
2. Functions of Customs and tariff regulation as a method of foreign trade regulation
3. Instruments of Customs and tariff regulation as a method of foreign trade regulation
4. Types of customs duties

5. Commodity Nomenclature for Foreign Economic Activities
6. Rules for the classification of goods
7. Customs value. Methods for determining the customs value
8. Basic conditions of supply (INCOTERMS - 2020) and their influence on the determination of the customs value of goods.
9. The System of tariff preferences
10. Tariff benefits as an instrument of customs tariff regulation

International Labour and Migration Market

1. International labor market. Dynamics and structure of employment of the population in world economy.
2. The reasons, scales, forms and dynamics of unemployment in world economy.
3. Concept of international migration. Types of the international migration.
4. Sources of data on the international migration in the world and Russia.
5. Influence of migration on social and economic and demographic development of the countries.
6. The reasons, forms and the directions of migratory streams in world economy.
7. The international labor migration to Russia.
8. Migratory crisis in Europe: reasons and consequences.
9. Definition of migration policy. Migration policy of Russia.
10. The international interaction and the international organizations in the sphere of migration.

Business' evaluation and company's cost management

1. Requirement to business evaluation development. The object and subject for business valuation.
2. The purpose of the business valuation. Information sources for evaluation.
3. International standards of business evaluation and their role in the development of valuation activity.
4. The procedure and evaluation methods (comparative approach).
5. Phased analysis within a comparative approach.
6. The procedure and evaluation methods (cost approach).
7. Phased analysis within a cost approach.
8. The procedure and evaluation methods (income approach).
9. Phased analysis within a income approach
10. The responsibility of the appraiser in valuing a business. Professional ethics of the appraiser.

Global innovations in International Business

1. Innovation management fundamentals: importance, models, and process.
2. National systems of innovation: role of the state and entrepreneurship.
3. Global R&D & intellectual property management: organizing R&D and protecting intellectual property worldwide.
4. Global talent management: strategic HR and competing for international talent.
5. Managing internal innovation: organizational structures, culture, and management tools.
6. Strategies to facilitate the innovation process.
7. Open innovation and technology transfer.
8. Innovation diffusion and market strategy.

9. Innovation management and new product development.
10. Strategic alliances and networks: forms, establishment, and managing collaborative R&D
11. Innovation for the bottom of the pyramid
12. Business models and technology shifts

Samples of cases studies

International Trade

Case 1.

Statistical data on the Indian Republic are provided by the executive authorities of this country, as a rule, for financial years that begin on April 1 of the current year and end on March 31 of the following year. According to the Ministry of Industry and Trade, in 2023-2024, the total volume of Indian commodity exports amounted to 437072 million dollars. In the structure of export commodity supplies from India, the main commodity groups are:

- group "27" - Mineral fuels, oil and products of their distillation; bituminous substances; mineral waxes – the share in 2023-2024 f.g. was 20% (in 2022-2023 f.g. the weight of the group was 22% of the total volume of Indian exports of 451070 million dollars);
- followed by the commodity group "85" - Electrical machines and equipment, their parts; sound recording and reproducing equipment, equipment for recording and reproducing television images and sound, their parts and accessories – with a share of 7.8% (in 2022-2023 - 6.3%);
- the third place in 2023-2024 was assigned to the 71 group - Natural or cultured pearls, precious or semi-precious stones, precious metals, metals clad with precious metals, and products made of them; jewelry; coins - with a share of 7.5% (in 2022-2023 the share was 8.4%);
- The fourth place was taken by the commodity group "84" - Nuclear reactors, boilers, equipment and mechanical devices; their parts – 6,8%;
- The fifth place was taken by Pharmaceutical products (group "30") – 5%.

The most significant change was in the commodity group "27" - Mineral fuels, oil and products of their distillation; bituminous substances; mineral waxes – if in 2023-2024 the share of the group was 20%, in 2022-2023 - 22%, in 2021-2022 - 16%.

Task: explain such changes in the structure of the Indian export of goods.

Case 2.

Task: make the analysis of data and connect it between each other, make your own conclusion.

COUNTRY - USA (in mln. doll.)

	Balance			Exports			Imports		
	Total	Goods	Services	Total	Goods	Services	Total	Goods	Services
1960	3 508	4 892	-1 385	25 939	19 650	6 289	22 433	14 758	7 675
1965	4 664	4 951	-287	35 285	26 461	8 824	30 621	21 510	9 111
1970	2 255	2 603	-348	56 640	42 469	14 171	54 385	39 866	14 519
1975	12 403	8 903	3 500	132 585	107 088	25 497	120 181	98 185	21 996

1980	-19 407	-25 500	6 093	271 835	224 250	47 585	291 242	249 750	41 492
1985	-121 879	-122 173	294	289 071	215 915	73 156	410 951	338 088	72 863
1990	-80 865	-111 037	30 173	535 234	387 401	147 833	616 098	498 438	117 660
1995	-96 384	-174 170	77 786	794 387	575 204	219 183	890 771	749 374	141 397
2000	-369 686	-446 783	77 096	1 082 963	784 940	298 023	1 452 650	1 231 722	220 927
2005	-716 542	-782 804	66 262	1 291 503	913 016	378 487	2 008 045	1 695 820	312 225
2010	-503 087	-648 671	145 584	1 872 320	1 290 279	582 041	2 375 407	1 938 950	436 456
2015	-490 776	-761 868	271 092	2 280 778	1 511 381	769 397	2 771 554	2 273 249	498 305
2016	-479 458	-749 801	270 343	2 240 824	1 457 393	783 431	2 720 282	2 207 195	513 088
2017	-516 939	-799 343	282 404	2 394 476	1 557 003	837 474	2 911 415	2 356 345	555 070
2018	-578 594	-878 749	300 155	2 542 462	1 676 913	865 549	3 121 057	2 555 662	565 395
2019	-559 395	-857 260	297 865	2 546 276	1 655 098	891 177	3 105 670	2 512 358	593 313
2020	-653 691	-912 875	259 185	2 160 147	1 433 852	726 296	2 813 838	2 346 727	467 111
2021	-848 070	-1 083 190	235 120	2 570 802	1 765 853	804 948	3 418 871	2 849 043	569 829
2022	-944 762	-1 179 941	235 179	3 039 405	2 090 339	949 065	3 984 167	3 270 281	713 886
2023	-784 890	-1 063 288	278 398	3 071 816	2 045 221	1 026 596	3 856 707	3 108 509	748 198

USA - Exports of Goods (mln. doll.)

	Canada	China	Germany	India	Japan	Korea, South	Mexico	Netherlands	Singapore	United Kingdom	EU
2000	179 053	16 365	29 405	3 683	64 385	28 083	111 296	22 088	18 042	41 433	165 833
2005	212 340	41 874	34 874	8 014	54 817	28 639	120 444	26 822	20 755	38 870	188 164
2010	250 283	93 059	48 482	19 345	61 472	40 082	163 757	34 841	29 079	49 080	242 646
2015	281 562	116 505	50 069	21 515	63 085	44 483	236 766	40 259	28 280	56 540	273 695
2016	267 235	115 991	49 540	21 692	63 811	42 914	230 520	39 597	26 447	55 519	271 057
2017	283 700	131 746	54 114	25 673	68 223	49 247	243 865	41 435	29 304	56 469	284 928
2018	300 652	122 128	57 779	33 253	75 870	57 375	266 324	48 521	32 553	66 844	320 490
2019	293 590	107 980	60 357	34 292	75 082	57 440	256 980	50 617	30 902	69 474	338 920
2020	256 929	125 145	57 836	27 019	64 391	51 436	212 606	44 715	26 594	58 503	233 157
2021	310 210	152 572	65 394	39 637	75 362	66 713	277 331	53 124	35 239	61 849	273 236
2022	360 081	155 904	73 169	46 975	81 591	73 688	324 683	72 837	45 662	77 190	353 014
2023	354 958	148 809	76 854	40 480	76 742	66 430	323 145	81 373	42 436	75 089	377 904

USA - Import of Goods (mln. doll.)

