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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**

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(name of the main educational unit (OUP)-developer of the EP HE)

**COURSE SYLLABUS**

**Managerial Decision Making**

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(name of the discipline/module)

**Recommended by the Didactic Council for the Education Field of:**

**38.04.02 «Management»**

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(code and name of the training area/specialty)

**The course instruction is implemented within the professional education programme of higher education:**

**International marketing management**

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(name (profile/specialization) of the EP HE)

## 1. COURSE GOALS

The purpose of studying the course "Methods of managerial decision-making" is the formation of theoretical knowledge and practical skills among bachelors on issues related to managerial decision-making; teaching them basic mathematical concepts and decision-making methods in relation to solving problems of the most effective management of various organizational systems, taking into account the uncertainty of external circumstances and the limited internal capabilities of the managed object..

## 2. REQUIREMENTS FOR LEARNING OUTCOMES

The development of the discipline "Managerial Decision Making" is aimed at the formation of the following competencies (parts of competencies) in students:

Table 2.1. List of competencies formed by students during the development of the discipline (results of the development of the discipline)

Code	Competence	Competence achievement indicators (within this course)
UC-1	Able to search, critically analyze problem situations based on a systematic approach, develop an action strategy	UC-1.1 Analyzes the task, highlighting its basic components UC-1.2 Defines and ranks the information required to solve a given problem UC-1.3 Searches for information to solve the problem for various types of requests UC-1.4 Offers options for solving the problem, analyzes the possible consequences of their use UC-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
GPC-3	Able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness and social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment	GPC-3.1 Skills in the methods of making optimal management decisions in a dynamic business environment GPC-3.2 Makes informed organizational and managerial decisions GPC-3.3 Assesses the operational and organizational effectiveness and social significance of organizational and management decisions GPC-3.4 Provides the implementation of organizational and management decisions in a complex (including cross-cultural) and dynamic environment
GPC-5	Able to generalize and critically evaluate scientific research in management and related fields, carry out research projects	GPC-5.1 Able to develop a plan for scientific research in the field of management based on the assessment and generalization of the results of scientific works of domestic and foreign scientists GPC-5.2 Uses modern methods, technologies and tools for collecting information, processing it and critically evaluating the results of scientific research in management GPC-5.3 Has the skills to generalize and for-

Code	Competence	Competence achievement indicators (within this course)
		<p>multate conclusions, develop recommendations based on the results of scientific research in the field of management</p> <p>GPC-5.4 Participates in the implementation of research projects in the field of management and related industries</p>
PC-7	Capable of planning and overseeing the marketing activities of an international company	<p>PC-7.1 Knows the stages of international strategic planning</p> <p>PC-7.2 Knows the criteria for determining key indicators used in planning the marketing activities of an enterprise at the international level</p> <p>PC-7.3 Knows how to form marketing plans</p> <p>PC-7.4 Is able to develop the main business processes of an enterprise related to marketing activities</p> <p>PC-7.5 Owns the methods of developing and implementing marketing programs</p> <p>PC-7.6 Owns the methods of making tactical and operational decisions in the management of the marketing activities of the enterprise</p>

### 3. THE PLACE OF DISCIPLINE IN THE STRUCTURE OF THE EP HE

The discipline "Managerial Decision Making" refers to the variable component formed by the participants of the educational relations of the block B1 of the EP HE.

Within the framework of the EP HE, students also master other disciplines and/or practices that contribute to achieving the planned results of mastering the discipline "Managerial Decision Making".

Table 3.1. List of EP HE components contributing to the achievement of the planned results of mastering the discipline

Code	Competence name	Previous courses	Next courses
UC-1	Able to search, critically analyze problem situations based on a systematic approach, develop an action strategy	<p>Marketing Metrics</p> <p>Marketing management in international companies</p> <p>Strategic Analysis</p>	

GPC-3	Able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness and social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment	Management Research Methodology Strategic Analysis	
GPC-5	Able to generalize and critically evaluate scientific research in management and related fields, carry out research projects	Consumer behaviour Strategic Analysis	
PC-7	Capable of planning and overseeing the marketing activities of an international company	Strategic Analysis	

\* - filled in according to the competence matrix and the SP EP HE

#### 4. SCOPE OF DISCIPLINE AND TYPES OF ACADEMIC WORK

The total labor intensity of the discipline "Managerial Decision Making" is 3 credits.

