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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:

38.04.02 «Management»

field of studies / speciality code and title

**The final state examination is implemented within the professional education
program of higher education:**

International marketing management

higher education programme profile/specialisation title

2025

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 universal competences (UC):

- UC-1 *the ability to abstract thinking, analysis, synthesis* -
- UC-2 *Able to manage a project at all stages of its life cycle* -
- UC-3 *readiness for self-development, self-realization, use of creative potential*

- *UC-4* *Able to apply modern communication technologies in the state language of the Russian Federation and foreign language (s) for academic and professional interaction*
- *UC-5* *Able to analyze and take into account the diversity of cultures in the process of intercultural interaction*
- *UC-6* *Able to determine and implement the priorities of his own activities and ways to improve it based on self-esteem*
- *UC-7* *Able to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the digital economy and modern corporate information culture.*

At the end of the mastering of the educational program the graduate must possess the following general professional competences (GPC):

- *GPC-1* *Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices*
- *GPC-2* *Able to apply modern techniques and methods of data collection, advanced methods of data processing and analysis, including the use of intelligent information and analytical systems, when solving managerial and research problems*
- *GPC-3* *the ability to conduct independent research, justify the relevance and practical significance of the chosen topic of scientific research*
- *GPC-4* *Able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and assess new market opportunities, develop strategies for the creation and development of innovative areas of activity and the corresponding business models of organizations*
- *GPC-5* *Able to generalize and critically evaluate scientific research in management and related fields, carry out research projects*
- *GPC-6* *Able to critically assess the capabilities of digital technologies for solving professional problems, work with digital data, assess their sources and relevance*

At the end of the mastering of the educational program the graduate must possess the following professional competencies (PC):

- *PC-1* *Able to conduct marketing research, taking into account the influence of the international marketing environment using the tools of a modified marketing mix corresponding to the latest global trends* -

- *PC-2 Capable of developing, implementing and managing innovative products and intangible assets in the company's international markets -*
- *PC-3 Capable of developing, implementing and improving pricing strategies in international markets -*
- *PC-4 the ability to use quantitative and qualitative methods for conducting applied research and managing business processes, to prepare analytical materials based on the results of their application -*
- *PC-5 Capable of developing, implementing and improving the marketing communications system of an international company -*
- *PC-6 Able to manage the marketing activities of an international company -*
- *PC-7 Capable of planning and overseeing the marketing activities of an international company*

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) (GQW).

4. GIA PROGRAMME

The state examination is held on several disciplines and (modules) of the EP HE, the results of mastering which are crucial for the professional activity of graduates.

The volume of the State Exam is 3 credit units.

GE is conducted according to the approved program, reflected in the program of GIA, containing a list of questions to be submitted to the GE, and recommendations for students to prepare for the GE, including a list of recommended literature for preparation for the GE.

To prepare students to pass the test part of the GE in order to familiarize them with the technology of computerized learning familiarization with the technology of computerized testing and overcoming possible psychological difficulties in passing the test, ESC and/or graduating

department (BUP), if necessary, conduct trial tests, usually 10-20 calendar days before the date of the certification test in accordance with the schedule of the GIA.

The state examination is held in two stages:

GE for the EP implemented at RUDN includes a test and the main parts:

The first stage - assessment of the level of theoretical training of the graduate in the form of computerized testing using the tools available in the RUDN Electronic Information and Educational Environment (EIE);

The second stage - assessment of the graduate's practical preparation for future professional activity in the form of solving industrial situational tasks (cases).

The test part of the GE is held in order to determine the general level of competencies of students in the context of their theoretical training in general professional disciplines (basic component). The main part is held in the form of written or/and oral questioning on examination tickets.

Computer testing is carried out on the basis of the "Standard procedure for conducting the test part of the state exam at the Peoples' Friendship University of Russia" (Rector's Order No. 884 dated 11/22/06).

In order to prepare students to pass the GE, the head of the educational program is obliged to familiarize the students of the final year with the present program of the GIA, a comprehensive list of theoretical issues included in the GE, examples of industrial situational tasks (cases) that will need to be solved in the in the process of passing the certification test, as well as with the procedure for each stage of the GE and the methodology for evaluating its results (with evaluation materials).

Before the GE is held mandatory counseling of students on issues and tasks included in the program GE (pre-examination consultation).
counseling).

The order of computerized testing within the framework of the GIA is as follows:

- 1) The test consists of 50 tasks covering the main content of the EP;
- 2) The student is given at least 2 minutes to answer each task in the test;
- 3) Evaluation of computerized testing is carried out on a 100-point scale. In this case, the test part is considered successfully passed, if the student at the end of the test scored 51 or more points;
- 4) Successful completion of the test part of the student is admission to the main part of the GE.
passing the main part of the GE.
- 5) Students who have not passed the test part due to failure to attend the test for an unreasonable reason or in connection with the test results of 50 or less points, are not allowed to pass the main part of the GE and are expelled from the University in the prescribed manner (as not fulfilling the

obligations of conscientious mastering of the educational program and implementation of the curriculum).

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

Basic disciplines for the program of training major “Management”:

Basic disciplines in the direction of training “Management”:

- Corporate governance
- Global Strategic Management
- Managerial economics;
- Management research Methodology;

Profile disciplines of the program "International Marketing (in English)":

- International marketing strategies
- Finances of organizations;
- Marketing metrics
- Marketing audit
- Marketing Management in International companies
- Integrated marketing communications
- Digital Marketing
- Fragmentation of production and cross-border value chains

The procedure for the second stage of the GE is as follows:

- 1) The examination ticket shall contain no more than two theoretical questions and one practical task (calculation tasks, cases, situational tasks);
- 2) It is not allowed to include in the ticket theoretical questions that are not presented in the assessment materials for the GIA program. If practical tasks are included in the ticket, several typical tasks are given in the assessment materials for the GIA program;
- 3) Questions and practical tasks of the ticket must correspond to the profile mastered by the students of the educational program of higher education;
- 4) Before the main part of the GE (as a rule, 1 day, but no more than 3 calendar days before the exam) is mandatory counseling of students on the issues included in the tickets, and the procedure for conducting the GE;
- 5) When conducting the main part of the GE GEC 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 of students within the requirements of the OSE.

Graduate student receives an exam ticket at an open meeting of the GEC in the presence of members of the GEC.

GEC in the presence of members of the GEC. For preparation time is allocated within 1 hour.

The answer to the theoretical questions of the ticket should be written in the format of a detailed plan-conspectus. A practical problem should have a written reasoned solution. Answers to theoretical questions are voiced graduate student in front of the members of the GEC.

In this case, members of the GEC have the right to ask additional questions that are directly related to the content of the ticket. The answer to the practical task is checked by the GEC members in front of the student immediately after answering the theoretical questions.

The answer sheets signed by the graduate student shall be submitted to the GEC Secretary.

List of questions on the program “International Marketing”, submitted at the State Examination

«Finances of organizations»

1. Analysis of market ratios (P\E, P\B, P\CF).
2. Company performance indicators (ROI, ROE, ROA, ROS).
3. Methods of short-term profit planning: operational and financial leverage. Breakeven point and its calculation.
4. Hedging of currency risks in purchase and sale contracts: currency clause, forwards, futures, options.
5. Private (internal) sources of financing business activities.
6. External sources of financing business activities.
7. Financial risks and their classification.
8. Corporate financial risks and their classifications

«Marketing metrics»

1. Marketing information system. Principles of its construction and execution.
2. Methods and indicators of marketing efficiency estimation of enterprise marketing system as a whole
3. Indicators characterizing the corporate financial and economic situation
4. Marketing indicators of the distribution system
5. Indicators and evaluation of communication effectiveness with the customer
6. Evaluation of market segment profitability - indicators
7. Evaluation of the effectiveness of marketing activities- indicators
8. Dedicated WEB metrics
9. Evaluation metrics of the marketing activities effectiveness.

«Marketing management in international companies»

1. Describe the difference between the design of “international” and “national” marketing channels
2. Positioning patterns of International companies - developing a functional marketing strategy
3. Distribution policy of international companies - Online and offline trading.
4. Cross border marketing strategy – features of its formation and markets selection
5. Define Multinational Corporations and their marketing patterns – provide examples.
6. International marketing collaborations and alliances

«Marketing audit»

1. Stages of marketing audit. The main tasks of each stage.
2. GAP-analysis method
3. Methods of evaluation of marketing system efficiency (now and in the future)
4. Main indicators in conducting an marketing environment audit for a company
5. Analysis of enterprise potential in marketing audit
6. Benchmarking and the main stages of its realization
7. Stages of analyzing the internal environment of marketing in the process of audit

Production fragmentation and cross-border value chains

1. Global value chains essence and the role of TNCs in their creation and functioning
2. Participation of countries in the Global value chains: examples, benefits, risks
3. The role of supply chains in Global value chains – concept and current situation
4. Explain the functional part of Global value chains – transport, warehouse and information logistics problems in modern world
5. Major modern infrastructure projects of Global value chains

«Integrated marketing communications»

1. Name examples and characterize the main trends in modern marketing communications.
2. Stimulation of sales. Specify its main advantages, disadvantages and situations of application.
3. Explain the difference between the actions of advertising campaigns and PR-technologies – tools and application situations.
4. Elaborate on the declining effectiveness of mass forms of communication at developed markets. Critically evaluate possible alternatives and give examples from practice.
5. Non-price methods to stimulate sales at consumer markets.
6. Features and tasks of advertising at different stages of the product life cycle.
7. Explain behavioral models of buyers AIDA and ATR.

Digital Marketing

1. Definition of the concept of digital marketing. The main goals and objectives of digital marketing.
2. The main tools of digital marketing. How search engine optimization (SEO) differs from search engine marketing (SEM).
3. Channels of digital marketing. Ways to improve the effectiveness of digital marketing.
4. Advantages of digital marketing versus traditional off-line marketing.
5. Explain the essence of affiliate and partner marketing in digital marketing channels.
6. Digital marketing tactics and key metrics

« International marketing strategies»

1. Describe the “Glocalization” and “Reverse innovations” strategies among modern MNCs, and elaborate on their applicability at different markets
2. Explain the IPLC theory and its applicability to innovation products.
3. Define the “lowest price” international strategy downsides from the perspective of 4P
4. Elaborate on the “Rebranding” programs in international marketing competition environment
5. The theory of operational advantage in the practice of international companies: concept, evolution of the operating model, examples
6. Explain the usage of the GE/McKinsey matrix of "Industry attractiveness - Competitiveness" for international company's product range development

Evaluation of the results of passing the SE is carried out in accordance with the methodology set out in the evaluation materials presented in the Appendix to this GIA program.

5. TYPICAL PRACTICAL TASKS

SAMPLE TASKS FOR THE TEST PART OF THE STATE EXAMINATION:

1. **Digital marketing is (2 answers) :**
 - a. targeted and interactive marketing of goods and services using digital technologies to attract potential customers and retain them as consumers
 - b. a way for businesses to maintain interaction with their customers using their personal devices

- c. targeted marketing of goods and services using digital technologies to attract potential customers, as well as promotion inside a retail outlet or a showroom.
- d. targeted and interactive marketing of goods and services using digital technologies to attract potential customers and retain them as consumers, as well as promotion inside a retail outlet or a showroom.

2. What is the aim of Performance marketing

- a. This concept implies the fastest possible return on investment invested in advertising
- b. A set of measures aimed at increasing brand awareness and loyalty, informing consumers about the characteristics of a particular product.
- c. Promotion, sponsorship, corporate identity creation, personal sale.