	Canada	China	France	Germany	India	Ireland	Japan	Korea, South	Mexico	Taiwan	United Kingdom	Vietnam	EU
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2000	233 511	100 231	29 987	59 033	10 703	16 513	147 887	40 504	137 058	41 091	44 162	834	222 100
2005	294 216	244 699	34 312	85 733	18 896	28 826	140 388	44 217	173 771	35 350	51 826	6 641	312 965
2010	281 822	366 126	38 817	83 505	29 683	33 968	122 929	49 762	232 804	36 016	51 553	14 897	324 260
2015	302 806	484 071	48 415	125 462	44 902	39 448	134 365	72 448	303 369	41 011	58 656	38 037	431 046
2016	283 538	463 089	47 043	114 566	46 117	45 624	134 138	70 389	299 852	39 198	54 940	42 106	419 041
2017	305 116	506 011	49 230	117 891	48 569	48 958	137 483	71 835	318 278	42 442	53 900	46 487	437 323
2018	324 596	539 394	52 884	126 208	54 270	57 571	143 370	75 054	350 048	45 727	61 404	49 151	489 842
2019	324 523	449 670	57 919	127 953	57 887	62 006	144 768	78 259	363 356	54 277	63 895	66 446	517 708
2020	275 589	432 582	43 741	115 201	51 291	66 125	120 240	76 726	328 882	60 442	50 385	79 570	417 078
2021	364 666	504 653	50 593	135 304	73 417	73 957	135 829	96 285	388 701	77 045	56 715	101 945	492 397
2022	446 908	536 973	58 409	147 536	85 587	82 753	149 233	116 790	460 447	91 736	65 386	127 520	557 415
2023	427 287	427 525	58 176	160 088	83 713	82 460	148 619	117 426	484 527	87 791	65 396	114 432	579 548

USA - Selected Data for Majority-Owned Foreign Affiliates by Country, 2022

	Number of affiliates with assets, sales, or net income (+/-) greater than \$25 million	Millions of dollars								Number of employees (thousands)
		Total assets	Net property, plant, and equipment	Expenditures for property, plant, and equipment	Sales	Net income	Value added	Research and development performed	Compensation of employees	
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
All countries	37 202	28 518 462	1 352 553	196 664	8 108 066	1 330 749	1 644 507	72 600	668 630	14 024,0
Canada	2 472	1 266 301	164 397	15 213	839 990	70 161	156 007	5 399	65 917	1 183,0
Europe	18 273	18 328 188	489 056	72 749	3 697 268	793 613	769 995	38 242	325 267	4 479,3
France	1 301	436 209	31 964	4 563	215 171	9 812	54 595	2 103	33 333	482,0
Germany	1 837	1 228 544	53 110	9 625	395 274	26 989	89 452	6 382	48 299	637,5

Ireland	986	1 878 290	61 755	9 531	550 565	172 038	120 943	4 644	14 509	165,5
Luxembourg	1 313	2 248 702	10 003	2 302	89 123	86 695	8 415	132	2 305	27,8
Netherlands	2 281	3 292 947	36 666	4 777	307 455	226 114	57 522	1 698	18 916	223,3
Switzerland	845	1 052 042	15 240	2 580	432 161	71 819	54 762	6 279	13 663	95,5
United Kingdom	4 326	6 347 602	117 280	17 106	855 469	128 710	190 986	8 184	115 221	1 350,6
Latin America and Other Western Hemisphere	6 131	3 347 843	225 515	33 771	909 479	147 117	167 600	2 092	64 285	2 811,2
Bermuda	539	792 313	4 338	428	58 453	35 076	5 695	181	876	10,4
United Kingdom Islands, Caribbean	1 485	1 037 825	9 341	922	58 687	40 017	-900	49	1 295	22,8
Africa	933	305 778	49 124	5 196	108 596	21 104	38 614	185	7 593	263,3
Middle East	726	303 812	37 506	6 021	102 628	21 863	41 381	5 143	16 871	171,5
Asia and Pacific	8 667	4 966 540	386 956	63 714	2 450 105	276 890	470 910	21 539	188 698	5 115,6
China	1 961	516 810	71 114	12 386	490 519	37 146	94 574	6 070	37 989	1 200,5
India	654	239 054	24 066	5 535	155 590	8 196	53 064	5 997	37 016	1 733,9
Japan	782	1 073 694	37 638	6 702	269 021	19 477	47 263	3 048	25 015	366,7
Singapore	1 017	1 199 663	48 986	10 669	738 761	98 393	80 142	2 346	17 924	199,1
European Union (27)	12 199	10 491 283	293 271	46 729	2 262 234	566 019	473 487	22 813	186 223	2 777,8

Case 3.

Describe the semantic load of such a stage of regional economic integration as a Free Trade Zone. Try to find an explanation why the United States, being a member of NAFTA/USMCA, does not seek to move to the next stage of integration.

International Business Management

CASE STUDY 1

ElectroGo is a successful German manufacturer of high-end, modular home energy storage systems. It has a strong brand in the DACH region (Germany, Austria, Switzerland) but is facing saturated

growth. The board is divided on internationalization strategy. One faction, led by the CEO, wants rapid global expansion, targeting the booming markets in North America and Australia. Another faction, led by the CFO, warns of the risks of the "globalization debate," citing political backlash, cultural differences, and complex supply chains. They suggest a slower, regional approach within the EU.

Tasks:

- Using the PESTEL framework, identify the key international business environment factors ElectroGo must analyze before entering the U.S. market.
- Discuss the advantages of internationalization for ElectroGo, but also elaborate on the risks related to "the globalization debate" that the CFO is concerned about.
- Based on your analysis, recommend an initial form of international business entry for the U.S. market. Justify your choice by weighing the control and risk.

CASE STUDY 2

SunnyVita, a Brazilian producer of organic fruit pulps, has seen its exports to Europe grow by 300% in three years. However, it now faces two major challenges. First is that the EU has imposed new protectionist sanitary and phytosanitary measures, arguing they are for consumer safety. SunnyVita's management believes this is a non-tariff barrier to protect European farmers. Second, to circumvent these barriers and be closer to its customers, SunnyVita is considering a foreign direct investment in the form of a processing and bottling plant in Portugal.

Tasks:

- Explain the conflict between free trade and protectionism in this case. What are the arguments of the EU and of SunnyVita?
- Discuss the potential benefits and risks for SunnyVita in switching from pure exporting to making an FDI in Portugal. How does this decision relate to global sourcing?
- The investment will require SunnyVita to convert a large sum of Brazilian Reais to Euros. Identify the exchange rate risk involved in this transaction and suggest one way the company could hedge against this risk.

CASE STUDY 3

Global Gadgets Inc., a UK electronics company, has just secured a large contract to supply components to a company in the United States. The contract is valued at \$5,000,000, payable in 90 days. The current spot exchange rate is 1 GBP = 1.25 USD. The financial director is concerned about potential losses due to exchange rate fluctuations.

Tasks:

- If the exchange rate in 90 days moves to 1 GBP = 1.30 USD, how much will Global Gadgets receive in GBP? Compare this to the amount they would receive at the current spot rate.
- What specific type of foreign exchange risk is Global Gadgets exposed to in this scenario?
- Propose and explain one method Global Gadgets could use to hedge against this risk.
- Explain how a sustained appreciation of the GBP against the USD could affect Global Gadgets' long-term competitive advantage in the U.S. market.

CASE STUDY 4

EuroAuto is a major European automobile manufacturer. It is facing intense competition from American and Asian electric vehicle makers. Its stock price has been volatile, influenced by global portfolio investors. To survive, the board has approved a massive strategic shift: to become an all-EV brand by 2030. This requires huge international capital flows to fund R&D and new gigafactories, a complete overhaul of its global marketing to reposition the brand, and a firm commitment to sustainable development and a circular economy.

Tasks:

- Compare and contrast the two main options for raising the required capital: seeking more foreign direct investment versus attracting portfolio investment through a new bond or stock issuance. What are the pros and cons of each for EuroAuto's control and financial stability?
- Develop a core message for a global marketing campaign that communicates EuroAuto's new strategic direction. How should this campaign be tailored to address the values and customs of environmentally-conscious consumers in different regions?
- Explain how EuroAuto's new focus on sustainable development and ESG is not just an ethical choice but a necessary technological choice and development to build competitive advantages in the modern automotive industry.

Global Innovations in International Business

CASE STUDY 1

ElectroRide, a European electric scooter startup, has developed a revolutionary, long-lasting solid-state battery. After a successful launch in Europe, they are planning to enter the high-growth markets of Vietnam and Indonesia. They have filed for a patent in Europe but, due to budget constraints, have not yet filed with the national patent offices in Southeast Asia. Six months after their market research team presented the technology at a conference in Jakarta, a local Indonesian company, "Baterai Maju", has launched a strikingly similar product.

Questions:

- What critical mistakes did ElectroRide make in managing its intellectual property on a global scale?
- As a consultant, what would you advise ElectroRide to do now regarding its market entry strategy? Consider both legal recourse and potential new strategies like forming a strategic alliance with a local firm.
- How can ElectroRide better harness the engine of global innovation in the future to protect its IP while still operating effectively in emerging markets?

CASE STUDY 2

Global Pharma Inc., a U.S.-based pharmaceutical giant, has seen its drug development pipeline stagnate. Its R&D is centralized in its New Jersey headquarters, and the process is slow, siloed, and expensive. A competitor, "BioCollaborate", has recently launched two blockbuster drugs by using an "open innovation" model, partnering with university labs and biotech startups around the world. Global Pharma's CEO is now demanding a strategic overhaul.

Questions:

- Analyze GPI's current R&D approach versus BioCollaborate's using the open innovation framework. What are the key differences?
- Propose a new R&D organization and location strategy for Global Pharma. Should they decentralize? Where should they locate new research centers and why?
- Design a technology transfer and alliance management plan for GPI to effectively partner with a small but innovative research lab in Switzerland.

CASE STUDY 3

AgriGrow, an Indian agri-tech company, has developed a low-cost, solar-powered soil nutrient sensor for smallholder farmers. The product is technically sound, but market adoption in rural India has been extremely slow after the initial pilot. Farmers are skeptical of the technology, distribution through traditional retail channels is ineffective, and local competitors are emerging with cheaper imitations.