*Table 4.1. Types of educational work by periods of mastering the EP in for FULL-time education*

Type of educational work		Total	Semester			
			1	2	3	4
Contact work, ac.h.		108			108	
Lectures (LTR)		18			18	
Laboratory work (LR)						
Practical/seminar classes (SS)		18			18	
Independent work of students, ac.h.		45			45	
Control (exam / test with assessment), ac.h.		27			27	
Total labor intensity of the discipline	ак.ч.	108			108	
	зач.ед.	3			3	

#### 5. COURSE CONTENT

*Table 5.1. The content of the discipline (module) by type of academic work*

Course part topics	Work type
Решение в системе управления The concept and essence of management decisions. Typologies of management decisions. Requirements for management decisions. A set of elements of a manage-	LTR

Course part topics	Work type
<p>ment decision. Preparation, adoption and implementation of management decisions. Control over the implementation of the decision. The manager in the process of making and implementing the decision. Negative consequences of management decisions.</p>	
<p>Основы теории принятия решений Basic concepts and definitions of decision-making theory. Conditions for making a decision. The quality of the management decision. Conditions and factors determining the effectiveness of management decisions. Objective and subjective factors. Concepts, principles and paradigms of solution development. The concepts of "system", "rational solutions", "the best solution". A model of a problem situation. The task of analyzing the problem, the task of obtaining information, the task of modeling preferences, the task of choice, the task of evaluating the actual effectiveness of solutions.</p>	LTR, SS
<p>Процесс принятия управленческого решения Stages of the management process. The place of the decision in the management process. The structure of the management decision-making process. Stages and operations of the process of making and implementing a management decision. The sequence of management procedures in the adoption and implementation of management decisions. The order of the head's work in the development and implementation of management decisions. The general scheme of the manager's work in developing a solution and the organization of its implementation.</p>	LTR, SS
<p>Методы решения задач обоснования управленческих решений Methods of solving problems of substantiation of management decisions. Multi-criteria selection and evaluation systems. The structure of the evaluation system. Formation of a list of criteria. Determination of the comparative importance of criteria. Generalized criteria. Quantitative and qualitative expert assessments. Methods for solving the measurement problem. Methods of obtaining information for analyzing conditions and identifying the "mechanism of the situation". Methods of forming alternatives. Methods for solving the problem of evaluating alternatives. Methods of modeling preferences. Basic preference models.</p>	LTR, SS
<p>Методы принятия управленческих решений в условиях определенности Statement of the problem of substantiation of decisions in terms of cer-</p>	LTR, SS

Course part topics	Work type
<p>ainty. A model of the decision-making situation in terms of certainty. Technologies for solving problems by scalar criterion. Effective alternatives and technologies for finding them. Technologies for finding effective solutions, taking into account the relative importance of criteria. Technology for the implementation of basic methods for solving multi-criteria problems.</p>	
<p>Методы принятия управленческих решений в условиях неопределенности и риска The concept of uncertainty and risk. Analysis of the external environment and its impact on the implementation of alternative solutions. Organizational methods for reducing uncertainties. Components and sources of risks in management. Management risks in the adoption of SD. A model of the decision-making situation in conditions of uncertainty. Decision-making technologies in conditions of stochastic risk. Decision-making technologies in conditions of behavioral risk. Methods and technologies of decision-making in conditions of "natural" uncertainty.</p>	LTR, SS
<p>Реализация управленческих решений Organization of the implementation of the management decision. Development of an action plan. Setting tasks for subordinates, organizing interaction and comprehensive support for the implementation of a management decision. Control of the implementation of the management decision. Analysis of the results of the implementation of the management decision.</p>	LTR, SS
<p>Кадровые решения Features of personnel decision-making. Management decisions: on the formation of a personnel management system; on providing business with personnel; on hiring personnel; on the results of employee certification; building a system of personnel motivation, career planning and professional promotion; staff release.</p>	LTR, SS
<p>Методические основы автоматизации принятия Управленческих решений The concept of automation of management decision support. Types of management decisions and forms of their support. Classification of decision support systems. Organization of information support for management activities. The structure and main tasks of automated information and reference systems. Database design technology. Organization of computational support for management activities. Organization of intellectual support of management activities. Organizational basis for the development and application of expert systems. Methods of</p>	LTR, SS

Course part topics	Work type
intellectualization of automated information systems	
	SS

\* - it is filled in only by full-time study: LTR – lectures; LR – laboratory work; SS - seminars.

## 6. MATERIAL AND TECHNICAL SUPPORT OF THE DISCIPLINE

*Table 6.1. Material and technical support of the discipline*

Audience type	Equipping the audience	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
Lecture hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations. Audience 340	Ауд. 17. Моноблок Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, монитор 21" Мультимедиа проектор Casio XJ-S400UN Проекционный экран GEHA 244*244 MS Windows 10 64bit Microsoft Office 2021 LTSC
Computer class	A computer classroom for conducting classes, group and individual consultations, ongoing monitoring and intermediate certification, equipped with personal computers (in the amount of _21_ pcs.), a blackboard (screen) and multimedia presentation technical means. Audience 27, 29	Ауд. 105. Моноблок Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, монитор 21" Мультимедиа проектор Casio XJ-S400UN Экран моторизованный Digis Electra MW DSEM – 1105 MS Windows 10 64bit Microsoft Office 2021 LTSC
For independent work of students	An auditorium for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIOS.	4 зал. Библиотеки Моноблок Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, монитор 21" Мультимедиа проектор Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC

\* - the audience for independent work of students must be specified!!