3. Highlight the tools that are used in digital marketing:

- a. Contextual advertising
- b. SEO
- c. CPA networks
- d. Video advertising
- e. Targeted advertising on social networks
- f. All of the above

4. Digital strategist's competencies:

- a. Competitor analysis, Target audience study, digital strategy development, channel and communication management, infofield construction
- b. Competitor analysis, Target audience study, strategy development, channel and communication management
- c. Target audience study, digital strategy development, channel and communication management, infofield construction
- d. Competitor analysis, digital strategy development, channel and communication management, information field construction

5. Digital marketing tools that relate to the reach and involvement of potential customers (3 answers):

- a. Media advertising
- b. Social networks
- c. Video advertising
- d. SEO
- e. Remarketing

6. What financial metrics are used to evaluate the effectiveness of digital marketing:

- a. CAC (customer acquisition cost)

- b. ARPU (average revenue per user)
- c. LTV (lifetime value)
- d. ROMI (return on marketing investments)
- e. All of the above

7. How to calculate the CAC indicator:

- a. Marketing expense/number of attracted clients
- b. Revenue per month/number of clients per month
- c. Customer revenue – customer service costs

8. How to improve the CAC indicator:

- a. Optimization of channels of attraction
- b. Increase in site conversion
- c. Increase in conversions from lead to sale
- d. Orientation of the advertising campaign to more marginal goods or services
- e. All of the above

9. Consumer insight is

a. A personal human truth or an unspoken feeling that emotionally connects the consumer with the brand

- b. The main consumer need that brand products can satisfy
- c. an indicator that determines brand awareness by consumers
- d. An indicator that determines brand awareness by consumers

10. The method of forming a USP (Unique Selling Proposition):

a. analysis of the target audience and competitors – development of the company's strategy (positioning of the company) – development of a product strategy (positioning of the product)

b. determine the most important product characteristics for the client – rank them by degree of importance – compare the obtained characteristics with your product and competitors – determine what your company is stronger in

- c. both methods are correct

11. Customer journey map is:

a. the visualized path of the character, the history of communication with the company, taking into account thoughts, emotions, goals, motives.

b. visualization of the interaction between the client and the company from the client's point of view. Such a card includes: a portrait of the client (a collective image of the client and patterns of his behavior)

c. the path that the client goes through: from the emergence of a need for a product to the moment of purchase or becoming a fan of the brand, this is a type of advertising, which is characterized by the use of only new advertising tools

d. all options are correct

12. Which three components are included in the magic triangle of the project:

a. time – costs - boundaries

b. structure – strategy - decomposition

c. time – decomposition - costs

d. Budget – geography - structure

13. Phases defining the project life cycle:

a. initiation – planning – execution - completion

b. initiation – planning – monitoring – resource release

c. initiation – structural decomposition of work – budget tracking – getting results

14. Why is it necessary to study the Target audience?

a. Identify new segments

b. Identify touch points => where and how they spend their time

c. Determine when and what to offer

d. Determine the message to aim at every segment

e. All answers are correct

6. TYPICAL PRACTICAL TASKS (cases and tasks)

Case 1: a Russian ice cream “Chistaya Linia” company wants to introduce a new brand to the Brazil market. It is known that Brazil is gaining a positive attitude to Russian chocolate and sweets. “Chistaya Linia” ice cream also has one important competitive advantage in the foreign markets : it is considered environmentally friendly and practically healthy, which creates additional promotion opportunities in an era of increased attention to healthy lifestyles. The manufacturer assumes that this will help them in entering the market.

1. What international marketing strategies can potentially be applicable here, keeping in mind the “healthy” orientation of the brand?
2. What distribution patterns can be applicable at this section of Brazil FMCG market?
3. What conditions of the external economic environment should a company study in order to make a conclusion about the attractiveness of the Brazil market. Give some possible indicators.

Case 2. You have received a task to assess the market conditions and future potential (marketing conjuncture) for passenger cars in Bulgaria. For this:

- a) Give a detailed definition of what can be accounted as the market conditions
- b) What factors would you include in your assessment of the Bulgaria car market potential?
- c) What is the most widely used supply chain patterns in auto market? Are they applicable to a small country like Bulgaria?

Case 3. The Belgian Alpro firm introduces a new brand of alternative almond milk "Amilk" in CIS countries. The product is new on the market, and aims to meet the needs of middle class customers who lead a healthy lifestyle. They have hired a Russian based advertising company to launch and develop an advertising campaign at target markets.

1. Specify the possible priority 1st year goals of such advertising campaign for this new brand "Amilk" (possible indicators are welcome)
2. Name 3 primary stages of a development of such an advertising campaign?
3. What can be the patterns of advertising healthy products?

Case 4. The Chinese auto spare parts company ordered a Russian consulting agency to develop its corporate strategy at Russian market. Based on the methods of the Boston matrix and the "product-market" matrix by Ansoff, the agency recommended a strategy of business diversification due to risks and uncertain car growth potential.

1. Specify what is the Boston matrix and the "product-market" matrix of Ansoff, and also the advantages and disadvantages of each of them
2. Give the examples and specify the risks of corporate diversification strategies in machine engineering industries?
3. Taking into account the close cooperation between Russia and China, the current global economic depression and defragmentation of international trade, should this diversification be done in the form of Greenfield FDI?

Case 5. A Russian 12storeez fashion company, which seeks to implement a new product range and quickly (within 1 year) double the sales at a specific niche of Chinese market, has ordered a marketing research agency to review the target market.

1. Specify the types of marketing research methods applicable in modern world
2. Justify the choice of specific types of marketing research when implementing the above sales goal in fashion market?
3. When the agency presented the results of their study, 12storeez commented that too little field research methods were used. Would you consider this as a proper comment? What types of field research of the fashion market could be done quickly enough?

Case 6. Many experts consider the current situation in the global economy to be turbulent and capable of causing drastic changes for many companies. WTO and IMF are pointing out the rise of defragmentation of international trade. What does this mean for international marketing of transnational companies, for example, Unilever?

1. Explain the international marketing macro environment for a transnational company
2. Which of the macro environment elements change most rapidly and unpredictably today, and why?
3. In case of Unilever with many factories around the world, what would be the impact of current changes in international marketing environment bring to their marketing patterns and business structure?

Case 7. One of the important trends in the modern economy is a great attention to environmental protection, the so-called "green marketing". What opportunities and risks does this create for Russian food companies?

1. What are the main examples of "green marketing"?
2. What adjustments do food companies make to their product strategy, promotion strategy, and branding, when switching to "green"?
3. What could be your recommendations for rebranding to a Russian company Slavyanka aiming to sell chocolate sweets products abroad aiming to utilize "green marketing" trends.

Case 8. A Russian company has created a unique superhard material and entered the Chinese market with a new generation of metal cutting tools. It meets the demand for cutting of hard structural materials and also utilizes the trend for high-performance machining of parts. On the Chinese market the product turned out to be quite competitive: in terms of technical parameters the cutting inserts made of innovative composite significantly surpassed their Western analogs, and in terms of price they were cheaper. However, it also turned out that there are few industrial areas with the need of a monolithic tool that can work in harsh conditions and cut very deep. But there are far more areas where you also need to cut fast, but only cut a fraction of a millimeter." The company also plans to further expand geographically.

1. Given the complexity of the product, what seems to be the more logical way to enter the Southeast Asian markets?
2. What needs to be done to ensure technological leadership going forward?

3. Should the company expand its product line for smaller cutting, or should it focus on its traditional specialization (what determines this decision)?

Case 9. Natura Siberica is an actively developing Russian cosmetics company with more than 70 stores in Russia. The products are free of parabens, synthetic colors and fragrances, sulfates, silicones and petroleum products, and the company offers an optimal price in the segment of organic cosmetics. The eco-trend is currently very popular in Russia and the company is considered to be the first such domestic brand. Natura Siberica plans to enter India, where this market is growing due to the growing awareness of personal care and increasing variety of choices. Despite major competitors such as Unilever and P&G, Natura Siberica's key competitor will be Dabur, which is India's largest Ayurvedic medical company producing natural consumer products.

1. What are the main instruments for competition landscape analysis?
2. Explain the possible competitive advantages that Natura Siberica can focus and rely on in India, taking into the account the Dabur specialization?
3. What are the marketing features of India as a Bottom-of-the-Pyramid market?

7. REQUIREMENTS FOR THE THESIS AND THE PROCEDURE OF ITS DEFENSE

GEC is a work performed by a student (several students together), demonstrating the level of preparedness of the graduate for independent professional activity.

The list of topics of graduate qualification works, offered to students to perform, is approved by the order of the head of the ESC, implementing the educational program of higher education, and is brought by the head of the program to the students of the final year no later than 6 months before the date of the start of the GIA.

After selecting the topic of graduate qualification work (GQW) no later than 7 months before the date of the start of the GIA student provides the head of the graduating BUP, realizing the mastered by the student's OPE, the statement on the approval of the selected topic and the appointment of the head of the GQW.

At the written request of the student (several students, performing the GQW together), ESC may provide the student (several students) the opportunity to prepare and defend the GQW on the topic proposed by the student (several students), in the case of validity of the feasibility of the GQW on

the proposed topic for practical application in the relevant area of professional activity or a specific object of professional activity in the profile of the mastered program of study.

For the preparation of the Final Report no later than 6 months before the start of the GIA for the students of the final year by the orders of the Vice-Rector of the University, supervising the educational activities of the educational program, are assigned the final topics and heads of the Final Report from among the employees of RUDN. These orders are formed by each OUP for the study programs, which have students who graduate from the study program in the current academic year, and are agreed with the OUP.

For the students who perform the GQW jointly, the above orders assigned one head of the GQW from among the employees of the University, as well as if necessary, the order of the head of the graduating BUP assigned one or more consultants who may be both employees of RUDN, and are employees of other organizations.

The student is obliged not later than 30 calendar days after the approval of the topic of his/her thesis by the corresponding order to receive from the head of the thesis the task for the fulfillment of the work.

The student who passed the GE is admitted to the defense of the GQW.

To the defense is allowed only fully completed GQW, signed by the graduate (graduates), who performed it, supervisor, consultant (if any), the head of the graduate BUP and PMO, passed the procedure of external review and check for the amount of borrowings (in the system "Anti-Plagiarism"). To the GQW, admitted to the defense, the feedback of the supervisor on the work of the graduate in the preparation of the GQW is obligatory attached.

No later than 5 calendar days prior to the defense of the work of master's thesis head prepares a written review of the work of the student in the performance of the work and familiarizes with the feedback of the student.

The head of GQW provides feedback to the Secretary of the GEC no later than 2 calendar days before the defense of the work.

In the case of implementation of GQW by several students, the head of GQW in the prescribed time frame prepares a review of their joint work, familiarizes with the feedback students and submits it to the secretary of the GEC.

feedback students and submits it to the Secretary of the GEC no later than 2 calendar days before the day of defense of the work.

calendar days before the day of defense of the work.

In the case of a negative review of the head of the work is considered at the meeting of the relevant graduate BUP with the participation of the head of the work and the invitation of the secretary of the GEC.

With the participation of the head of the work and the invitation to the meeting of the student. At the meeting of the BUP listened to the arguments of the head of the work and the student (in his presence) and can be taken one of the following decisions:

- Allow GQW to defense in the established schedule of GIA terms;
- allow the GQW for defense in the terms established by the dean's office / directorate of the EIU (outside the GIA schedule within the current calendar year; on the basis of the order "On session extension");
- in case of absence of a completed thesis, performed on the approved topic and formalized in accordance with the established requirements, not to allow student to the defense of the GQW in the current calendar year and submit the student to expulsion as not fulfilling the obligations to diligently master the educational program and implementation of the curriculum.

Extract from the minutes of the BUP meeting is provided to the dean's office/directorate of the respective PMO and to the secretary of the GEC.

the Dean's office/directorate of the corresponding ESC and the GEC secretary.

To conduct reviewing of the GQW not later than 10 calendar days before the defense of the GQW the head of the GQW sends the work to the reviewer from among the persons who are not employees of RUDN, who have experience of professional and/or scientific activity in the profile of the study program mastered by the student.

The reviewer analyzes the work and not later than 5 calendar days prior to its defense sends to the head of the written work.

defense sends a written review of the work to the head of the work. If the GQW has an interdisciplinary nature, it is sent to several reviewers. The head of GQW no later than 5 calendar days before the defense of GQW provides familiarization of the student(s) with the review(s) and submits the review(s) to the Secretary of the GEC no later than 2 calendar days before the day of defense of GQW.

The manuscript of the completed GQW is checked:*

- by a person authorized by the head of the corresponding graduate BUP (normocontroller) to check the compliance of the explanatory note and graphic presentation part of the MCD with the requirements to the design of the MCD, approved by the graduate BUP or OUP, in accordance with the rules of preparation and design of the MCD at RUDN.
- the head of the MCD or a person authorized by the head of the corresponding graduating BUP for the amount of borrowing

. The results of this check in the form of an appropriate protocol (certificate) are submitted by the head of the MCD to the GEC secretary no later than 2 calendar days before the day of defense of the MCD.

***It is recommended to review the manuscript of the completed GQW at the meetings of the department nearest to the date of defense.**

The manuscript of the completed in accordance with the established requirements and signed in the prescribed manner, the student (several students) to the secretary of the GEC on paper and electronic media no later than 2 calendar days before the day of defense of the work.