Questions:

- Apply the theory of innovation diffusion and market adoption to diagnose why AgriGrow's product is not being widely adopted.
- Develop a bottom of the pyramid innovation strategy for AgriGrow. How should they adjust their product, brand, and marketing strategy to better suit this specific market?
- What strategic alliances and networks could AgriGrow form to improve distribution and build trust?

CASE STUDY 4

AutoWerke, a prestigious German automotive manufacturer known for its luxury combustion-engine cars, is facing existential pressure from Tesla and Chinese EV makers. Its culture is engineering-excellence driven, hierarchical, and resistant to radical change. A project to develop a fully digital, software-defined vehicle is behind schedule and over budget, with conflicts between the traditional mechanical engineering team and the new software division.

Questions:

- Diagnose the internal barriers to innovation at AutoWerke using the organizations and innovation and the organizational structures concepts.
- Recommend specific management tools for innovation and changes to the organizational structure to help AutoWerke manage this disruptive technology shift more effectively.
- Should AutoWerke attempt to build this new capability entirely in-house, or should it pursue a strategic alliance with a tech company? Justify your recommendation, outlining the potential benefits and risks of an alliance.

BUSINESS EVALUATION

4. The nominal share price is ____ rubles. A year after the start of the issue, the shares were sold on the market for ____ rubles. more expensive than the nominal price. Shareholders were paid a dividend of 15% of the par value. It is required to determine the return on shares

5. The beta (β) for the company being assessed is _____. The average market premium for the whole market is ____%. Risk free rate of return ____%. Determine the profitability of an investor purchasing shares of a given company shares
6. Credit in the amount of _____ RUB issued for 5 years at _____% per annum on a monthly basis. Determine the size of the loan repayment. Draw up a loan amortization schedule for 1 year.
7. It is required to determine the market value of the company's equity capital, the net profit of which is _____ RUB And ROA = ____%. The following data acc. Analogs is given:

Analog	Multiple Price/Assets	ROA
1	0,731	16,10%
2	0,845	15,80%

8. The book value of low-liquid raw materials is _____ RUB. The internal discount rate is ____%. The average turnover period of raw materials for the period under review is 4 times. What is the market value of low liquid raw materials?

Commercialization of start-up projects

Case 1

Café - Merchant House LLC was registered in early January 2023

It is planned to be launched from April 1, 2023 (open the doors).

Below are the costs

Signboard costs – 30,000 rubles

Repair costs – 500,000 rubles.

Printing 1000 leaflets and payment for their distribution – 20,000rubles

Website development costs – 80,000rubles

Website promotion expenses (monthly) – 15,000rubles

Menu development and printing costs – 50,000rubles

Purchase of equipment and furniture for the cafe – 2 million rubles (purchased on February 10, 2023)

Rent + communal - 200,000 per month

Salary to managers – 150,000 monthly

Wages to waiters (4 people) and bartender (2 people) – 1500r per day to each of them (6 people 3x3)

Purchase of food – 300,000 monthly

The annual profit is planned to be at least 5 million rubles.

Determine the required amount of initial investment.

Determine the minimum average revenue per month.

2. The employee fulfilled the production rate by 120%. His earnings at direct piece - rate rates amounted to 40,000 rubles per norm of production. According to the internal regulations, piece-rate prices for products produced in excess of 105% of the norm are increased by 1.5 times.

Determine the full monthly earnings of a worker:

3. The employee worked 168 hours and saved 90,000 rubles in materials during the month.

We will determine the full earnings of an employee if the company has a provision on awarding employees for saving materials in the amount of 40% of the savings amount. The employee's hourly rate is 635 rubles per month

4. So as to create a business its owner invested the sum of 200 thousand rubles. The production process is carried out in the building which belongs to the owner, and but he used to give it into a rent . The rent was 50 thousand rub/month. Before starting his own business its founder was a hired manager with an annual salary of 1000 thousand rubles a year.

Business Activity is characterized by the following figures

Indicators	figures
Volume of production, units	10 000
Price (without VAT), rub/unit	1 50
Average annual valuet of fixed assets, thousand rubles	600
Average remains of current assets, thousand rubles	200
Expenses, thousand rubles:	
the material	250
wages to workers	150
depreciation	160
others	140
Income from selling excessive property, thousand rubles	50
Loan, thousand rubles	10
Income tax, %	20
Deposit interest rate, %	10

Calculate:

- Capital productivity rate, Turn over ration of current assets*
- Gross Profit, Sales Profit, Profit before taxation, Net profit;*

Prove the answer to a question of reasonability(usefulness) of creation of own business (calculate economic profit).

5. Task

The company's revenue amounted to 7 million rubles (without VAT).

The company sold **1000 units**.

Below there are the expenses of the company "ABC" in the reporting year.

Purchase of raw materials is 450 rub per 1 unit

Wages to production workers 400 rubles per 1 unit of produced goods.

Social security tax - 30%

Salary to top management 60.000 RUB. per month 2 people.

Room rental - 600.000 rubles per year

Utilities - 6500 per month

Expenses on advertising – 130,000 per year

Travel expenses of top managers – 260.000 per year

Corporate insurance – 300.000 per year

Loans - 150.000 per year

Expenses on purchased equipment – 500.000 rubles.

Dividends from other assets - 350,000 rubles

Selling the extra business assets – 200.000 rubles

Find:

Gross profit, sales profit, profit before tax, net profit

6. The company's annual output was 10,000 units.

The calculation of the unit cost of production (for the production of 10,000 units) is given below, in rubles.:

Production Cost (prime-cost) elements	Rubles
Raw materials	40
Auxiliary material (supplementary)	1,0
Fuel and energy	15
Wages of production workers	10
Social contributions (with the wages of these production workers)	3,0
Rent of production premises (workshops)	5,0
Depreciation of production equipment	4,2
General economic expenses (administrative and managerial expenses; maintenance of General economic personnel)	2,8
TOTAL	81

Product price – 100 rubles/piece.

Calculate: critical output (i.e. break-even point); unit cost when the annual output increases to 12,000 units and when reduced to 8000 units

Task 7 - Calculate the cost of production of a unit

There is an ABC company that produces light industry products (tailoring – coats)
Below are the expenses incurred by the company for the month.

It is necessary to calculate the cost of production of one coat, if it is known that 20 coats were brought and sold in a month.

Company expenses for the month:

Rent per month – 100,000 rubles

Equipment was purchased (sewing machines) the cost is 200,000 rubles (the useful life span -5 years, depreciated in a linear way).

The wage of a worker is 1500 rubles for one coat

The salary of the management staff is 120,000 per month

Materials and accessories are required for sewing a coat worth 5,000 rubles per coat

Utility bills (fixed every month) – 7000 rubles

Customs and tariff regulations

Case 1

High-quality beef is imported into the customs territory of the EAEU (code 0201 10 000 3 Commodity Nomenclature of Foreign Economic Activity of the EAEU). The purchase agreement states that the total cost is \$10,000. The customs duty rate is 15%.

Exchange rates: 1 US dollar = 90.0734 rubles, 1 euro = 95.5916 rubles. Determine the amount of customs duty.

Case 2

Is it possible to provide tariff preferences and in what form if chocolate spread from Algeria containing cocoa (product code 1806) is imported into the EAEU, using cocoa powder with added sugar (product code 1806) produced in Cameroon. At the same time, the cost of chocolate spread on EXW terms is 10 US dollars, and the cost of foreign raw materials (cocoa powder with added sugar) is 4 US dollars.

What other conditions must be met to receive tariff preferences?

Case 3

Determine the customs value when importing goods under CIF-St. Petersburg Incoterms 2020, taking into account that

- the cost of the imported consignment of goods under the contract is 125,000 euros
- sea freight cost was 3000 euros
- there are documents confirming the seller's expenses for transporting the goods to the port of departure and for loading them onto the ship in the amount of 4,000 euros

There is an international transport insurance policy in the amount of 130,000 euros, the insurance premium is 1,000 euros

Exchange rates: 1 US dollar = 85 rubles, 1 euro = 95 rubles. Determine the amount of customs duty.

Case 4

The company (Moscow) purchases a batch of lathes (Hamburg), the selling price of which is 200,000 dollars. The main transportation is carried out by rail (Frankfurt – Brest - Moscow). The obligations of the seller include the conclusion of a contract of carriage and insurance of the risk of loss or damage to the goods. Determine the basic terms of delivery, the contract price, and calculate the customs value under the following conditions:

Export formalities - \$50

Transportation to Frankfurt railway station 200 USD

Frankfurt– Brest railway transportation – 1,500 USD

Brest– Moscow railway transportation – 1000 USD.

The cost of unloading at the buyer's warehouse is \$ 200

The insurance premium is \$100

Import formalities are 800 dollars ,
the dollar exchange rate is 79 rubles.

Economics of Industry Markets

Case 1.

How do global companies Coca-Cola, Ikea, Apple and Google use the Ansoff matrix?

Coca-Cola made significant marketing investments to create a positive association between the holiday and the brand. The target audience for their marketing campaign was existing customers who were already enjoying the drink and Christmas.