## **7. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL SUPPORT OF THE DISCIPLINE**

### *Basic literature*

- 1) Makrusev Victor Vladimirovich, Volkov Vladimir Fedorovich, Lyubkina Ekaterina Olegovna. *Methods of management decision-making. textbook* / edited by V.V. Makrusev. Makrusev [Electronic resource]. - St. Petersburg : Troitsky Most, 2022. 406 c. ISBN 978-5-978-0160-7 URL: [https://mega.rudn.ru/MegaPro/UserEntry?Action=Link\\_FindDoc&id=505869&idb=0](https://mega.rudn.ru/MegaPro/UserEntry?Action=Link_FindDoc&id=505869&idb=0)
- 2) Tebekin, A. V. *Methods of management decision-making : textbook for universities* / A. V. Tebekin. - Moscow : Yurait Publishing House, 2025. - 493 c. - (Higher education). - ISBN 978-5-9916-5576-7. - Text : electronic // Educational platform Yurait [website]. - URL: <https://urait.ru/bcode/556405> (date of address: 27.03.2025).
- 3) Rubchinskiy, A. A. *Methods and models of management decision-making : textbook and practice for universities* / A. A. Rubchinskiy. - Moscow : Yurait Publishing House, 2025. - 526 c. - (Higher education). - ISBN 978-5-534-03619-0. - Text : electronic // Educational platform Yurait [website]. - URL: <https://urait.ru/bcode/560472> (date of address: 27.03.2025).

### *Additional literature*

1. Simone Gressel, David J. Pauleen, Nazim Taskin, *Management Decision-Making, Big Data and Analytics*, SAGE Publications Ltd; 1st edition, 336 pages, ISBN-13 978-1526492005

### *Resources of the Internet information and telecommunication network:*

UNIBC (Scientific Library) provides access to the following EBS:

- EBS RUDN Access mode: <http://lib.rudn.ru/> - from RUDN stationary computers
- University Library ONLINE – Access mode: <http://www.biblioclub.ru/>
- Book collections of SPRINGER publishing house. – Access mode: [www.springerlink.com](http://www.springerlink.com)
- Universal databases of East View. – Access mode: <http://online.ebiblioteka.ru/>
- EBC publishing house "Yurayt" Access mode: <http://www.biblio-online.ru>
- EBS Publishing House "Lan", collections
- Electronic library system "Znaniy.com" - access to the main collection is granted

### *Electronic resources for educational activities*

Bulletin of the RUDN, all series / Access mode: <http://journals.rudn.ru/>  
eLibrary.ru / Access mode <http://www.elibrary.ru/defaultx.asp> from any computer on the territory of the RUDN

RSL Dissertations Access mode: <https://dvs.rsl.ru/?>

BIBLIOPHIKA / Access mode: <http://www.bibliophika.ru/>

Columbia International Affairs Online (CIAO) Access mode: <http://www.ciaonet.org/>  
East View. Collection "Statistical publications of Russia and CIS countries"

Grebennikon Access mode: <http://grebennikon.ru/>

LexisNexis Access Mode: <http://academic.lexisnexis.eu>

Search engines: Yandex ([yandex.ru](http://yandex.ru)), Google ([google.ru](http://google.ru)).

### *Information and reference portals:*

1. [www.advertology.ru](http://www.advertology.ru)
2. [www.marketing.spb.ru](http://www.marketing.spb.ru)
3. [www.p-marketing.ru](http://www.p-marketing.ru)
4. [www.4p.ru](http://www.4p.ru)



5. [www.advi.ru](http://www.advi.ru)
6. [www.cfin.ru](http://www.cfin.ru)
7. [www.expert.ru](http://www.expert.ru)
8. [www.rbc.ru](http://www.rbc.ru)

*Educational and methodological materials for independent work of students during the development of the discipline/ module\*:*

*1. A course of lectures, standard tasks and a control test on the discipline "Managerial Decision Making" is posted on the TUIS portal, Access mode: <https://esystem.rudn.ru/enrol/index.php?id=13708>*

*\* - all teaching materials for independent work of students are placed in accordance with the current procedure on the discipline page in the TUIS!*

## **8. EVALUATION MATERIALS AND A POINT-RATING SYSTEM FOR ASSESSING THE LEVEL OF COMPETENCE FORMATION IN THE DISCIPLINE**

Evaluation materials and a point-rating system\* for assessing the level of competence formation (part of competencies) based on the results of mastering the discipline "Managerial Decision Making" are presented in the Appendix to this Work Program of the discipline.

\* - \* - OM and BRS are formed on the basis of the requirements of the relevant local regulatory act of the RUDN.

### **Developers:**

**Associate Professor of the Marketing Department**

**Chernikov S.U.**

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Signature

Full name

**Head of Marketing department**

**Lukina A.V.**

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Signature

Full name

**Head of EP HE Marketing dept**

**Zobov. A.M.**

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Signature

Full name