Texts of work, with the exception of texts containing information constituting a state secret, are placed in the GEC secretary (except for 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 thesis, no later than 14 days before the date of its defense, rehearsal of the defense of students of their work (pre-defense) in the presence of the head of the GQW and other teachers graduating BUP.

GQW defense is held at an open meeting of the state examination commission (GEC).

Attestation test is held in the form of an oral report of students with a mandatory multimedia (graphic) presentation, reflecting the main content of the work.

Upon completion 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 GQW and the profile of the educational program.

Regulations on preparation and defense of students' final qualification works in oral form in foreign languages at RUDN

1. The defense of GQW in a foreign language by the students of the educational program of higher education takes place in

The defense of the thesis in a foreign language by the students of the program is held in accordance with the calendar academic schedules approved in accordance with the procedure established at RUDN.

2. The defense of a thesis in a foreign language is mandatory for students, who have mastered the Master's degree programs.

3. Students who have successfully completed the full mastering of the Master's degree program and successfully passed all other types of final attestation tests, as well as students who have not passed

the previous state attestation test for a valid reason, including those in disciplines providing for the mastering of a foreign language, are allowed to defend their Master's thesis in a foreign language.

4. The department of foreign languages of the main academic unit (hereinafter - the

The Department of Foreign Languages of the main academic unit (hereinafter referred to as the EIU) determines the list of students for the defense of the GQW in foreign languages, taking into account:

a) the list of foreign languages mastered by the students within the framework of the study of the educational program;

b) the results of academic performance in foreign languages;

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

c) the list of foreign languages taught in the Department of Foreign Languages of the corresponding ESC.

5. The Head of the Department of Foreign Languages of the ESC appoints persons from among the teaching staff for consultations on the preparation of the text of the speech (report) in a foreign language on the topic of GQW (hereinafter - teacher-consultant) no later than 2.5 months before the date of defense of the GQW.

6. The Head of the Department of Foreign Languages of ESC sends the list of students, indicating the foreign language for the defense of GQW and data (surname, first name, middle name, last name - if available) of the teacher-consultant to the Dean's office / academic unit of ESC; this list is approved by the order of the head of ESC no later than 2 months before the date of defense of GQW.

7. The student has the right to change the foreign language for the defense of the student's work and, accordingly, to change the foreign language teacher-advisor no later than 3 weeks before the date of the defense by sending a written application to the Deputy Dean for Academic Affairs, agreed with the Head of the Department of Foreign Languages of the ESC and the supervisor.

8. The text of the speech (report) in a foreign language is checked by the teacher-consultant and agreed with the teacher-consultant of the Department of Foreign Languages not later than 1 week before the date of defense, and attached to the WCR

9. The text of the speech (report) on the topic of GQW in a foreign language and its translation shall be submitted by the teacher-consultant to the secretary of the state secretary.

translation is given by the teacher-consultant to the Secretary of the State Examination Commission (hereinafter GEC) no later than three days before the defense;

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

10. The defense of GQW in a foreign language is carried out in the form of the author's

report, which is allocated, as a rule, up to 15 minutes for students in the Master's program, by the decision of the GEC.

11. Speech (report) in a foreign language may be accompanied by the following presentation of the main content of the work in Russian.

12. At the discretion of the GEC members, questions to students may be asked in Russian or in the foreign language in which the defense of the work is held.

13. Students' answers are made in the same language in which the questions are asked by the GEC members.

14. A teacher of the Department of Foreign Languages is present at the defense of GQW, who one working day before the defense on the submission of the teacher-consultant familiarizes with the text of the speech (report) and provides support at the defense in terms of translation of the text of the speech (report) for the members of the GEC (if necessary) and assesses the quality of professionally oriented foreign language training of the student.

15. In the minutes of the GEC meeting a note is made about the defense of the graduate work in a foreign language.

The stages of fulfillment of the work, requirements for the structure, scope, content and design, as well as a list of mandatory and recommended documents, submitted for defense are specified in the relevant methodological guidelines.

Evaluation of the results of the defense of the work is carried out in accordance with the methodology set out in the evaluation materials presented in the Appendix to this GIA program.

8. MATERIAL AND TECHNICAL SUPPORT FOR CONDUCTING THE GIA

The meetings of the State Examination Commissions are held in the multimedia classrooms of the Faculty of Economics.

Audience type	Room equipment	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
17	Classroom	Multimedia projector - 2 pcs., sound stand - 1 pc. 2 pcs., screen - 2 pcs.
19	Computer class	System unit Iru Intel i7 3160 MHz/16 GB/600 GB/DVD/audio - 21 pcs, monitor 23" Acer G236HL - 21 pcs, multimedia projector Casio XJ-V100W - 1 pc. pc, multimedia projector Casio XJ-V100W - 1 pc. , Digis Electra 200*150 motorized screen Dsem4303-1 pc
21	Computer class	System unit Iru Intel i7 3160 MHz/16 GB/600 GB/DVD/audio - 21 pcs, 23" Asus VS239HV monitor - 21 pcs, multimedia projector Casio XJ-V100W - 1 pc,
23	Computer class	System unit Iru Intel i7 3160 MHz/16 GB/600 GB/DVD/audio - 21 pcs, monitor 23" Acer G236HL - 21

Audience type	Room equipment	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
		pc, multimedia projector Casio XJ-V100W - 1 pc, Digis Electra 200*150 Dsem4303 motorized screen - 1 pc.
25	Computer class	Monoblock Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000GB/DVD/audio, 21" monitor - 21 pcs, Multimedia projector Casio XJ-V100W - 1 pc, screen motorized Digis Electra 200*150 Dsem-4303 - 1 pcs.
27	Computer class	Monoblock Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000GB/DVD/audio, 21" monitor - 21 pcs, Multimedia projector Casio XJ-V100W - 1 pc, screen motorized Digis Electra 200*150 Dsem-4303 - 1 pcs.
101	Classroom	Multimedia projector - 2 pcs., sound stand - 1 pc. 2 pcs., screen - 2 pcs.
103	Classroom	Multimedia projector - 1 pcs., screen - 1pcs.
105	Classroom	Multimedia projector - 1 pcs., screen - 1pcs.
107	Classroom	Multimedia projector - 1 pcs., screen - 1pcs.
109	Classroom	Multimedia projector - 1 pc., equipment conference equipment, DVD-recorder, sound equipment, screen - 1 pc. equipment, screen - 1 pc.
430	Computer class	Monoblock Lenovo AIO-300-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, 21" monitor - 21 pcs, multimedia projector Casio XJ-V100W - 1 pc, screen motorized Digis Electra 200*150 Dsem-4305 - 1 pcs. pcs.
432	Computer class	Системный блок Silicon Intel Intel i3 3400 MHz/4096 MB/500 GB/DVD/audio – 21 шт., монитор 21,5" BenQ DL2215 – 21 шт., мультимедиа проектор Casio XJV100W – 1 шт., экран моторизованный Targa 220*220 – 1 шт
29	Computer class	Monoblock Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, 21" monitor - 21 pcs. 21pcs, Multimedia projector Casio XJ-V100W - 1 pc, Digis Electra 200*150 Dsem4303 motorized screen - 1 pc.

9. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL GIA SUPPORT

The main sections of disciplines and recommended literature.

COURSE "MANAGERIAL ECONOMICS"

Topic 1. Introduction

Economics and management decision-making. Economic theory and managerial economics. Analytical tools. Managerial economics and the world economy.

Section 1. Consumer behavior theory and market demand

Topic 2. Consumer preferences and choices

Demand analysis and consumer behavior. Axioms of consumer choice. Utility function and its types. Budget constraint. Construction of income–consumption curves and Engel curves for different categories of economic goods. Practical application of the income effect and the substitution effect (according to Slutsky and Hicks).

Topic 3. Quantitative analysis of demand

Individual and market demand. Price elasticity of demand. Factors of price elasticity. Arc elasticity. Elasticity of demand by income, cross elasticity of demand by price. The surplus (benefit) of the consumer. Regression analysis and construction of the demand function.

Section 2. Theory of production, costs, profits and market supply. Market structures

Topic 4. The firm, the reasons and boundaries of its existence. Goal setting

The market and the firm as alternative forms of interaction. The reasons for the emergence of the company. The boundaries of the company. Classification of firms. Organizational and legal forms. Economic and non-economic goals of the company and optimal decision-making.

Topic 5. The firm in the

Labor resources market. Labor supply (dependence on wages, unpaid payments, restrictions on working hours, etc.). Asymmetry of information in the labor market. Capital. Evaluation of investment projects.

Topic 6. Analysis of production and costs

Production function. The limiting function of technological substitution. Theory and cost estimation: short-term and long-term period. Profit maximization and competitive firm offer. Elasticity of the offer. The surplus (rent) of the manufacturer.

Topic 7. Market structures. Management of a firm operating in the market of perfect and imperfect competition

Decisions on pricing policy and production volume: perfect competition. Decisions on pricing policy and production volume: monopoly. Types of price discrimination. Decisions on pricing policy and production volume: monopolistic competition and oligopoly (models of Suizi, Cournot, Bertrand, Stackelberg).

Section 3. Development of management decisions in conditions of uncertainty, risk and asymmetry of information

Topic 8. Risk and uncertainty analysis

The concept of certainty and uncertainty. Causes and consequences of incomplete information. Decision-making under risk conditions (estimated cost, risk measurement, risk adjustment, decision tree). Decision-making in conditions of uncertainty.

Topic 9. Asymmetry of information and management decisions. The theory of "principal-agent" and the development of management decisions

Markets with asymmetric information. Insurance and moral hazard. The situation is "principal-agent". The impact of risk on the "principal-agent" interaction.

Section 5. State, society and management decisions of the company

Topic 10. Institutional aspects of the market economy. Public choice

External effects. Taxes and subsidies. Public goods. The problem of the stowaway Problems of public choice.

Main sources:

1. Managerial economics: textbook and workshop for universities / E. V. Ponomarenko [et al.] ; under the general editorship of E. V. Ponomarenko, V. A. Isaev. — Moscow : Yurayt Publishing House, 2023. — 216 p. — (Higher education). — ISBN 978-5-534-02846-1. — URL: <https://urait.ru/bcode/511093>
2. Economics for managers: textbook. In 2 books. /edited by A.A. Porokhovsky, I.M. Tenyakov/ - M: Book-Memoir, 2022.

3. Tretyakova, E. A. Managerial economics: textbook and workshop for universities / E. A. Tretyakova. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. - 351 p. — (Higher education). — ISBN 978-5-534-14594-6. —URL: <https://urait.ru/bcode/515673>
4. Managerial Economics: A textbook. Magistracy. //G.V.Golikova, D.S.Petrov, I.V.Trushina, etc. - M.: SIC INFRA-M, 2018.
5. Project management methodologies: Agile and Scrum [Text/electronic resource] : Textbook / Yu.D. Ageev [et al.]. - Electronic text data. - Moscow : Aspect Press, 2022.

Additional sources:

1. Antipina O.N., Karlovskaya S.B., Miklashevskaya N.A. Managerial economics. Textbook. //Vilnius: Publishing house "Technika", 2015.
2. Gryaznova A.G., Yudanov A.Yu. Microeconomics. Practical approach (Management Economics). – M.: Publishing house "KnoRus", 2015.
3. Chekansky A.N., Varyukhin S.E., Kotsoeva V.A. Managerial economics: the practice of application. - Moscow: Publishing House "Delo", 2015.
4. Allen U.B., Weigelt K., Doherty N.A. and Mansfield E. Management economics. Theory, applications and cases. 8th edition. // W. W. Norton & Company, 2012.
5. McGuigan J.R., Mayer R.K. and Harris F.H. Deb. Economics of Management: Applications, Strategy and Tactics. 13th edition. // Cengage Learning, 2013.