One of IKEA's primary growth strategies is market development. The world's largest furniture retailer invests heavily in expanding into new markets. IKEA has 12 different franchise companies operating in nearly 500 locations in 62 countries.

Apple continues to invest in R&D to improve its products and add new features to each new gadget it introduces. This ensures that its customers are always looking forward to the next product launch. Since 2020, this strategy has had a positive impact on the company's sales and helped accelerate Apple's global expansion.

The company Google has been developing new products and services since its founding in 1998. It started as a search engine and has since expanded into various industries.

Market penetration	Product development
Market development	Diversification

Based on the proposed data, it is necessary to analyze the company's products, determine which are the most profitable, which bring losses using the BCG matrix (Boston Consulting Group matrix).

Product	Sales volume thousand \$		Sales volume of the leading competitor, thousand \$	Calculated Indicators	
	2022	2023		Market growth rate	Relative market share
Product A	190	200	250		
Product B	300	400	300		
Product C	450	600	500		
Product D	950	900	1000		
Product M	950	1100	800		
Total:	2840	3200	2850		

"Difficult Children" is product A and D. Investments are needed to develop these products. Development scheme: creating a competitive advantage – distribution – support.

"Stars" is product B and C. The company has such products, which is a big plus, so we need support from the company.

«Cash Cows» is a product of M. It makes a good profit, which can be used to finance other products.

"Dogs" are not detected.

5. REQUIREMENTS FOR GRADUATION QUALIFYING PAPER (DEGREE THESIS) AND PROCEDURE FOR ITS DEFENCE

The WRC is a work performed by a student (several students together) demonstrating the graduate's level of preparedness for independent professional activity.

The list of topics of final qualifying works offered to students for implementation is approved by the order of the head of the OUP implementing the OP IN, and is brought to the attention of the program manager of the final year students no later than 6 months before the start date of the GIA.

After choosing the topic of the WRC, no later than 7 months before the start date of the GIA, the student provides the head of the issuing BUP, implementing the OP HE mastered by the student, with an application for approval of the topic chosen by him and the appointment of the head of the WRC.

At the written request of the student (several students performing the WRC jointly), the OUP can provide the student (several students) with the opportunity to prepare and defend the WRC on the topic proposed by the student (several students), if it is reasonable to perform the WRC on the proposed topic for practical application in the relevant field of professional activity or at a specific object of professional activity the profile of the OP IN question(s).

To prepare the WRC, no later than 6 months before the start of the GIA, the final topics and the leaders of the WRC from among the employees of the RUDN are assigned to the students of the final course by the orders of the vice-rector of the University, who oversees educational activities in the field of higher education. These orders are formed by each OUP for OP HE, where there are students who complete the development of OP HE in the current academic year, and are coordinated with the UOP.

For students who perform the WRC together, the above orders assign one head of the WRC from among the employees of the University, and also, if necessary, by order

of the head of the issuing BUP, one or more consultants are assigned, who can be both employees of the RUDN and employees of other organizations.

The student must, no later than 30 calendar days after the approval of the relevant order of the topic of his WRC, receive a task from the head of the WRC to complete the work.

A student who has passed the HE is allowed to defend the WRC.

Only a fully completed WRC is allowed to be defended, signed by the graduate (graduates) who completed it, the head, the consultant (if available), the head of the issuing BUP and OUP, which has passed the external review procedure (for master's degree and specialty is mandatory) and checked for the amount of borrowings (in the "Anti-Plagiarism" system). The review of the head of the graduate's work during the preparation of the WRC is necessarily attached to the WRC admitted to the defense.

No later than 5 calendar days before the defense of the WRC, the head of the WRC prepares a written review of the student's work during the performance of the work and introduces the student's review.

The head of the WRC submits a review to the secretary of the GEC no later than 2 calendar days before the protection of the work.

In the case of the completion of the WRC by several students, the head of the WRC prepares a review on their joint work within the prescribed time, introduces the feedback to the students and submits it to the secretary of the HEC no later than 2 calendar days before the day of the WRC defense.

In case of negative feedback from the head of the WRC, the issue of admission of work to the defense is considered at a meeting of the relevant issuing BUP with the participation of the head of the WRC and an invitation to the meeting of the student. At the meeting of the BUP, the arguments of the head of the WRC and the student are listened to (in his presence) and one of the following decisions can be made:

- to allow the WRC to be defended within the time limits set by the GIA schedule;
- to allow the WRC to be defended within the time limits set by the dean's office / directorate of the OUP (outside the schedule of the GIA within the current calendar year; on the basis of the order "On the extension of the session");
- in the absence of a completed WRC completed on an approved topic and designed in accordance with the established requirements, prevent the student from defending the WRC in the current calendar year and submit the student for expulsion as having failed to fulfill the obligations of conscientious development of the educational program and the implementation of the curriculum.

An extract from the minutes of the meeting of the BUP is provided to the dean's office/ directorate of the relevant OUP and the secretary of the GEC.

To conduct a review of the WRC, no later than 10 calendar days before the defense of the WRC, the head of the WRC sends the work to a reviewer from among persons who are not employees of the RUDN, who have experience in professional and/ or scientific activities in the profile of the OP IN, mastered by the specified student.

The reviewer analyzes the WRC and, no later than 5 calendar days before its defense, sends a written review of the work to the head of the WRC. If the WRC is interdisciplinary, it is sent to several reviewers.

The head of the WRC no later than 5 calendar days before the defense of the WRC ensures that the student (students) is acquainted with the review (reviews) and submits the review (reviews) to the secretary of the HEC no later than 2 calendar days before the day of the defense of the WRC.

The manuscript of the completed WRC is checked:*

- by a person authorized by the head of the relevant issuing BUP (normcontroller), for compliance of the design of the explanatory note and the graphic presentation part of the WRC with the requirements for the design of the WRC approved by the issuing BUP or OUP, in accordance with the rules for the preparation and design of the WRC in the RUDN ;

- the head of the WRC or a person authorized by the head of the relevant issuing BUP for the amount of borrowing . The results of the specified audit in the form of an appropriate protocol (certificate) are transmitted by the head of the WRC to the secretary of the GEC no later than 2 calendar days before the day of the WRC protection.

*it is recommended to review the manuscript of the completed WRC at the meetings of the department closest to the date of protection.

The manuscript, designed in accordance with the established requirements and signed in accordance with the established procedure, is transmitted to the students (several students) to the secretary of the GEK on paper and electronic media no later than 2 calendar days before the day of the protection of the WRC.

The texts of the WRC, with the exception of texts containing information constituting a state secret, are placed in the RUDN electronic library system (EBS) no later than 10 calendar days after the completion of the GIA.

In order to identify and timely eliminate deficiencies in the structure, content and design of the WRC, no later than 14 days before the date of its protection, a rehearsal of the students' defense of their work (pre-defense) is conducted in the presence of the head of the WRC and other teachers of the graduating BUP.

The defense of the WRC is conducted at an open meeting of the State Examination Commission (GEC).

The certification test is conducted in the form of an oral report by students with a mandatory multimedia (graphic) presentation reflecting the main content of the WRC.

At the end of the report, the defenders give oral answers to questions raised by the members of the GEC on the subject, structure, content or design of the WRC and the profile of the OP IN. Regulations for the preparation and conduct of student defenses of final qualifying papers orally in foreign languages at the RUDN

1. The defense of the WRC in a foreign language by students of the Higher Educational Institution of Higher Education takes place in accordance with the calendar study schedules approved in accordance with the procedure established in the RUDN.

2. The defense of the WRC in a foreign language is mandatory for students who have completed full-time bachelor's and specialist degree programs, whose curricula provide at least 20 credits of studying foreign languages and disciplines in foreign languages.

4. The defense of the WRC in a foreign language is mandatory for students who have completed master's degree programs.

5. Students who have successfully completed the full development of the OOP in a foreign language and successfully passed all other types of final certification tests, as well as students who did not pass the previous state certification test for a good reason, including in disciplines providing for the development of a foreign language, are allowed to defend the WRC in a foreign language

6. The Department of Foreign Languages of the main educational unit (hereinafter referred to as the OUP) determines the list of students for the protection of the WRC in foreign languages, taking into account:

a) the list of foreign languages mastered by students within the framework of training in the OOP in;

b) the results of academic performance in the study of foreign languages;

c) the list of foreign languages taught at the Department of Foreign Languages of the corresponding OUP.

7. The head of the Department of Foreign Languages of the OUP appoints persons from among the teaching staff to conduct consultations on the preparation of the text of a speech (report) in a foreign language on the topic of the WRC

(hereinafter referred to as the consultant teacher) no later than 2.5 months before the date of the defense of the WRC.

8. The head of the Department of Foreign Languages of the OUP sends a list of students, indicating the foreign language for the protection of the WRC and the data (surname, first name, patronymic, if any) of the consultant teacher to the dean's office / educational part of the OUP; the specified list is approved by the order of the head of the OUP no later than 2 months before the date of the protection of the WRC.