Electronic versions of publications on the subject of the course:

1. Libertarian Library ("Moscow Libertarian Library (Russian)") – <http://libertarium.ru/library>
2. Library of the Academy of Sciences – www.csa.ru/ban
3. MSU Library – www.lib.msu.ru
4. Library of Economic and Business Literature – <http://www.ek-lit.agava.ru>
5. Kommersant newspaper – www.kommersant.ru
6. The newspaper "Economy and Life" – www.akdi.ru
7. The journal "Questions of Economics" – <http://infomag.mipt.rssi.ru/data/j112r.html>
8. Money Magazine – <http://www.kommersant.ru/money.aspx>
9. Journal "Problems of theory and practice of Management" – <http://www.ptpu.ru>
10. Expert Magazine – www.expert.ru
11. Institute "Economic School". Gallery of Economists – <http://www.ise.spb.ru/gallery/main.html>
12. Institute of Transition Economics – www.iet.ru
13. Institute of Economics of the Russian Academy of Sciences – www.inst-econ.org.ru
14. Interfax News Agency – www.interfax.ru
15. Official Russia – www.gov.ru
16. Working Center for Economic Reforms under the Government of the Russian Federation – <http://wcer.park.ru>
17. Regional Fund for Scientific and Technical Development – www.rfntr.neva.ru
18. RosBusinessConsulting – <http://www.rbc.ru>
19. Russian State Library – www.rsl.ru
20. Rosstat – <https://rosstat.gov.ru>

COURSE «MANAGEMENT RESEARCH METHODOLOGY»

Topic 1. Modern methodological approaches to the identification and assessment of management problems. Evolution of methodological approaches in management. Review of quantitative and

qualitative methods of identification of management problems. Modern methods of production management

Topic 2. Experiment as a way to identify management problems. Types of experiments in the research of management problems. Methods of staging an active and passive experiment. Methods of collecting, processing and evaluating the quality of information obtained during the experiment.

Topic 3. Methods for prioritizing management problems. Scaling. Operational measurement procedures. Methods of ranking alternatives. A method for analyzing hierarchies.

Topic 4. Methods for evaluating the effectiveness of management systems of homogeneous economic agents. The management system of an economic agent as a nonparametric system of the "black box" type. Methodology of analysis of the functioning environment: basic concepts and principles of comparative evaluation of latent variables. ASF models with input and output orientation. Accounting for economies of scale in ASF models

Topic 5. Practical applications of the methodology for analyzing the functioning environment Formation of a reference set for evaluating the comparative effectiveness of management systems. Determination of inputs and outputs of the control system. Definition of the concept of efficiency. Methods of working with unwanted outputs.

Recommended literature:

1. Drechinsky, V. A. Methodology of scientific research: textbook for universities / V. A. Drechinsky. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. — 274 p. — (Higher education). — ISBN 978-5-534-07187-0. —URL: <https://urait.ru/bcode/514505>
2. Moki, V. S. Methodology of scientific research. Transcourseary approaches and methods : a textbook for universities / V. S. Moki, T. A. Lukyanova. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. - 229 p. — (Higher education). — ISBN 978-5-534-13916-7. — URL: <https://urait.ru/bcode/515431>
3. Roy, O. M. Methodology of scientific research in economics and management: a textbook for universities / O. M. Roy. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. — 209 p. — (Higher education). — ISBN 978-5-534-14167-2. —URL: <https://urait.ru/bcode/514634>
4. Khachumov V.M. Basic principles of modeling complex systems and processes [Text] : Textbook / V.M. Khachumov. - M. : RUDN Publishing House, 2013. - 141 p. - ISBN 978-5-209-04797-1 : 96.10
5. Beskrovny I.M. System analysis and information technologies in organizations [electronic resource]: Textbook / I.M. Beskrovny. - electronic text data. - Moscow: RUDN Publishing House, 2012. - 392 p. - ISBN 978-5-209-04874-9.
6. Korshunov Yu. S. Methods of making optimal managerial decisions [Text]: Textbook / Yu.S. Korshunov, N.V. Markova. - 2nd ed., ispr. and add. - M.: Publishing House of RUDN, 2016. - 46 p. - ISBN 978-5-209-07590-5: 41.45.
7. Itzhak A. How to overcome management crises. Diagnostics and solution of management problems [Text] / I. Adizes; Translated from English by N. Bragina. - St. Petersburg : Stockholm School of Economics in St. Petersburg, 2006. - 285 p. : ill. - (Books of the Stockholm School of Economics in St. Petersburg). - ISBN 5-315-00046-x : 779.00.
8. Alekseenko V.B. Fundamentals of system analysis [Electronic resource] : Textbook / V.B. Alekseenko, V.A. Krasavina. - M. : Publishing House of RUDN, 2010. - 171 p. : ill. - ISBN 978-5-209-03521-3 : 150.00.

COURSE « CORPORATE GOVERNANCE »

Section 1. Introduction to the "Theory of management organization"

Topic 1. Theory of organization as a science, COURSE and applied branch of knowledge. The relationship between management theory and organization theory. Management theory and organization theory in the system of sciences. The essence of management and the category of "organization" in the modern sense. Object, subject, tasks of the theory of organization. Basic

concepts (categorical apparatus). The connection of the theory of organization with other sciences. Organizations as systems: open and closed (organizational aspect). Organizational subsystems (organizational and structural aspect). The organization's parameters are structural and contextual. External and internal environment of the organization. Evolution of the theory of organization as a science. Contribution of various scientists to the development of the theory of organization.

Topic 2. Types of organizational structures.

Typology of organizational structures on the interaction of the organization with the external environment: mechanistic and organic. Typology of organizations based on the interaction of structural elements within the organization itself (internal structure): linear, linear-functional, divisional (by product type, by territory, by market niche), matrix. Typology of organizational structures for interaction with employees: corporate and individualistic. New in the typology of organizational structures: edho (adho)cratic organizations, multidimensional organizations, participatory organizations, etc.

Topic 3. The impact of strategy on the structure of the organization.

The concept of organizational goals and their classification. Operational, tactical, strategic goals. Criteria for the formulation of organizational goals. The concept of the organization's mission. Requirements for the formulation of the organization's mission. Objectives of the organization's mission. Analysis of practical examples. The strategy of the organization. Types of organization strategies. Reference development strategies. Development of an organization's strategy: the main steps to define it and the problem of choice. Strategy implementation: main stages, areas of strategic changes, mobilization of potential for strategy implementation.

Section 2. Features of interaction of state, commercial and non-profit structures within the framework of socio-economic partnership.

Topic 4. Foreign practice and specifics of interaction between state, commercial and non-profit structures within the framework of socio-economic partnership.

The concept and essence of partnership. The specifics of the sphere of Public Administration. Levels of state (public) management bodies. The horizontal of power. Development of the concepts of New Public Management and Good Governance. GR-management as a new direction of management. Goals, tasks, functions of the GR-manager. Features and practice of social entrepreneurship implementation. Signs of a social entrepreneur. The purpose and functions of a social entrepreneur. Venture philanthropy as a form of social investment in non-profit organizations and youth entrepreneurship. The practice of venture philanthropy. Crowdsourcing and crowdfunding.

Topic 5. Russian practice and specifics of interaction between state, commercial and non-profit structures within the framework of socio-economic partnership.

Directions and results of the activities of the Open Government in the Russian Federation. The concept and essence of Open Government as an international non-profit organization. Problems and opportunities of the public procurement system as a platform for dialogue between public authorities and business structures to solve social and economic problems of the state. Features of the implementation of social entrepreneurship in Russia. The practice of crowdsourcing and crowdfunding to solve socially significant tasks.

Section 3. Designing an optimal organizational structure in the context of global competition

Topic 6. Designing organizations for the international environment.

Motivation for global expansion. Stages of international development. Global expansion through international strategic alliances. The structure of the organization corresponding to the global strategy. A model of global and local capabilities. International divisions. Global product-divisional structure. Global regional-divisional structure. Global matrix structure. Creating global opportunities. Global organizational problems. Mechanisms of global coordination. Cultural differences in coordination and control. National value systems. Three national approaches to coordination and control. The transnational model of the organization.

Topic 7. Global competition and its impact on the organization.

Global competition factors and organizational design for optimizing intra-national competition. Design of self-governing Working groups (SURG). Design of dynamic network structures (DSS). Organizational design for optimization of international competition. International strategy and optimal organizational design. Comparison of global and local competition models. Structural design for global operations. Global product organizational structure. Global geographical organizational structure. Global matrix organizational structure. Global heterarchy.

Section 4. Efficiency of modern organizations.

Topic 8. Ethics and corporate social responsibility of business.

The concept and essence of corporate social responsibility. Analysis of documents of business structures aimed at identifying elements of socially responsible policy of the company. Ethically complex management decisions. Companies of a "controversial industry". Foreign experience of lobbying the interests of PR departments of three main "contradictory" industries: tobacco industry, alcohol industry, production and sale of weapons. Moral and ethical foundations of public service. Moral and ethical foundations of making complex management decisions.

Topic 9. Approaches to determining organizational effectiveness.

Approaches to the definition of organizational effectiveness: a targeted approach, a resource approach, an approach from the point of view of organizational processes, an approach from the point of view of economically interested parties, an approach from the point of view of competing management values.

Section 5. Innovation and change management at the corporate level.

Topic 10. The strategic role of innovation and change in a modern organization.

The concept of innovation and innovation. Characteristics of technological revolutions.

The concept of organizational change. Classification of organizational changes. Examples from practice. Components of the process of organizational transformation and change. Stages of the organizational change process. Reasons for resistance to organizational change. Methods of overcoming resistance to organizational changes. Change management models: K. Levin's model, R. Lipitt's model. The "transition period" change management model and the "EASIER" model. Monitoring and control of the change process.

Topic 11. Changing the organizational structure and organizational systems.

Changing the human factor: preparation and training of skills, organizational development, methods of implementation of organizational development. Strategies for implementing changes: barriers to change, techniques for implementing changes.

Section 6. Introduction to "Organizational Behavior" as a science and applied discipline.

Topic 12. National management systems and organizational behavior in the context of globalization.

The evolution of the modern management paradigm and its impact on OP models. Western, Japanese and Chinese management models — optimization problems in the context of globalization. Russian management: general and national-specific. The main directions of evolution and assessment of potential. Leadership styles and leadership in modern Russia and their influence on the model of management and organizational behavior.

Topic 13. The role and place of "soft" technologies in improving the efficiency of human resource management systems and their organizational behavior.

Psychological differences between individuals and their impact on professional activity. Values, attitudes and attitudes, theories of personality and personal development. Sources and main types of values. The components of the relationship, the relationship between them and their impact on the behavior of the individual. Personality development and basic theories of personality: Psychoanalysis Z. Freud and C. Jung and their followers, the theory of characteristic features of G. Allport and R. Cattell, the humanistic theory of A. Maslow and K. Rogers, the theory of social assimilation ("learning") of B. Skinner. Specific personality traits that affect the direct attitude to work: the level of self-control, authoritarianism and dogmatism, the style of problem solving, the level of Machiavellianism, type A and type B personality, tolerance for uncertainty. Managing individual differences. Basic psychological portraits and types of temperament. The scale of I. Myers and K. Briggs. D. Keirsey's works and his four types of temperament. Socionics and basic personality models by type of energy-informational metabolism.

Section 7. Managing organizational behavior at the group level.

Topic 14. Effective management of organizational behavior based on leadership and modern forms of its implementation.

The modern paradigm of effective management and business conduct is the psychology of leadership. Psychology of leadership and objective data for leadership. Traits and behavior of leaders: basic theories and their practical application. Theories of reward and punishment and their role in leadership practice. Theories of charismatic and transformational leadership and their implementation. Situational theories of leadership F. Fiedler, R. House, P. Hersey, K. Blanchard, etc. Theories of symbolic leadership and their role in business management practice. Psychological portrait of the manager and the main recommendations for self-improvement. Psychology of business image — place and role in modern business. The essence of an individual image and its main parameters. Formation of the ability to influence people. Positive energy and positive mentality. Formation of a positive image of the organization as a whole.

Topic 15. Managing business conflicts in the modern practice of a manager..

Recommended reading:

1. Ignatskaya, M.A., Lylova, E.V. Fundamentals of the theory of management organization. – M.: ed. RUDN, 2020 – p. 128.
2. Frolov, Yu. V. Theory of organization and organizational behavior. Methodology of the organization: a textbook for universities / Yu. V. Frolov. — 2nd ed., ispr. and add. — Moscow : Yurayt Publishing House, 2023. — 116 p. — (Higher education). — ISBN 978-5-534-09522-7. —URL: <https://urait.ru/bcode/513927>
3. Theory of organization : textbook and workshop for universities / G. R. Latfullin [et al.]; edited by G. R. Latfullin, O. N. Gromova, A.V. Raichenko. — 2nd ed. — Moscow : Yurayt Publishing House, 2023. — 156 p. — (Higher education). — ISBN 978-5-534-01187-6. —URL: <https://urait.ru/bcode/511887>
4. Lalu, Frederick Discovering organizations of the Future / Frederick Lalu ; translated from the English by V. Kulyabina ; [scientific ed. by E. Golub]. — M. : Mann, Ivanov and Ferber, 2019 – p. 610
5. Trompenaars, Fons 100 key Models and Management Concepts / Fons Trompenaars, Piet Hein Kuberg; translated from English by [Yulia Konstantinova and Taira Mammadova]. — M.: Mann, Ivanov and Ferber, 2019. — 636 p.
6. Koryagina, I. A. Modern problems of management theory: a textbook for universities / I. A. Koryagina, M. V. Khachaturian. — Moscow : Yurayt Publishing House, 2023. — 188 p. — (Higher education). — ISBN 978-5-534-06934-1. - URL: <https://urait.ru/bcode/516503>

COURSE « GLOBAL STRATEGIC MANAGEMENT »

SECTION 1. INTRODUCTION TO "MODERN STRATEGIC ANALYSIS"

Topic 1. Theoretical problems of competition and modern strategic analysis

The concept and objectives of strategic analysis. The role of analysis in strategy formulation. The algorithm of strategic analysis. Strategic compliance. Evolution from corporate planning to strategic management. Functions of strategic management in the company. Strategy as a reinforcement of the decision and as a coordination mechanism.

Topic 2. International economic integration and problems of strategic analysis

Theories of internationalization. Three approaches to the internationalization process (Scandinavian, transaction costs, network). Globalization as an imperative of world development. Alternative views on the processes of globalization.

Motivation of involvement in the processes of globalization. Conjuncture and economic cycles in the development of the world, regional and national economies. Factors of adaptation to the environment (foreign legislation, social and economic conditions, maintaining the level of competitiveness).

SECTION II. METHODOLOGY OF STRATEGIC ANALYSIS

Topic 3. General methodological issues of strategic competitive analysis

Methodology as a teaching on methods of analysis of socio-economic phenomena. The method as a set of stable rules. Procedures and techniques of analysis. The choice of the methodology of strategic analysis. Types and levels of methodology (general, general scientific, private scientific).

Topic 4. Assessment of conditions for entering international markets. Analysis of the political, legal, economic, socio-cultural and technological environment of business

The structure of the analysis of the external environment. Features of the analysis of the external environment in the conditions of transitional societies/economies (CIS countries). The choice of the field of activity in the foreign market. The choice of the host country and the methodology for assessing the advantages of the host State. Choosing a foreign partner. Organizational forms of international cooperation. The procedure for generating data about a potential partner. Stages of achieving cooperation with foreign partners.

The concept, characteristics and features of the political and legal environment. International political and legal environment: rules and customs. General code of laws, Islamic laws, Marxist principles and beliefs

The concept, characteristics and features of the economic environment in international business: national and international aspects.

Geography and history as the foundations of cultural understanding of cultures, international and global markets. The influence of geography on the placement of the population, transport infrastructure and economic development.

Section III TOOLS FOR STRATEGIC ANALYSIS OF MODERN BUSINESS

Topic 5. Industry and competitive analysis

Principles of analysis of the industry structure. Demand and competition. Analysis of the attractiveness of the industry. Forecasting the profitability of the industry. Strategies for changing the industry structure. Industries and markets. From industry attractiveness to competitive advantage: identification of the main success factors. The missing power in Porter's model. The contribution of game theory to strategic analysis. Scenario analysis.

Collecting data about competitors. An algorithm for predicting the behavior of competitors. Application of competitor analysis results. Strategic groups.

Topic 6. Resource analysis and competencies

The role of resources and abilities in strategy formulation. A strategy based on resources and competencies. Resources and competencies as sources of profit. The organization's resources (tangible, intangible, human). Assessment of the potential profitability of resources and competencies. The algorithm of working with resources and competencies (identification, evaluation, development). Development of new competencies. Knowledge management.

Topic 7. Sources of competitive advantage

The nature and sources of competitive advantage. Conditions for the emergence of a competitive advantage. Sustainability of competitive advantage. Diagnostics of competitive advantage. Competitive advantage in various markets (with effective competition, in trading markets, in production markets).

Types of competitive advantage (cost and advantage, difference). Sources of cost advantage (economies of scale, savings through training). The experience curve. Value chain analysis. Cost management.

Competitive advantages based on sensitivity to change and innovation.

Differentiation as a source of advantage and its advantages. Differentiation variables. Sustainability benefits through differentiation. Analysis of the value chain of industrial goods and consumer goods.

Section IV STRATEGIC ALTERNATIVES AND STRATEGY FORMULATION

Topic 8. Approaches to development and strategy selection process

The criterion of uncertainty and trends in the external environment. Competition and high variability. Pressure of social groups. Evaluation of the effectiveness of the current strategy. Attractiveness of the market (country) and competitiveness. Determination of market capacity.

Formation of a market selection model. Criteria for making a decision on introduction to foreign markets. Factors influencing the choice of strategy. Evaluation of alternative strategies. Strategy and policy of the company. The content of the company's strategic plan.

The choice of strategies for small and medium-sized businesses. Export, contract, hierarchical strategies, their advantages and disadvantages.

Topic 9. Current trends in strategic management

Development of strategic thinking at the present stage. Complexity theory. Organizational structures based on potential opportunities. An organization focused on adaptability. Corporate portfolio management. Creating value through corporate restructuring. The latest trends in the management of multi-profile corporations. Corporate managers as engines of organizational change.

Recommended reading

1. Kazakova, N. A. *Modern strategic analysis : textbook and workshop for universities / N. A. Kazakova. — 3rd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. - 469 p. — (Higher education). — ISBN 978-5-534-11138-5. —URL: <https://urait.ru/bcode/511185>*
2. Otvarukhina, N. S. *Modern strategic analysis : textbook and workshop for universities / N. S. Otvarukhina, V. R. Vesnin. — Moscow : Yurayt Publishing House, 2023. - 463 p. — (Higher education). — ISBN 978-5-534-14975-3. —URL: <https://urait.ru/bcode/511127>*
3. Popov, S. A. *Actual strategic management. Vision — goals — changes : an educational and practical guide / S. A. Popov. — Moscow : Yurayt Publishing House, 2023. - 447 p. — (Higher education). — ISBN 978-5-534-01109-8. —URL: <https://urait.ru/bcode/510458>*
4. Thompson Arthur A. Jr. *Strategic management: Concepts and situations for analysis : A textbook for universities / Thompson Arthur A. Jr., Strickland A.J. III ; Translated from English by A.R.Ganieva, V.Yu.Drozdova et al.; Edited by N.M.Makarova. - 12th ed. - Moscow : Williams, 2008, 2011. - 928 p.*
5. Zub, A. T. *Strategic management : textbook and workshop for academic bachelor's degree / A. T. Zub. — 4th ed., trans. and add. - M. : Yurayt Publishing House, 2018. — 375 p. — (Series : Bachelor. Academic course). — ISBN 978-5-534-03013-6. <https://biblio-online.ru/viewer/38AFD36C-9EEC-4AE6-8860-77B43DFEAF8A/strategicheskij-menedzhment#page/1>*
6. Litvak, B. G. *Strategic management: a textbook for bachelors / B. G. Litvak. — M. : Yurayt Publishing House, 2019. — 507 p. — (Series : Bachelor. Academic course). — ISBN 978-5-9916-2929-4. <https://biblio-online.ru/viewer/3CBF883D-D9BD-4D58-991A-86EAC72D21B8/strategicheskij-menedzhment#page/1>*

COURSE «FINANCE ORGANIZATION»

Topic 1 .Fundamental concepts of financial management

The concept of an efficient market. Changing the valuation of money over time. Analysis of discounted cash flows. A model for assessing the profitability of financial assets. The concept of the β -coefficient. The theory of arbitrage pricing. Valuation of stocks and bonds.

Topic 2. Short-term financial solutions

Assessment of working capital needs. Working capital management policy. Planning the duration of the operational cycle. Working capital financing. Money management. Forecasting cash flows.

Topic 3. Capital investment planning

Formation of the capital investment budget. Methods of project evaluation. Net present value (NPV). Internal Rate of Return (IRR). Comparison of NPV and IRR criteria. The present value of future costs. Change in the price of capital.

Topic 4. Sources of corporate financing

The components of capital and their price. A model for assessing the profitability of financial assets. Weighted average and marginal cost of capital.

Capital structure theory Costs associated with financial difficulties and agency costs. Models of financial leverage. Calculation of the optimal capital structure. Managing your own capital. Models of sustainable growth. Production and financial leverage.

Topic 5. Dividend policy

Dividend policy. Theories of dividend preference. Dividend reinvestment plans. Repurchase of shares. Payment of dividends by shares and splitting of shares.

Topic 6. Financial planning and forecasting

Principles of financial planning. The system of forecasts and plans of the organization. Methods of planning and forecasting. Budgeting as an organization's financial management tool.

Recommended reading

1. Ibragimov, R. G. *Corporate Finance. Financial solutions and the value of the firm : a textbook for universities* / R. G. Ibragimov. — Moscow : Yurayt Publishing House, 2023. — 184 p. — (Higher education). — ISBN 978-5-534-02638-2. —URL: <https://urait.ru/bcode/512553>
2. Limitovsky, M. A. *Corporate financial management : an educational and practical guide* / M. A. Limitovsky, V. P. Palamarchuk, E. N. Lobanova ; executive editor E. N. Lobanova. — Moscow : Yurayt Publishing House, 2021. — 990 p. —ISBN 978-5-9916-3693-3. —URL: <https://urait.ru/bcode/488229>.
3. Brayley R., Myers S. *Principles of Corporate Finance*. 2nd ed. — M: Dialectics-Williams, 2019. - 1008 s
4. Shimko, P. D. *International Financial Management : textbook and workshop for undergraduate and graduate studies* / P. D. Shimko. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2021. — 493 p. — (Bachelor and Master. Academic course). — ISBN 978-5-9916-3559-2. —URL: <https://urait.ru/bcode/487510>
5. Leontiev, V. E. *Corporate Finance : textbook for universities* / V. E. Leontiev, V. V. Bocharov, N. P. Radkovskaya. — 3rd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. - 354 p. — (Higher education). — ISBN 978-5-534-04842-1. - URL: <https://urait.ru/bcode/510949>
6. Brigham Y., Houston D. *Financial Management*. — St. Petersburg: Peter, 2007 — 544 p.
7. Blank I.A. *Fundamentals of financial management*. — M.: Nika-Center, 2007 — 656 p.
8. *Corporate finance. Textbook for universities.* / Edited by M. Romanovsky, A. Vostroknutova. —St. Petersburg: Peter, 2011. — 592 p.

Section II. Professional disciplines of Master's degree in Management, specialization

"International Marketing in English language"

The variable part

COURSE «MARKETING METRICS»

Topic 1. Marketing information system. Principles of construction and content.

Marketing information system as a basis for evaluating the effectiveness of activities. The intended purpose of the MIS. Determination of the need for information.

Indicators of macro, meso and micro environments.

Types of information and its measurement. Development of qualitative and quantitative indicators. Integral, complex and single indicators of expected utility. Risk preferences. The choice between risk and profitability.

A choice beyond personal gain. Problems of the rational behavior model. The problem of obligations and personal interest. The prisoners' dilemma. The relationship between rational calculation and other stimuli in motivating behavior. The problem of mimicry. The difference of tastes. Altruistic preferences. Concern for justice.

Topic 2. Evaluation of the efficiency of the enterprise

Methods for evaluating effectiveness: parametric and expert methods. Forecast and actual performance assessments. Evaluation of the effectiveness of the investment project: BDD, ID, GNI.

Topic 3. Indicators characterizing the financial and economic situation

Financial indicators as a basis for assessing entrepreneurial activity. Sources of information: balance sheet and profit and loss statement.

Indicators of profitability, turnover, liquidity and sustainability. Financial leverage.

The relationship of financial indicators and marketing activities of the company.

Topic 4. Indicators characterizing commodity production.

The composition of the group of indicators of production of goods and services and their sources.

Indicators of the internal environment: pre-production, technological, organizational, sales. Personnel evaluation indicators (service market and relationship marketing).

Environmental indicators: assessment of the brand, consumer qualities, price level and general competitive position of the product offer.

Topic 5. Indicators of the distribution system.

The composition of indicators of sales activity and their sources. Estimation of numerical and weighted distribution. The intensity index of the distribution.

Characteristics of the length of the distribution channel. Strategies of selective, intensive and exclusive distribution: analysis of the effectiveness of the application.