9. The student has the right to change a foreign language for the protection of the WRC and, accordingly, to change the teacher-consultant in a foreign language no later than 3 weeks before the date of protection by sending a written application addressed to the Deputy Dean for Academic Affairs, agreed with the head of the Department of Foreign Languages of the OUP and the supervisor.

10. The text of the speech (report) in a foreign language is checked by the consultant teacher and agreed with the consultant teacher of the Department of Foreign Languages no later than 1 week before the date of protection, and is attached to the WRC.

11. The text of the speech (report) on the topic of the WRC in a foreign language and its

translation are transmitted by the teacher-consultant to the secretary of the state

Examination Commission (hereinafter GEC) no later than three days before the defense;

The Secretary of the GEC reproduces the text of the speech (report) in the number of copies corresponding to the number of members of the GEC.

12. The defense of the WRC in a foreign language is carried out in the form of an author's report, which is usually given up to 10 minutes for students in bachelor's and specialty programs, up to 15 minutes for students in the master's program, according to the decision of the GEC.

13. A presentation (report) in a foreign language may be accompanied by a presentation of the main content of the work in Russian.

14. At the discretion of the members of the GEC, students may be asked questions in

Russian or in the foreign language in which the defense of the WRC takes place.

15. The answers of the students are carried out in the same language in which the questions were asked by the members of the GEC.

16. A teacher of the Department of Foreign Languages is present at the defense of the WRC, who, one working day before the defense, on the recommendation of the teacher-consultant, gets acquainted with the text of the speech (report) and provides support for the defense in terms of translating the text of the speech (report) for the members of the GEC (if necessary) and evaluates the quality of professionally oriented foreign language training of the student.

17. In the minutes of the meeting of the GEC, a note is made about the protection of the final work in a foreign language.

The stages of the implementation of the WRC, the requirements for the structure, volume, content and design, as well as the list of mandatory and recommended documents submitted for protection are indicated in the relevant methodological guidelines.

The evaluation of the results of the protection of the WRC is carried out in accordance with the methodology set out in the evaluation materials presented in the Annex to this GIA program.

6. REQUIREMENTS FOR EQUIPMENT AND TECHNOLOGY SUPPORT FOR FINAL STATE EXAMINATION

The infrastructure and technical support necessary for the examination implementation include: classrooms equipped with... (computers, specialised software, other devices, if any, etc.).

Тип аудитории	Оснащение аудитории	Специализированное учебное/лабораторное оборудование, ПО и материалы для освоения дисциплины (при необходимости)																								
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Компьютерный класс	<p>432 аудитория</p> <p>Системный блок Intel i3 3400 MHz/8 GB/500 GB/DVD/audio – 1 шт</p> <p>Монитор Philips 234E5Q – 1 шт</p> <p>Мультимедиа проектор Casio XJ-V100W</p> <p>Экран моторизованный Targa 220*220 – 1 шт</p>	<table border="1"> <thead> <tr> <th>№</th> <th>Наименование</th> <th>Реквизиты лицензии</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>MS Windows 10 64bit</td> <td>86626883</td> </tr> <tr> <td>2</td> <td>Microsoft Office 2016</td> <td>86626883</td> </tr> <tr> <td>3</td> <td>1С Предприятие 8.3</td> <td>9878708</td> </tr> <tr> <td>4</td> <td>Eviews7</td> <td>70U00460</td> </tr> <tr> <td>5</td> <td>Система БЭСТ-ОФИС</td> <td>40475</td> </tr> <tr> <td>6</td> <td>Expert Systems</td> <td>18487N</td> </tr> <tr> <td>7</td> <td>7-Zip</td> <td>free</td> </tr> <tr> <td>8</td> <td>FastStone Image Viewer</td> <td>free</td> </tr> <tr> <td>9</td> <td>FreeCommander</td> <td>free</td> </tr> <tr> <td>#</td> <td>Adobe Reader</td> <td>free</td> </tr> <tr> <td>#</td> <td>K-Lite Codec Pack</td> <td>free</td> </tr> <tr> <td>#</td> <td>Корпорация Галактика</td> <td>free</td> </tr> </tbody> </table>			№	Наименование	Реквизиты лицензии	1	MS Windows 10 64bit	86626883	2	Microsoft Office 2016	86626883	3	1С Предприятие 8.3	9878708	4	Eviews7	70U00460	5	Система БЭСТ-ОФИС	40475	6	Expert Systems	18487N	7	7-Zip	free	8	FastStone Image Viewer	free	9	FreeCommander	free	#	Adobe Reader	free	#	K-Lite Codec Pack	free	#	Корпорация Галактика	free								
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7. RESOURCES RECOMMENDED FOR FINAL STATE EXAMINATION

MICROECONOMICS (ADVANCED LEVEL)

Topic 1: Supply and demand

What a competitive market is and how it is described by the supply and demand model. What the demand curve and supply curve are. The difference between movements along a curve and shifts of a curve. How the supply and demand curves determine a market's equilibrium price and equilibrium quantity. How in the case of a shortage or surplus, how price moves the market back to equilibrium.

Topic 2: Consumer and producer surplus

What consumer surplus is and its relationship to the demand curve. What producer surplus is and its relationship to the supply curve. What total surplus is and how it can be used both to measure the gains from trade and to illustrate why markets work so well. Why property rights and prices as economic signals are critical to smooth functioning of a market

Topic 3. Price Controls and Quotas: Meddling with Markets

The meaning of *price controls* and *quantity controls*, two kinds of government interventions in markets. How price and quantity controls create problems and can make a market inefficient. What *deadweight loss* is. Why the predictable side effects of intervention in markets often lead economists to be skeptical of its usefulness. Who benefits and who loses from market interventions, and why they are used despite their well-known problems

Topic 4. Elasticity

What is the definition of elasticity? What is the meaning and importance of: price elasticity of demand, income elasticity of demand, price elasticity of supply? What factors influence the size of these various elasticities? How the cross-price elasticity of demand measures the responsiveness of demand for one good to changes in the price of another good.

Topic 5. Taxes

The effects of taxes on supply and demand What determines who really bears the burden of a tax. The costs and benefits of taxes, and why taxes impose a cost that is larger than the tax revenue they raise. The difference between progressive and regressive taxes and the trade-off between tax equity and tax efficiency

Topic 6. Decision making by individuals and firms

Why good decision making begins with accurately defining costs and benefits. The importance of *implicit* as well as *explicit costs* in decision making. The difference between *accounting profit* and *economic profit*, and why economic profit is the correct basis for decisions

Three different types of economic decisions: “either-or” decisions, “how much” decisions, and decisions involving *sunk costs*. The principles of decision making that correspond to each type of economic decision. Why people sometimes behave irrationally in predictable ways.

Topic 7. Perfect Competition and the Supply Curve

What a perfectly competitive market is and the characteristics of a perfectly competitive industry. How a price-taking producer determines its profit-maximizing quantity of output. How to assess whether a producer is profitable and why an unprofitable producer may continue to operate in the short run. Why industries behave differently in the short run than in the long run. What determines the industry supply curve in both the short run and the long run.

Topic 8. Monopoly

The significance of monopoly, where a single monopolist is the only producer of a good. How a monopolist determines its profit-maximizing output and price. The difference between monopoly and perfect competition, and the effects of that difference on society's welfare. How policy makers address the problems posed by monopoly. What price discrimination is, and why it is so prevalent when producers have market power

Topic 9. Oligopoly

The meaning of oligopoly, and why it occurs. Why oligopolists have an incentive to act in ways that reduce their combined profit, and why they can benefit from collusion. How our understanding of oligopoly can be enhanced by using game theory, especially the concept of the prisoners' dilemma. How repeated interactions among oligopolists can help them achieve tacit collusion

Topic 10. Monopolistic competition

The meaning of monopolistic competition. Why oligopolists and monopolistically competitive firms differentiate their products. How prices and profits are determined in monopolistic competition in the short run and the long run. Why monopolistic competition poses a trade-off between lower prices and greater product diversity. The economic significance of advertising.

Literature:

1. Paul Krugman, Robin Wells. *ECONOMICS*, Princeton University, Worth Publishers, 2019

MACROECONOMICS (ADVANCED LEVEL)

Topic 1: The brief story of modern macroeconomics.

John Maynard Keynes and the Great Depression. The Neoclassical Synthesis (J. Hicks, A. Hansen, A.W. Phillips, P. Samuelson, F. Modigliani, M. Friedman, R. Solow, L. Klein). The Rational Expectations Critique (R. Lucas, T. Sargent, R. Barro, R. Hall, R. Dornbusch, S. Fischer, J. Taylor). New Classical Economics (E. Prescott). New Keynesian Economics (G. Akerlof, B. Bernanke, G. Mankiw). New Growth Theory (R. Lucas, P. Romer, Ph. Aghion, P. Howitt). Common beliefs of macroeconomists.

Topic 2: Major macroeconomic variables - GDP, the unemployment rate, the inflation rate

Aggregate output. 3 ways to compute GDP: product, expenditure and income approaches. Nominal and real GDP. GDP growth rate. The unemployment rate and the inflation rate.

Topic 3. The goods market in the short run. The composition of GDP. The demand for goods. The determination of equilibrium output.