Topic 6. Indicators and evaluation of communication with the client

The composition of indicators of communication activity and their sources. Application of WEB analytics indicators.

Evaluation of the effectiveness of advertising. Assessment methods: desk and field experiments. Evaluation of the coverage coefficient of an advertising medium, message.

Determining the effectiveness of PR activities. Measuring and evaluating the opinions of contact audiences.

Determination of the effectiveness of stimulating actions. Calculation of the discount. The maximum amount of the discount.

Topic 7. Market indicators of the (external) activity of the enterprise.

The composition of market activity indicators and their sources.

Evaluation of consumer opinions, preferences: commitment, loyalty, penetration and consumption coefficients. Consumer behavior and its analysis: motivation, knowledge, emotions, associations, etc.

Assessment of the competitive position of the enterprise. Market share, brand strength, technological position, price dependence. Assessment of key and critical success factors.

Topic 8. Evaluation of the profitability of the market segment.

Determination of profitability: size, availability, profitability, prospects (dynamics). B2B and B2C segments.

The type of competition and its definition. Indicators of the competitive state of the environment. Market globalization and its indicators.

Consumer behavior model and its evaluation. Characteristics of the client and the prospect of working with him.

The technological state of the segment. The cost of the basic technology and the basic product. Time of introduction / change of technology. The cost of the basic product and entry barriers to the industry.

Infrastructure indicators of the industry segment. Their significance and dependence on the indicators of the macro environment.

Topic 9. Evaluation of the effectiveness of marketing activities.

Comprehensive indicators of the company's marketing activities. Events, their characteristics, cost. The goals and capabilities of the company and the marketing budget.

Methods of making estimates: fixed and flexible estimates.

General assessment of the costs of marketing activities and their structure. Changes in the cost structure depending on the state of the market.

Topic 10. WEB metrics.

Indicators for evaluating the Internet promotion of companies. Evaluation of target audiences. Conversion rates.

Recommended reading:

a) Main sources

Yampolskaya, D. O. Pilipenko A.I. Marketing analysis: technology and methods of conducting: textbook and workshop for undergraduate and graduate studies / 2nd ed., reprint. and additional - M.: Yurayt Publishing House, 2018. — 342 p. — (Series: Bachelor and Master. Academic course).

Marr Bernard. Key performance indicators. 75 indicators that every manager should know [Text/electronic resource] = Key performance indicators. The 75 measures every manager needs to know / B. Marr; Translated from the English by A.V. Shavrin. - 4th ed.; Electronic text data. - M.: Laboratory of Knowledge, 2019. - 340 p. : ill. - ISBN 978-5-00101-102-6 : 495.00.

Lukyanova E. A. Statistical methods of analysis: textbook / E.A. Lukyanova, E.M. Shimkevich. - Electronic text data. - Moscow: RUDN, 2020. - 117 p.: ill.

Statistics: Textbook for academic baccalaureate / I.I. Eliseeva [et al.]; Edited by I.I.Eliseeva. - 5th ed., reprint. and additional - M.: Yurayt, 2019. - 572 p. - (Bachelor. Academic course). - ISBN 978-5-534-10130-0 : 1299.00.

Gavrilov L. P. E-commerce : Textbook and workshop for bachelor's and Master's degree / L.P. Gavrilov. - Moscow: Yurayt, 2017. - 363 p. : ill. - (Bachelor and Master. Academic course). - ISBN 978-5-534-01174-6 : 859.00.

б) Additional sources

Kotler F. Marketing management. Express course : translated from English / F. Kotler, K. Keller. - 6th ed. . - St. Petersburg : Peter, 2019. - 448 p. : ill. - (Classical foreign textbook).

Pilipenko A.I. Commodity market conjuncture: Analysis and forecasting in MS Excel. Textbook for bachelors – Moscow: RUDN, 2018.

Chernysheva A.M. Benchmarking [Text/electronic resource] : Educational and methodical manual / A.M. Chernysheva. - Electronic text data. - Moscow : RUDN Publishing House, 2019. - 52 p. : ill. - ISBN 978-5-209-09164-6 : 50.67.

Chernysheva A.M. Industrial (B2B) marketing : textbook and workshop for undergraduate and graduate studies / A.M. Chernysheva, T.N. Yakubova. - M. : Yurayt, 2018. - 433 p. - (Bachelor and Master. Academic course).

Trout Jack. Positioning: the Battle for minds : translated from English / D. Trout, E. Rice. - New edition - St. Petersburg : St. Petersburg, 2018. - 313 p. : ill. - (Business bestseller).

Porter Michael. Competitive strategy. Methodology for analyzing industries and competitors = Competitive Strategy. Techniques for Analyzing Industries and Competitors / M. Porter ; Scientific ed. O. Nizhelskaya; Per. I. Minervin. - 7th ed. - M. : Alpina Publisher, 2019. - 453 p..

COURSE «MARKETING AUDIT»

Topic 1. The role and importance of marketing audit in the company's activities.

The subject, goals and objectives of the course. Prerequisites for the application of marketing audit Approaches to marketing audit. Scope and main projects of marketing audit Types of marketing audit. The main issues of marketing audit are the process of marketing audit.

Topic 2. Audit of the marketing environment

The main aspects of the audit of the marketing environment. Defining the scope of tasks during the audit of the marketing environment. Analysis of the main indicators during the audit of the marketing environment

Topic 3. Audit of marketing strategy

Audit of the "Goals-strategies" complex. The main factors influencing the "Goals-strategies" complex.Audit of the company's goals, objectives and marketing strategy. Audit of the company's budget.

Topic 4. Audit of the marketing organization.

Analysis of the structure of the enterprise organization. Functional efficiency analysis. Analysis of the effectiveness of interaction between the marketing service and other departments of the company. Optimization of the organizational structure.

Topic 5. Audit of the effectiveness of marketing systems.

Analysis of the marketing information system. Analysis of the effectiveness of the marketing planning system. Analysis of the marketing control system. Profitability analysis. Cost analysis.

Topic 6. Audit of marketing functions.

Criteria for evaluating elements of the marketing mix. Analysis of goals and objectives by elements of the marketing mix. Analysis of the main indicators for all elements of the marketing mix.

Topic 7. Revision of marketing.

Building the organizational structure of marketing, defining the necessary functions, establishing interaction with the divisions of the enterprise. Revision of applied methods and approaches, analysis of the practice of using marketing tools, determination of marketing effectiveness. Development of marketing strategies, definitions of the marketing mix complex to achieve the goals of the enterprise.

Topic 8. Application of marketing audit in the development of advertising companies.

Stages of development of an advertising company. Definition of advertising goals. Definition of the target audience. The choice of means and media. Budget definition. Development of a control system. Preparation of the audit project.

Topic 9. Technology and organization of marketing audit

The decision on the method of counseling. External and internal audit. Self-judge. Implementation of the audit project by independent consultants. Development of audit tools. Escort. Consulting. Internal consulting. Advantages and disadvantages of the types of marketing audit.

Topic 10. The process of conducting a marketing audit

The sequence of the audit. Payment systems for independent consultants. Selection of consultants. Factors determining the quality of marketing audit.

Recommended reading:

a) Main sources:

1. Marketing management [Text] : Textbook and workshop for undergraduate and graduate studies / I.V. Lipsits [et al.]; Edited by I.V. Lipsits, O.K. Oiner. - M. : Yurayt, 2018. - 379 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-01165-4 : 889.00.
2. Eliferov Vitaly Gennadievich. Business processes: regulation and management: textbook / V.G. Eliferov, V.V. Repin. - Moscow : INFRA-M, 2020. - 319 p.: ill.
3. Vasilyeva L. S. Business analysis and evaluation [Text/electronic resource]: An educational and methodological guide for students studying in the direction of 38.04.01 "Economics", specialization "Accounting, internal control and audit" / L.S. Vasilyeva, M.V. Petrovskaya. - Electronic text data. - Moscow : RUDN Publishing House, 2017. - 67 p. - ISBN 978-5-209-08040-4 : 57.17.
4. Chernov Alexey Viktorovich. Quality management: textbook / A.V. Chernov, V.A. Chernova. - Electronic text data. - Moscow : RUDN, 2020. - 72 p. : ill.
5. International Accounting and Auditing standards: Practical application in the digital economy : a collection of articles of the International Scientific and Practical Conference. Moscow, February 25, 2021 / edited by M.V. Petrovskaya, G.D. Amanova. - Electronic text data. - Moscow : RUDN, 2021. - 567 p. : il.

6) Additional sources:

1. Zavgorodnyaya A.V. Marketing planning [Text] : Textbook for undergraduate and graduate studies / A.V. Zavgorodnyaya, D.O. Yampolskaya. - 2nd ed., reprint. and additional - M. : Yurayt, 2021. - 340 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-06590-9 : 809.00.

2. Yampolskaya, D. O. Pilipenko A.I. Marketing analysis: technology and methods of conducting: textbook and workshop for bachelor's and master's degree / 2nd ed., reprint. and additional - M.: Yurayt Publishing House, 2022. — 342 p. — (Series: Bachelor and Master. Academic course).
3. Moshlyak Gabrielle Alekseevna. Modern strategic analysis: Higher education : textbook / G.A. Moshlyak ; Edited by V.M.Filippov. - Electronic text data. - M. : RUDN, 2022. - 108 p. : ill.
4. Porter Michael. Competitive strategy. Methodology for analyzing industries and competitors = Competitive Strategy. Techniques for Analyzing Industries and Competitors / M. Porter ; Scientific ed. O. Nizhelskaya; Per. I. Minervin. - 7th ed. - M. : Alpina Publisher, 2019. - 453 p.

COURSE «MARKETING MANAGEMENT IN INTERNATIONAL COMPANIES»

Topic 1. The role of marketing in company management

The subject, goals and objectives of the course. Marketing functions and goals. Disadvantages of traditional marketing. New priorities of the marketing function. Operational and strategic marketing: the concept, main objectives, goals, differences, the basic principles of marketing activities of the enterprise. Marketing management and marketing management. Levels of marketing management The basic principles of marketing thinking and the philosophy of the company are the main objectives of marketing activities. Types of management activities.

Topic 2. Environment and conditions of effective marketing activity

Environmental factors: macroenvironment, microenvironment. Assessment of environmental factors.

Factors of the internal environment Key success factors The main conditions for effective marketing activities

Topic 3. The company's product policy

The content of the product policy: tasks, elements, requirements for the product policy. The main stages of the development of a new product. Analysis of the commercial situation: forecasting sales volume. Three-level product analysis: the essence of the product, the actual product, the added product Development and analysis of goals and strategies based on the product lifecycle model. Assessment of the competitiveness of the product. Product solutions in foreign markets: export of goods unchanged, adaptation of goods to local markets, development of new products.

Topic 4. Product assortment management

The structure of the product range. The main decisions on the product range: decisions on the breadth of the product range, decisions on the expansion of the product range, decisions based on the BCG matrix. Evaluation of product prospects. Product profitability analysis. ABC-product analysis. Brand management. Brand value and brand value. Monetary expression of brand value. Product line management. Product portfolio concept. Product solutions in foreign markets: export of goods unchanged, adaptation of goods to local markets, development of new products.

Topic 5. Pricing policy of the company.

Types of pricing policy of the company. Development of a pricing strategy. Stages of implementation of the pricing policy. Pricing goals. Pricing factors. Pricing methods: demand-oriented, cost-oriented, competition-oriented. Price adjustment. Types of discounts. The effect of price changes on gross profit. Building a price structure: types of price structure depending on the product. Pricing solutions in the foreign market. Calculation of export prices.

Topic 6. Sales management

The main tasks of sales activity. Functions of distribution channels. Distribution channel structures: types of intermediaries. The main distribution channels of consumer goods. The main distribution channels of industrial goods. Assessment of distribution conditions. Factors affecting the structure of the sales channel. Types of sales. Criteria for the selection and evaluation of intermediaries. Communication strategies in the sales channel. Analysis of sales costs. Control of distributors' activities. Evaluation of the results of the activities of intermediary organizations. Solutions for distribution channels in the foreign market.

Topic 7. Marketing logistics

The purpose of marketing logistics. Marketing logistics functions: order processing, warehousing, inventory volume, transportation, evaluation and control of goods movement. Warehousing: cargo handling, storage facilities. Inventory management: optimal order size, frequency of order submission. Purchase forecast. Inventory management system. Analysis of inventory balances. Automation of trade and warehouse operations: computer programs, rules for maintaining a commodity depository. The choice of vehicles.