Topic 4: Financial markets in the short run. Money demand. Money supply. Money demand, money supply, and the equilibrium interest rate.

Topic 5: Goods and financial markets: the IS-LM model in closed economy. The goods market and the *IS* relation. Financial markets and the *LM* relation. Putting the *IS* and the *LM* relations together. Using a policy mix. *IS-LM* and the liquidity trap.

Topic 6. Mundell - Fleming model for open economy. Openness in goods markets. Output, the interest rate, and the exchange rate. The IS-LM Model in an open economy. The fiscal policy effects in an open economy. The effects of exchange rate policy in an open economy.

Topic 7: Expectations in economy: financial markets, output, and economic policy. The real interest rate and the nominal interest rate. Expected present discounted values. Expectations and consumption. Expectations and investment. Expectations, output and policy.

Topic 8: Economic policy in an open economy. Impact of domestic shocks and foreign shocks on the domestic economy's output and trade balance. Effects of a real depreciation on output and the trade balance. The role of policy under flexible exchange rates. The role of policy under fixed exchange rates. Exchange rate volatility.

Topic 9: Monetary and fiscal policy rules and constraints. The optimal inflation rate. Monetary policy rules. Fiscal policy rules and constraints.

Literature:

2. Paul Krugman, Robin Wells. *ECONOMICS*, Princeton University, Worth Publishers, 2021

7.2 Содержание дисциплин и рекомендуемая литература (профильные дисциплины) /

The variable part:

INTERNATIONAL TRADE

Module 1: General characteristics of international trade

Topic 1. General characteristics of international trade

Module 2: Basic concepts of international trade

Topic 2. International

trade and economic development

Topic 3. International trade theories.

Topic 4. National and International level of international trade regulation

Topic 5. Forms of international trade: essence and features.

Module 3: Practice aspects of international trade

Topic 6. Organized international

commodity markets.

Topic 7. Methods of export and import operations

Topic 8. International purchase and sale contracts

Topic 9. Legal regulation of international

trade contracts.

Topic 10. Payment operations under international trade contracts

a) main literature:

1. Gandolfo Giancarlo *International Trade: Theory and Policy* - Springer Berlin Heidelberg, -2023 <http://b-ok.org/book/2161467/70a81b>

2. Krugman P, Obstfield M., Melitz M. International economics: Theory and Policy (ninth edition). – Addison – Wesley. – 2024 http://www.clementnedoncelle.eu/wp-content/uploads/KOM_IE9.pdf

b) additional literature:

1. The Handbook of International Trade. A Guide to the Principles and Practice of Export. SECOND EDITION. Consultant Editors: Jim Sherlock and Jonathan Reuvid. Published in Association with: The Institute of Export. 2020. <http://www.sze.hu/~gjudit/Exportszerzodesek/Handbook%20of%20international%20trade.pdf>

2. Adam Klug Routledge Taylor & Francis Group London and New York, 2016 Theories of international trade https://zodml.org/sites/default/files/%5BAdam_Klug%5D_Theories_of_International_Trade_%28Routl_0.pdf

3. World_trade_report18_eng
https://www.wto.org/english/news_e/news18_e/wtr_03oct18_e.htm

COMMERCIALIZATION OF START-UP PROJECTS

Topic 1. Essence of Commercialization. How to attract money into a start-up project.

Topic 2. Internal and external environment of the business. Economic environment of business. Business infrastructure.

Topic 3. Legal forms of business.

Topic 4. Managerial decisions in business. Franchizing.

Topic 5. Finance resources: own and loans. Financial efficiency of business.

Topic 6. Material resources. Amortization/Depreciation.

Topic 7. Prime costs. Profit distribution. Taxation. Entrepreneurial risks.

Topic 8. Business-planning.

BASIC SOURCES:

1. Stephen J. Skripak. Fundamentals of Business. Blacksburg, Virginia 2022 <https://vtechworks.lib.vt.edu/bitstream/handle/10919/70961/Fundamentals%20of%20Business%20%28complete%29.pdf>

ADDITIONAL SOURCES:

1. Grant D., McLarty R. Business Basics: Student's Book. – Great Britain: Oxford University Press, 2023.

2. Axson D.A.J. Best Practices in Planning and Performance Management: Radically Rethinking Management for a Volatile World. – USA: John Wiley and Sons, Ltd, 2021.

3. Gary Vaynerchuk. Crushing It: How Great Entrepreneurs Build Their Business and Influence-and How You Can, Too, 2022.

4. William Nickels (Author), James McHugh (Author), Susan McHugh (Author). Understanding Business, 11th edition. Mac Graw Hill Education, 2017

INTERNATIONAL BUSINESS MANAGEMENT

Topic 1. International Business Management: An Introduction

Internationalization of business. Advantages of internationalization. Forms of international business. The globalization debate.

Topic 2. International Business Environment

World economies. International economic cooperation. Regional economic cooperation.

Topic 3. International Trade

Free trade and protectionism. Foreign trade policy. Multilateral regulation of international trade. Global sourcing.

Topic 4. International Capital Flows and Exchange

International capital movement. Foreign direct investment. Portfolio investment. Exchange rates and currency trading. Foreign exchange market.

Topic 5. Major Actors in Contemporary Markets

Firms. International corporations. Government.

Topic 6. Strategy and International Business

Business and corporate strategy. Generic strategies. International strategy. Managing the international business.

Topic 7. Global Entrepreneurship and Intrapreneurship

Business entrepreneurship across borders. Global firms. Intrapreneurship. International expansion and global market opportunity.

Topic 8. Culture and Business

Values and customs. Culture and local business practices. Global business ethics. Corporate culture and leadership styles.

Topic 9. Development Trends of International Business Management

Managing competitive advantages through global marketing. Technological choice and development. Sustainable development and ESG.

Literature:

1. Erokhin, V., Gao, T., & Andrei, J.V. (2023). *Contemporary Macroeconomics: New Global Disorder*. Singapore: Springer Nature. <https://doi.org/10.1007/978-981-19-9542-2>.
2. Fatehi, K., & Choi, J. (2025). *International Business Management: Succeeding in a Culturally Diverse World*. Cham: Springer. <https://doi.org/10.1007/978-3-031-83295-6>.
3. Martin, L. (2021). *International Business Development: A Concise Textbook Focusing on International B-to-B Contexts*. Wiesbaden: Springer Gabler Wiesbaden. <https://doi.org/10.1007/978-3-658-33221-1>.

CUSTOM AND TARIFF REGULATION

Section 1. Key concepts and sources of customs law.

Customs and customs policy of the Russian Federation, transformation in the framework of entry into the EEU. Sources of Customs Law. The legal regime of persons engaged in activities in the field of customs.

Section 2. Basics of customs and tariff regulation in the Customs Union (and the Russian Federation).

The single commodity nomenclature of foreign economic activity. Customs tariff of the EAEU: the structure of the customs tariff, customs duty and types of rates of customs duty. Rules for determining the country of origin of goods. Systems of benefits and preferences in the EAEU and the Russian Federation. The customs value of goods and methods for its determination.

Section 3. Customs Procedures.

General provisions on customs procedures in the CU. Features of customs procedures in the EAEU

Section 4. Customs Payments.

General provisions on customs payments. Features of the calculation of customs duties, taxes and fees.

Section 5. Customs clearance and declaration of goods and vehicles

Provisions on customs declaration. Structure and procedure for filling in the goods declaration

Literature:

World Customs Organization. <http://www.wcoomd.org>

INTERNATIONAL MIGRATION AND WORLD LABOR MARKET

Section1. Demographic development and the formation of labor resources.

Dynamics of population of the world and key countries. Population projections for the medium and long term. Types of demographic development of the world. Theory of demographic transition. The role of demographic policy in the formation of labor resources.

Section 2. Statistics and development trends of the international labor market development. Key indicators of the labor market. The main sources of information and publication of ILO, OECD Secretariat, Eurostat, US Bureau of Labor Statistics.

Section3. The role of GPS in labor market information. Management of programs for adaptation to the labor market. Organization of employment services and management. Promoting the employment of vulnerable groups of workers (young people, the elderly, the

disabled, women). Non-state labor market institutions in the world. Trade unions and labor disputes. Employers and their associations.

Section 4. Questions of the theory and classification of migration.

Territorial migration of the population. Classification of migration processes. Typology of migration.

Section 5. Statistics and accounting of international migration. Indicators of population migration.

Section 6. Factors and trends in international migration.

Factors and causes of migration. Socio-economic factors of migration. Uneven economic development of the world. The role of cheap labor in the global and national labor markets. Dependence of industries and countries on foreign workers. Demographic factor of migration. The main directions of international migration.

Section 7. International migration in the regions of the world.

International migration in Europe. Labor, forced and illegal migration in Europe, North America, South America, South Africa, Australia, New Zealand, CIS and Russia.

Section 8. The impact of international migration on the socio-economic and demographic development of territories. Migration and labor markets. Illegal migration and labor market. Employment of migrants in the informal sector of the economy. Emigration and the labor market. The impact of different types of migration on the socio-economic parameters of the receiving and giving society. The impact of migration on the demographic development of countries and regions.

Section 9. Instruments for regulating international migration: passports, visas, statuses, citizenship. New types of passports (electronic passports). Types of visas. The Schengen Agreement. Schengen visa. Visa and visa-free regime of Russia with various countries. Prospects for visa interaction between Russia and the countries of Eastern Europe and the EU. Investment migration, educational migration, labor migration, migration through family reunification, repatriation to the ethnic homeland. Naturalization procedures. Naturalization procedure. Temporary migrants. Illegal migrants.

Literature:

1. Global Migration and Labor Markets – World Bank Group 2022. - 63 p.

<https://openknowledge.worldbank.org/bitstream/handle/10986/29806/211281ov.pdf?sequence=4&isAllowed=y>

BUSINESS VALUATION AND COMPANY COST MANAGEMENT

Topic 1. Business valuation: subject, purposes, principles, special applications and standards.

Valuation of business, like any other object property is a purposeful orderly process of determining the value of a project cost in terms of money, taking into account influencing factors at a particular time in a particular market.

Topic 2. Business income approach to valuation: methodology, accounting of risks.

This method of evaluation is considered to be the most appropriate in terms of investment motives, since any investor to invest in a going concern in the long run, does not buy a set of assets consisting of buildings, structures, machinery, equipment, intangible assets and so on. And stream of future income that will allow him to return on investment, profit and improve their wellbeing. From this perspective, all companies, to whatever industry sector they belong to produce only one type of commodity production money.

Topic 3. Method of the discounted cash flow, model of capitalization of the fixed income. The method provides a summation of the net assets of the net asset value of the enterprise and then subtracting from the sum of its liabilities. Estimated cost of equity capital of the enterprise.

Topic 4. The market-based approach to a business valuation.

A comparative approach to assessing the business in many ways is similar to the income capitalization approach. The value of the company based on the value of the company's revenue.

The capitalization ratio built on the basis of market data.

Topic 5. Property (cost) approach to a business valuation.

In determining the amount of the cost, it is necessary to try to take into account the full impact of the main factors, which include the income generated by the evaluated object, the risks accompanying such income, the average market rate of return for similar objects, traits evaluated object, including the composition and structure of assets and liabilities (or compound elements), market conditions, the current situation in the industry and the economy as a whole.

Topic 6. Assessment and management of different types of property of the entity.

Intellectual property, intangible assets of the entity, financial assets of the entity, the cost of the company. The result of the assessment is the calculated value of the market value or its modification. Market value - is "the most probable price at which the property assessment can be disposed of in the open market, where the parties of the transaction are reasonable, having all the necessary information on the value of the transaction price does not reflect any extraordinary circumstances.

Literature:

1. Standards of Value: Theory and Applications, Second Edition. Jay Fishman, Shannon Pratt and William Morrison. Wiley & Sons, Inc. 2023.
2. The Professional's Guide to Fair Value: The Future of Financial Reporting. James P. Catty. Wiley, 2022.
3. Understanding Business Valuation: A Practical Guide to Valuing Small- to Medium-Sized Businesses, 4th edition. Gary Trugman. AICPA, 2022.

Global Innovations in International Business

Topic 1. Innovation Management: An Introduction

The importance of innovation. Models of innovation. Innovation as a management process.

Topic 2. National Systems of Innovation

The role of the state and national systems of innovation. Waves of innovation and growth. Entrepreneurship and innovation.

Topic 3. Harnessing the Engine of Global Innovation

An introduction to R&D. Intellectual property rights around the globe. How to organize and where to locate research and development activities. Increasing speed and effectiveness of international innovation. Innovation for the bottom of the pyramid.

Topic 4. Global Talent Management

The role of strategic HRM in international business. The global competition for talent. Effective selection and placement strategies.

Topic 5. Managing Innovations within Firms

Organizations and innovation. Managing innovation projects. Strategies to facilitate the innovation process. Organizational structures and innovation. Management tools for innovation. Operations and process innovations.

Topic 6. Open Innovation Strategies and Technology Transfer

Managing intellectual property. Organizational knowledge and technology trajectories. The knowledge base of a firm. Developing innovation strategies. Models of technology transfer.

Topic 7. Market Adoption and Technology Diffusion

Innovations and the market. Innovation diffusion. Product and brand strategy. Innovation management and new product development. Market research.

Topic 8. Strategic Alliances and Networks

Forms of strategic alliances. Establishing an alliance. Managing R&D in alliances. Business models and technology shifts.

Literature:

1. Carayannis, E.G., & Erokhin, V. (Eds.). *Democracy, Environment, and Technology: The Cases of AI and Fusion Energy*. Cham: Springer. <https://doi.org/10.1007/978-3-032-03127-3>.

2. Erokhin, V., Gao, T., & Andrei, J.V. (2023). *Contemporary Macroeconomics: New Global Disorder*. Singapore: Springer Nature. <https://doi.org/10.1007/978-981-19-9542-2>.
3. Trott, P. (2017). *Innovation Management and New Product Development*. Harlow: Pearson Education Limited.

Economics of Industry Markets

1. Module 1. The Welfare Economics of Market Power. Traditional microeconomic approach to assessing the public loss from the monopolization of the industry. Firm's domination in the market. The problems of assessing the influence of market power on public welfare. The Model of contestable markets. Conditions for the existence of the contestable markets. Limitations of the model. International product life cycle: characteristics of its main stages.

Module 2. Market delineation. Measuring of market structures. Types of market boundaries. Approaches to determining the product market boundaries/ Measurement of market structures. Indicators of industry concentration. The relationship between concentration and market power. Indicators of market power. Factors of market power.

Module 3. Entry barriers. Concepts of industrial barriers, their significance and characteristics. Exogenous (Non-strategic) barriers. Empirical research of industry barriers

Модуль 3. Барьеры для входа. Понятие промышленных барьеров, их значение и характеристики. Экзогенные (нестратегические) барьеры. Эмпирическое исследование отраслевых барьеров

Module 4. Strategic Behavior. Entry Deterrence. Predation. The Principles of Strategic Behavior. Options for the strategic behavior of incumbent firms and entrant firms. Predation: types of predatory behavior of firms. Impact of predation on public welfare

Module 5. Product differentiation. Introduction. Product differentiation: characteristics and consequences for the firm and the consumer. Measuring product differentiation. Horizontal and vertical product differentiation. Models of spatial differentiation of a product. The Model of vertical product differentiation. Advertising and Market Power.

Module 6. Information asymmetry. Introduction. Quality and information. Price dispersion and search theory.

Module 7. Price discrimination. Introduction. Linear Pricing & Nonlinear Pricing. Forms of Consumer Sorting.

Main reading(sources)

1. Social and Marketing Aspects of Relationship Shaping on the Cross-Border Market for Cultural Services 2024 Wroblewski, LukaszИздательство: Logos Verlag Berlin; Logos Verlag Berlin175 стр. ISBN: 9783832557768
<https://directory.doabooks.org/handle/20.500.12854/134265>.

2. International Financial Markets and Monetary Policy 2023 Издательство: MDPI - Multidisciplinary Digital Publishing Institute268 стр. ISBN: 9783036568942,9783036568959

3.

3. Rozanova, N. M. Industrial Economics : manual for bachelors: [for students of higher education institutions on economic specialties] / N. M. Rozanova; Vyssh. school of economy, National research un-t. — М.: Юрайт, 2013. — 906 pages

Основная литература для подготовки к ГЭ и/или выполнению и защите ВКР:

1. Paul Krugman, Robin Wells. ECONOMICS, Princeton University, Worth Publishers, 2022
2. Paul Krugman, Robin Wells. ECONOMICS, Princeton University, Worth Publishers, 2022
3. Verbeek Marno A Guide to Modern Econometrics. 4th edition. Wiley, 2024.
4. Dougherty: Introduction to Econometrics 4th edition. Oxford University Press, 2021
5. Wooldridge J. Econometric Analysis of Cross Section and Panel Data. MIT Press; 2nd edition, 2019.
6. Gandolfo Giancarlo International Trade: Theory and Policy - Springer Berlin Heidelberg, -2023 <http://b-ok.org/book/2161467/70a81b>
7. Krugman P, Obstfield M., Melitz M. International economics: Theory and Policy (ninth edition). – Addison – Wesley. – 2024 <http://www.clementnedoncelle.eu/wp-content/uploads/KOM IE9.pdf>
8. Karzanova I.V., Solovieva Yu.V., Zaynullin S.B., Paleev D.L., Samuseva T.V. Economics of innovative activity of enterprise. – Moscow, RUDN, 2017. Электронно-библиотечная система РУДН: Electronic version <http://lib.rudn.ru/ProtectedView/Book/ViewBook/6322>
9. N. Raghavendra Rao. Effective Open Innovation Strategies in Modern Business: Emerging
10. Research and Opportunities (Advances in Business Strategy and Competitive Advantage) – IGI Global, 2018 <https://www.igi-global.com/book/effective-open-innovation-strategies-modern/191617>
11. Stephen J. Skripak. Fundamentals of Business. Blacksburg, Virginia 2016 <https://vtechworks.lib.vt.edu/bitstream/handle/10919/70961/Fundamentals%20of%20Business%20%28complete%29.pdf>
12. 1. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan International Business 15th Edition, 2017
13. World Customs Organization. <http://www.wcoomd.org>

14. Global Migration and Labor Markets – World Bank Group 2018. - 63 p.
<https://openknowledge.worldbank.org/bitstream/handle/10986/29806/211281ov.pdf?sequence=4&isAllowed=y>
15. Standards of Value: Theory and Applications, Second Edition. Jay Fishman, Shannon Pratt and William Morrison. Wiley & Sons, Inc. 2013.
16. The Professional's Guide to Fair Value: The Future of Financial Reporting. James P. Catty. Wiley, 2012.
17. Understanding Business Valuation: A Practical Guide to Valuing Small- to Medium-Sized Businesses, 4th edition. Gary Trugman. AICPA, 2012.