Topic 8. Sales service management

Tasks and functions of the sales service. Methodological support of the sales service. Sales service structures. The size of the sales service in terms of workload. Motivation of sales representatives. Setting trading goals. Sales planning and necessary reporting. Calculation of the budget of trading expenses. Control and analysis of sales. Organization of sales through representatives of the manufacturer. Creating a customer base. ABC-XYZ - customer base analysis.

Topic 9. Managing a set of promotion tools (Part 1).

The complex of means of promotion: elements, the choice of a complex of promotion. The concept of ATL and BTL. Development of A&P budget. Types of sales promotion: stimulating consumers, stimulating distributors, stimulating the retail network. Development of a promotion plan and preparation of a budget for sales promotion activities. Evaluation of the effectiveness of sales promotion measures.

Topic 10. Managing a set of promotion tools (part 2).

Types of direct advertising. Criteria for the selection of advertising media. GRP. Definition of the advertising schedule. Example of a media plan. Choosing an advertising agency. Setting a task for an advertising agency to develop advertising events. Evaluation of the effectiveness of advertising. Solutions for the complex of promotion in the foreign market.

Topic 11. Strategy, tactics and main aspects of the company's marketing activities

Analysis of the current position of the company. Definition of goals. Development of strategies and plans. Cyclical planning. Marketing tactics. Marketing complex. The main aspects of marketing. Strategic marketing plan: general structure, content, goals and programs.

Topic 12. Organization of marketing at the company

Status, functions and organizational structure of the marketing department. Culture of marketing activities. Requirements for marketing service employees. Motivation systems for marketing department employees. Job descriptions of employees of marketing departments. The transfer of the company to a marketing orientation. Decisions on the organizational structure of the marketing service and the company in the foreign market.

Topic 13. Monitoring and control of the company's activities

Basic principles of monitoring and control. Input, intermediate and output indicators. The main elements of the monitoring and control process. Creation of control systems: a control system after the implementation of the plan, a control control system, an adaptive control system.

Criteria for evaluating elements of the marketing mix. P&L report by products, by customers. Sales volume: Sell-in analysis by products, analysis by customers; Sell-out, ratings. Product profitability: margin profit, direct profit. Return on Sales (ROS) and return on investment (ROI). Profitability of the buyer

Recommended reading:

a) Main sources:

1. Marketing management [Text] : Textbook and workshop for undergraduate and graduate studies / I.V. Lipsits [et al.]; Edited by I.V. Lipsits, O.K. Oiner. - M. : Yurayt, 2018. - 379 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-01165-4 : 889.00.
2. Kotler Philip. Marketing management [Text] / F. Kotler, K.L. Keller; Translated from English by V.Kuzina. - 14th ed. - St. Petersburg : St. Petersburg, 2015. - 800 p. : ill. - (Classical foreign textbook). - ISBN 978-5-496-00177-9 : 1473.00.

6) Additional sources

1. Priority directions of Russia's interaction with BRICS partner countries [Text] : Collection of scientific papers / edited by Yu.N. Moseikin, E.A. Degtyareva, A.M. Chernysheva. - M. : Publishing House of the RUDN, 2018. - 416 p. - ISBN 978-5-209-08570-6 : 531.16.
2. Dyuzheva N. V. (author of the RUDN). Foreign economic relations of the Russian Federation on the international market of goods and services for space purposes : monograph / N.V. Dyuzheva, M.V. Shevtsova. - Electronic text data. - Moscow : RUDN, 2021. - 236 p. : ill.
3. Porter Michael. Competitive strategy. Methodology for analyzing industries and competitors = Competitive Strategy. Techniques for Analyzing Industries and Competitors / M. Porter ; Scientific ed. O. Nizhelskaya; Per. I. Minervin. - 7th ed. - M. : Alpina Publisher, 2019. - 453 p.
4. International Relations and World politics : textbook for undergraduate and graduate studies / P.A. Tsygankov, I.A. Chikharev, S.V. Glotova [et al.] ; edited by P.A. Tsygankov. - Moscow : Yurayt, 2019. - 290 p. - (Bachelor and Master. Academic course).
5. Kokuitseva T. V. Innovation management : a textbook / T.V. Kokuitseva. - Electronic text data. - Moscow : RUDN, 2021. - 87 p. : ill.

COURSE «INTEGRATED MARKETING COMMUNICATIONS»

Topic 1. Basic concepts of marketing communications

Introduction to the course. The concept and types of communications. The essence of verbal and nonverbal communications. Goals and stages of communication development. The strategic role of communications in the marketing of modern companies.

Topic 2. Marketing and advertising in the company

Marketing department. Areas of responsibility in matters of advertising. Organizational structure and typical job responsibilities of Marketing Communications department employees. Planning, organization and regulation of interaction.

Topic 3. Strategic planning of marketing communications

Strategic approach to marketing communications management. The place of communication policy in the overall strategy system of the company. Development of an integrated communication strategy and an advertising campaign plan. Promotion budget and results analysis.

Topic 4. Positioning and brand in the concept of integrated marketing communications

Definition and positioning scheme. Competitive advantage, UTP and OPTS of the product. Positioning levels. Brand promise. The concept, types and attributes of the brand. Formulation of key communication messages.

Topic 5. The process of creating and evaluating an advertising product

Marketing and advertising audit of the company, product and market. Copywriting, design and formatting. Testing advertising and receiving the results of work from the service provider. Features and objectives of advertising at different stages of the life cycle.

Topic 6. Advertising is a key tool of marketing communications

The concept, essence, tasks and role of advertising. The content of advertising activities and socio – psychological aspects of advertising.

Topic 7. Advertising media - print advertising and advertising in the press.

Types and specifics of print advertising. Classification of advertising in the press. The stages of preparing an advertising message, working with the text and general recommendations for placement.

Topic 8. Advertising media – television advertising and radio advertising

Types and specifics of television advertising. Stages of development and recommendations for the organization of advertising on television. Advertising on the radio. Audiovisual advertising.

Topic 9. Other marketing communication tools

Advertising at points of sale. Internet marketing. Exhibitions. Advertising on consumer goods. Promotional souvenirs.

Topic 10. Sales promotion

The concept, essence and main means of sales promotion. Direct and event marketing. Promotions for the end user. Specialized events. Product Placement. Organization of sales promotion at the enterprise.

Topic 11. Promotion of the sales network

The concept, essence and main means of stimulating the sales network. Motivational programs for the trade-conducting chain – trade marketing. Merchandising. POSM

Planning, organization and control of sales promotion activities at the enterprise.

Topic 12. Public relations (pr)

Evolution of the concept and essence of PR activities. Sponsorship. Functional components of PR. Organization and control of the process at the enterprise.

Topic 13. Basics of Media planning and budgeting

Key concepts and terms of media planning. Teaser ads. Principles of formation of the advertising budget in the company.

Topic 14. Communication research

Communication research tools and techniques. Evaluation of the effectiveness of marketing communications. Organization of advertising research at the enterprise.

Topic 15. Advertising Service Providers

Choosing an advertising agency. Brief. Organization of tender evaluation of service providers. Coordination of advertising development processes in the company.

Topic 16. Personal sales

The process and effectiveness of personal sales. Types of sellers, types of customers. Organization of advertising support for personal sales at the enterprise.

Topic 17. Corporate identity of the company

Key concepts, role and elements of corporate identity. The company's brand book and advertising solutions. Organization of uniform visualization of the brand and company into enterprises.

Topic 18. Effective solutions in the field of communications

Development of key solutions for integrated marketing communications. Final overview of the main issues of the course.

Recommended reading:

a) Main sources:

1. Romat E. V. Marketing communications : textbook for universities. The third generation standard / E.V. Romat, D.V. Senderov. - St. Petersburg : St. Petersburg, 2018, 2020. - - 496 p. - (Textbook for universities).
2. Chernysheva A.M. Industrial (B2B) marketing [Text] : Textbook and workshop for undergraduate and graduate studies / A.M. Chernysheva, T.N. Yakubova. - M. : Yurayt, 2018. - 433 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-00628-5 : 1009.00.
3. Musician Valery Leonidovich. Fundamentals of integrated communications. Theory and Modern Practices = Principles of Integrated Communications Theory and Modern Practice : textbook and workshop for academic undergraduate. Part 2 : SMM, M&A market / V.L. Musician. - M. : Yurayt, 2019. - 384 p. : ill. - (Academic course).

6) Additional sources:

1. Voroshilov V. V. Theory and practice of mass information [Text/electronic resource] : Textbook / V.V. Voroshilov. - 2nd ed., reprint. and additional ; Electronic text data. - M. : KNORUS, 2017. - 464 p. - (Bachelor's degree). - ISBN 978-5-406-05842-8 : 908.49.
2. Trout Jack. Positioning: the Battle for minds : translated from English / D. Trout, E. Rice. - New edition - St. Petersburg: St. Petersburg, 2018. - 313 p. : ill. - (Business bestseller).
3. Diesperova N. A. Marketing : textbook / N.A. Diesperova. - Electronic text data. - Moscow : RUDN, 2019. - 315 p. : il.

COURSE «DIGITAL MARKETING»

Topic 1. Global consumer trends. The key macro forces of the retailer and the buyer. Conflicts between the buyer and the retailer: convenience, care, connectivity, experience.

Topic 2. Definition of digital marketing and basic concepts. Basic terms and tools of digital marketing. Principles and purposes of use.

Topic 3. Digital marketing tactics and key indicators. Definition of digital marketing tactics. The main key indicators for maintaining the goals of a digital marketing campaign.

Topic 4. Digital Marketing for B2B & B2C. The difference of marketing metrics for B2B & B2C businesses. The basic principles of using digital marketing tools for both types of business.

Topic 5. Advantages of digital marketing. ROI measurement. Unique users, conversion, lead generation. How to catch the target audience.

Recommended reading:

a). Main sources:

1. Kolganova Elena Viktorovna. International commercial transactions in the digital economy : a textbook / E.V. Kolganova. - Electronic text data. - Moscow : RUDN, 2021. - 114 p. : ill.
2. Revinova S.Yu. Business on the Internet : educational and methodical manual: at 2 h. H. 1 / S.Yu. Revinova. - Electronic text data. - M. : RUDN, 2018. - 62 p.

6). Additional sources:

1. Digital Finance 2020 = Digital Finance 2020 (DF2020) : collection of articles of the International Scientific and Practical Conference. Moscow, RUDN, February 7, 2020 - Electronic text data. - Moscow : RUDN, 2020. - 364 p. : il.
2. Marketing management [Text] : Textbook and workshop for undergraduate and graduate studies / I.V. Lipsits [et al.]; Edited by I.V. Lipsits, O.K. Oiner. - M. : Yurayt, 2018. - 379 p. - (Bachelor and master. Academic course). - ISBN 978-5-534-01165-4 : 889.00.
3. Musician Valery Leonidovich. Fundamentals of integrated communications. Theory and Modern Practices = Principles of Integrated Communications Theory and Modern Practice : textbook and workshop for academic undergraduate. Part 2 : SMM, M&A market / V.L. Musician. - M. : Yurayt, 2019. - 384 p. : ill. - (Academic course).
4. Evstafyev V.A. Organization and practice of an advertising agency [Electronic resource] : Textbook for bachelors / V.A. Evstafyev, A.V. Molin. - M. : Dashkov and K, 2016. - 512 p. - ISBN 978-5-394-02549-5.
5. Danilyuk A.Ya. The concept of the basic model of digital economy competencies / A.Ya. Danilyuk, A.M. Kondakov. - Electronic text data. - M. : RUDN, 2018. - 68 p..

COURSE «INTERNATIONAL MARKETING STRATEGIES»

Topic 1. International marketing: basic definitions

The structure of the international marketing course. Definition of international marketing. The essence, goals, objectives and principles of international marketing. The difference between the concepts of "international marketing" and "export". The complex of international marketing. The main concepts of international marketing activities.

Topic 2. Internationalization of companies as a factor in the development of international marketing. Features of internationalization of Russian companies.

Internationalization of companies as a factor in the development of international marketing. Theories of internationalization of companies. The motives of internationalization of the enterprise. Stages of the company's entry into the foreign market. Export, international and global marketing. The largest Russian companies by the size of foreign assets. Problems of optimizing the qualitative structure of foreign investments of domestic business.

Features of the Russian market for international companies. Global vs local marketing. Federal (national) and regional differences. Exit strategies and consolidation of international companies on the Russian market. Localization of production in Russia. International business management in Russia and CIS countries.