Дополнительная литература для подготовки к ГЭ и/или выполнению и защите ВКР:

1. The Handbook of International Trade. A Guide to the Principles and Practice of Export. SECOND EDITION. Consultant Editors: Jim Sherlock and Jonathan Reuvid. Published in Association with: The Institute of Export. 2024.
<http://www.sze.hu/~gjudit/Exportszerzodesek/Handbook%20of%20international%20trade.pdf>
2. Adam Klug Routledge Taylor & Francis Group London and New York, 2016 Theories of international trade
https://zodml.org/sites/default/files/%5BAdam_Klug%5D_Theories_of_International_Trade_%28Routl_0.pdf
3. World_trade_report18_eng
https://www.wto.org/english/news_e/news18_e/wtr_03oct18_e.htm
4. Grant D., McLarty R. Business Basics: Student's Book. – Great Britain: Oxford University Press, 2020.
5. Axson D.A.J. Best Practices in Planning and Performance Management: Radically Rethinking Management for a Volatile World. – USA: John Wiley and Sons, Ltd, 2021.
6. Gary Vaynerchuk. Crushing It: How Great Entrepreneurs Build Their Business and Influence-and How You Can, Too, 2021.
7. William Nickels (Author), James McHugh (Author), Susan McHugh (Author). Understanding Business, 11th edition. Mac Graw Hill Education, 2017

Ресурсы информационно-телекоммуникационной сети «Интернет»:

1. ЭБС РУДН и сторонние ЭБС, к которым студенты университета имеют доступ на основании заключенных договоров:

- Электронно-библиотечная система РУДН – ЭБС РУДН
<http://lib.rudn.ru/MegaPro/Web>

- ЭБС «Университетская библиотека онлайн» <http://www.biblioclub.ru>

- ЭБС Юрайт <http://www.biblio-online.ru>

- ЭБС «Консультант студента» www.studentlibrary.ru

- ЭБС «Лань» <http://e.lanbook.com/>

- ЭБС «Троицкий мост» <http://www.trmost.com/>

2. Базы данных и поисковые системы:

- электронный фонд правовой и нормативно-технической документации
<http://docs.cntd.ru/>

- поисковая система Яндекс <https://www.yandex.ru/>

- поисковая система Google <https://www.google.ru/>

- реферативная база данных SCOPUS
<http://www.elsevier.com/locate/scopus/>

The training toolkit and guidelines for student's self-studies to prepare for the state exam and /or to draft the degree thesis and defend it:*

1. The guidelines for drafting and formatting the degree thesis within the higher education programme _____

2. The procedure for the degree thesis check in the "Anti- plagiarism" system.

3. The procedure for conducting the final state examination under the higher education programme _____ through the use of DLT and proctoring system.

*The training toolkit and guidelines for the student's self-studies are placed on the final state examination page in the university telecommunication training and information system under the set procedure.

8. ASSESSMENT TOOLKIT AND GRADING SYSTEM* FOR EVALUATION OF GRADUATES' COMPETENCES LEVEL

The assessment materials and the grading system* to evaluate the graduate's level of competences (competences in part) formation as the results of the higher education programme completion are specified in the Appendix to this syllabus.

* The assessment materials and the grading system are formed on the basis of the requirements of the relevant local normative act of RUDN University (regulations / order).

The results of each state attestation test as part of the GIA in accordance with the Regulation on the system for evaluating the results of mastering the main professional educational programs – educational programs of higher education, procedures for ongoing monitoring of academic performance and intermediate certification of students of the RUDN are determined on a 100-point scale with the translation of the points

obtained into ECTS grades and the scale: "excellent", "good", "satisfactory", "unsatisfactory".

The grades "excellent", "good", "satisfactory" are positive and mean that the student has successfully passed the state certification test.

In order for students to receive an excellent grade based on the results of the defense of the WRC within the framework of mastering the Master's degree program, the orientation (profile) of which is focused exclusively on the research type of tasks of the graduate's professional activity, one of the following conditions must be fulfilled:

- the presence of at least one software product registered in accordance with the established procedure (certificate for a computer algorithm), including co-authorship;
- the presence of this student (including co-authorship) of at least 2 scientific publications in peer-reviewed scientific publications included in the RSCI, including 1 publication in the publication from the list of the Higher Attestation Commission (HAC). At the same time, the publications of the graduate should reflect the main results of the research work carried out by the student on the subject of the WRC in the process of mastering the OP IN.

Along with the published works, the works accepted for publication are also taken into account, if there is an official confirmation from the publication.

The GEC may not recognize as a separate publication the re-publication of a text already published in another article, including with a translation into another language.

The results of the state attestation test conducted orally are announced to students on the day of its holding; the results of the state attestation test conducted in writing – on the next working day after the day of its holding.

The results of the WRC defense are announced to the students on the day of its holding.

The results of the GIA are formalized by the minutes of the meetings of the GEC and stored in the RUDN in accordance with the established procedure.

The order of placement of texts of final qualifying works in the electronic library system of the RUDN

1. Placement in the electronic library system of the RUDN (hereinafter referred to as the EBS) is subject to the texts of all WRC students in the OP HE, according to the results of the protection of which a positive assessment was received, with the exception of WRC texts containing information constituting a state secret.
2. The process of placing WRC texts in the EBS of the RUDN is organized in all OUP implementing the OP IN.
3. Responsible for the timely placement of WRC texts in the EBS of the RUDN are the heads of the issuing BUPS implementing the relevant OP IN.

4. The manuscript, designed and signed in accordance with the established procedure, is transmitted to the students (several students) to the secretary of the GEK on electronic media in the form of an archive (formats: *.zip or *.rar) with the following contents:

- the text of the WRC in full (from the title page to the last page of the appendices, with figures and tables, including an annotation to the work) in *.pdf and *.docx formats;
- scanned copy of the signed title page in *.pdf format;
- a scanned copy of the assignment for the WRC with the signatures of the student and the head of the WRC in *.pdf format;
- a scanned copy of the application signed by the student for the placement of the WRC in the EBS RUDN in *.pdf format ;

5. The name of the archive specified in clause 12.6. of this Procedure should look like: "Last name, first name, student ID number, year of protection."

6. If necessary, the student and the head of the WRC prepare the text of the work for placement in the EBS RUDN, taking into account the withdrawal of production, technical, economic, organizational and other information by the decision of the copyright holder, including the results of intellectual activity in the scientific and technical field, on ways of carrying out professional activities that have actual or potential commercial value in due to the fact that they are unknown to third parties.

7. If the WRC contains confidential information to which access should be restricted in accordance with the legislation of the Russian Federation, the head of the WRC provides the secretary of the GEC with a certificate of the availability of such information (in free form).

8. After receiving all documents for each WRC, the secretary of the GEC verifies the identity of the text of the electronic and printed version of the WRC and the documents attached to it and prepares them for uploading to the EBS RUDN (in addition to the above documents):

- a scanned copy of the certificate signed by the head of the WRC on the availability of confidential information in the work (if available) in *.pdf format;
- a scanned copy of the review of the head of the WRC in *.pdf format;
- a scanned copy of the review(s) on the WRC in *.pdf format;
- a certificate (protocol) on the results of the verification of the WRC for the amount of borrowing in *.pdf format;

9. To place the texts of the WRC in the EBS RUDN, the secretaries of the GEC are given access to a certain section of the specified system (for authorized entry of persons responsible for placing WRC in the EBS RUDN, the credentials of Office365 of these employees are used).

10. The placement of the WRC in the EBS of the RUDN is carried out within 10 calendar days after the completion of the GIA.

11. Access to the texts of the WRC uploaded to the EBS RUDN and their safety are provided by the UNIBC (NB) RUDN for 6 months. After the specified period, access to the WRC texts is terminated.

Assessment materials and a point-rating system for assessing the level of competence formation based on the results of mastering the discipline of the Higher Educational Institution "International Business (in English)" are presented in the Appendix to this GIA program.

**HEAD OF
EDUCATIONAL
DEPARTMENT:
Head of the Department
of National Economics,
Doctor of Economics,
Professor**

Moseykin Yu. N.

educational department

signature

name and surname

HEAD OF HIGHER EDUCATION PROGRAMME:

**Candidate of Economics,
Associate Professor of the
Department of National
Economics**

Egorycheva E. A.

position, department

signature

name and surname