Topic 3. The role of TNCs in the development of international marketing

The position of TNCs in the global economy. Assessment of the impact of TNCs on the development of the international market. Strategic decisions and global goals of TNCs in international marketing. The value of affiliated companies.

Topic 4. Global marketing environment

Architecture of the global marketing environment: micro, meso and macro levels. Factors of the external and internal environment. Conceptual and graphical models of the international marketing environment.

Topic 5. Micro, meso and macro levels of the international marketing environment.

Factors of the marketing micro- and meso-environment of an international company. M. Porter's model of five competitive forces for an international company. Stakeholders of an international company. The degree of controllability of the factors of the meso-environment of an international company. International political and legal environment. International economic and financial environment. International socio-cultural environment. Negotiation process in international business. Features of psychological perception of goods and services of Russian origin in different regions (countries).

Topic 6. Organization and methods of international marketing research

Information system in international marketing. Structure, content and sources of international marketing information. Goals and methods of international marketing research. Technology of international marketing research. The choice of performers depends on the type of research. Methods of processing marketing information. International marketing research on the Internet. Leading international marketing research agencies: the range of their services. Features of marketing research in Russia

Topic 7. Penetration strategies and forms of consolidation of the company in international markets. Segmentation of international markets

The problem of choosing ways for a company to enter international markets, depending on the stages of internationalization of the company: export, contract, investment strategies. Matrix of the choice of ways to enter international markets. Forms of organization of international activities of companies. Forms of international cooperation in the field of innovative entrepreneurship. The international market as an object of segmentation. Criteria and signs of segmentation of international markets. Stages of choosing an external market. Assessment of the competitive potential of international markets: the main factors of attractiveness. Marketing analysis according to the product/country scheme.

Topic 8. Positioning strategies in international markets. Commodity and sales policy in international marketing.

Stages of positioning in international markets. The positioning map. Features of positioning of goods and services in foreign countries and regions. Segmentation, differentiation and positioning in international markets. Features of international commodity policy. Systematization of factors determining the development of international trade policy. Requirements for export goods. Features of the formation of the export assortment. Quality management of exported goods and services, standards and norms of international organizations. Organization of distribution channels and promotion of goods in international marketing. The main types of sales structures. Own sales bodies. Third-party sales organizations. Sales organizations abroad. Criteria

for the selection of channels for the distribution of goods in foreign markets. The importance of international logistics. Problems of unlicensed trade in international marketing.

Topic 9. Features of the management of international marketing activities. Strategic planning in international marketing. International marketing in the 21st century.

Economic evaluation of the effectiveness of the company's international marketing activities. The importance of organizing the company's international marketing activities. International marketing management. Stages of international strategic planning. Comparative characteristics of national and international strategic marketing planning. The main sections of the marketing plan when the company enters foreign markets. International marketing control.

International marketing and globalization. The growth of global protectionism. Strengthening the role of TNCs. Harmonization of world standards. International marketing and the global economic crisis. Features of international marketing activities in post-crisis conditions.

Recommended reading:

a) Main sources:

1. Marketing management [Text] : Textbook and workshop for undergraduate and graduate studies / I.V. Lipsits [et al.]; Edited by I.V. Lipsits, O.K. Oiner. - M. : Yurayt, 2018. - 379 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-01165-4 : 889.00.
2. Kotler Philip. Marketing management. Express course : translated from English / F. Kotler, K. Keller. - 6th ed. . - St. Petersburg : Peter, 2019. - 448 p. : ill. - (Classical foreign textbook).

6). Additional sources

1. International Relations and World politics : textbook for undergraduate and graduate studies / P.A. Tsygankov, I.A. Chikharev, S.V. Glotova [et al.] ; edited by P.A. Tsygankov. - Moscow : Yurayt, 2019. - 290 p. - (Bachelor and Master. Academic course).
 2. Priority directions of Russia's interaction with BRICS partner countries [Text] : Collection of scientific papers / edited by Yu.N. Moseikin, E.A. Degtyareva, A.M. Chernysheva. - M. : Publishing House of RUDN, 2018. - 416 p. - ISBN 978-5-209-08570-6 : 531.16.
 3. Innovative management: textbook and workshop for academic bachelor's degree / V.A. Antonets, N.V. Nechaeva, A.S. Surkova [et al.] ; Edited by V.A. Antonets, B.I. Bedny. - 2nd ed., ispr. and add. - M. : Yurayt, 2018. - 303 p. - (Universities of Russia).
3. Evaluation tools designed to establish, during certification tests, compliance / non-compliance with the level of training of graduates who have completed the development of OP HE in the field of training / specialty, with the requirements of the corresponding OS in the RUDN.

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/>
- 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/>

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), Google (google.ru).

Information and reference portals:

1. www.advertology.ru
2. www.marketing.spb.ru
3. www.p-marketing.ru
4. www.4p.ru
5. www.advi.ru
6. www.cfin.ru
7. www.expert.ru
8. www.rbc.ru

Educational and methodical materials for independent work of students in preparation for passing the GE and / or performance of GQW and preparation of work for defense :

1. Methodological guidelines for the implementation and design of the GQW on the educational program "International Marketing".
2. The order of checking the work on the volume of borrowings in the system "Anti-Plagiarism".
3. The procedure for conducting the IA/GIA on the program "International Marketing" with the use of DOT, including the procedure for identifying the identity of the graduate.
4. Regulations for the defense of GQW in foreign languages.

10.ASSESSMENT MATERIALS AND SCORING AND RATING SYSTEM FOR EVALUATING THE LEVEL OF COMPETENCIES OF GRADUATES

The results of each state attestation test as part of the GIA in accordance with the Regulations on the system of assessment of the results of mastering of basic professional educational programs - educational programs of higher education. The results of each state attestation test as part of the GIA in accordance with the Regulations on the system of assessment of the results of mastering basic professional education programs - educational programs of higher education RUDN students' attestations are determined on a 100-point scale with the conversion of the received points into grades on ECTS and scale: “excellent”, ‘good’, ‘satisfactory’, ‘unsatisfactory’.

Grades “excellent”, “good”, “satisfactory” are positive and mean the successful passage of the student state certification test.

To obtain a student evaluation “excellent” on the results of the defense of the GQW in the framework of the development of its OPE level of Master's degree, the orientation (profile) of which is focused exclusively on the research type of tasks of professional activity of the graduate, it is necessary to fulfill one of the following conditions:

- The presence of this student (including co-authorship) at least 2 scientific publications in peer-reviewed scientific publications included in the RINC, including 1 publication in a publication from the list of the Higher Attestation Commission (HAC). In this case, the publications of the graduate should reflect the main results of research work, conducted by the student on the subject of the research work in the process of mastering the study program.

In addition to published works, are also considered works accepted in the print, if there is an official confirmation from the publication.

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

The results of the state certification test, conducted in oral form, are announced to students on the day of its conduct; the results of the state certification test, conducted in writing - on the next working day after the day of its conduct.

The results of the defense of GIA are announced to students on the day of its implementation.

The results of the GIA are formalized by the minutes of the GEC meetings and stored at RUDN in the prescribed manner.

*Порядок размещения текстов выпускных квалификационных работ в
электронной библиотечной системе РУДН*

1. Placement in the RUDN electronic library system (hereinafter referred to as EBS) is subject to the texts of all students' thesis on the educational program, the results of the defense of which received a positive assessment, except for the texts of the thesis containing information constituting a state secret.
2. The process of placing the texts of the student's thesis in the RUDN EBS is organized in all academic departments implementing the degree program.
3. responsible for the timely placement of ECR texts in the RUDN EBS are the heads of the graduating BUPs that implement the corresponding EP.
4. The manuscript of the formatted and signed in the prescribed manner GQW is handed over by the student (several students) to the secretary of the GEC for the electronic medium in the form of an archive (formats: *.zip or *.rar) with the following content:
 - the text of the work in full (from the title page to the last page of appendices, with figures and tables, including annotation to the work) in *.pdf and *.docx formats;
 - scan-copy of the authorized title page in *.pdf format;
 - scan-copy of the assignment for the GQW with the signatures of the student and the head of the GQW in *.pdf format;
 - scanned copy of the application signed by the student for the placement of the work in the EBS RUDN in *.pdf format;
5. The name of the archive specified in p.12.6. of this Procedure should have the following form: "Surname_Name_Patronymic_student card number_VKR_year of defense".
6. If necessary, the student and the head of the VKR prepare the text of the work to be placed in the RUDN EBS taking into account the withdrawal of production, technical, economic, organizational and other information, including the results of intellectual activity in the scientific and technical sphere, on the methods of professional activity, which have actual or potential commercial value by virtue of their unknown to third parties, by the decision of the right holder.
7. In the event that the VKR contains confidential information to which access should be restricted in accordance with the legislation of the Russian Federation, the head of the MCD shall provide the Secretary of the GEC with a certificate on the presence of such information in the work (in free form).
8. After receiving all documents for each GEC secretary checks the following the identity of the text of the electronic and printed versions of the ECR and the documents attached to it and prepares them for uploading to RUDN EBS (in addition to the above mentioned documents):
 - scan-copy of the certificate signed by the VKR supervisor about the presence of confidential information in the work (if any) in *.pdf format;
 - scan-copy of the review of the head of the MCD in *.pdf format;
 - scan-copy of the review (reviews) on the MCD in *.pdf format;
 - a certificate (protocol) on the results of checking the MCD for the volume of borrowings in *.pdf format;
9. To place the texts of the MCD in RUDN EBS the secretaries of the GEC are given access to a certain section of the system (the Office365 credentials of these employees are used for the authorized login of the persons responsible for placing the MCD in RUDN EBS).
10. Placement of the student's thesis in RUDN EBS is made within 10 calendar days after the completion of the GIA.
after the completion of the GIA.
11. Access to and preservation of the texts of the VKR uploaded to RUDN EBS is provided by RUDN UNIBCC (National Library) for 6 months. After the expiration of this period the access to the texts of GERD is terminated.

Evaluation materials and point-rating system of assessing the level of competence formation on the

results of mastering the discipline of the EP HE “International Marketing” are presented in the Appendix to this program of GIA.

EP HE head:

Marketing dept. associate prof.

Signature

A.M.Zobov

Full name

Head of department:

Marketing dept. head

Signature

A.V.Lukina.

Full name

POINT-RATING SYSTEM FOR ASSESSING STUDENTS' KNOWLEDGE DURING THE FINAL STATE CERTIFICATION PROCEDURE

STATE EXAMINATION

(state examination commission name)

№ п/п	Name	Answer to 1 question max 25	Answer to 2 question max 25	Cases max 25	Response to additional questions max 25	Total grade max 100

The total labor intensity of the state exam – corresponds to 3 credits – 100 points. 50 points can be earned on the test part of the state exam and on the answers to production situational tasks (cases).

1). The answer to the theoretical part of the state exam:

Оценка	Мин.	Макс.
A (5)	48	50
B(5)	43	47
C (4)	35	42

Оценка	Мин.	Макс.
D (3)	31	34
E (3)	25	30
F(2)	0	24

2). The answer to the practical part of the state exam:

Оценка	Мин.	Макс.
A (5)	48	50
B(5)	43	47
C (4)	35	42

Оценка	Мин.	Макс.
D (3)	31	34
E (3)	25	30
F(2)	0	24

3) The final score is formed as the sum of all points:

Оценка	Мин.	Макс.
A (5)	95	100
B(5)	86	94
C (4)	69	85

Оценка	Мин.	Макс.
D (3)	61	68
E (3)	51	60
F(2)	0	50

CRITERIA FOR EVALUATING THE STUDENT'S SPOKEN ANSWER

Grade	Grading guideline
Excellent 24-25 (A(5))	A full, detailed answer to the question, a set of conscious knowledge about the object is shown, manifested in the free operation of concepts, the ability to identify its essential and non-essential features, cause-and-effect relationships. Knowledge about the object is demonstrated against the background of understanding it in the system of the given science and interdisciplinary relations. The answer is formulated in terms of science, set out in literary language, logical, evidentiary, demonstrates the student's authorial position.
Excellent 22-23 (B(5))	A full, detailed answer to the question posed, a set of conscious knowledge about the object is shown, the main provisions of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena disclosed. Knowledge of the object is demonstrated against the background of understanding it in the system of this science and interdisciplinary relations. The answer is formulated in terms of science, presented in literary language. There may be mistakes in the definition of concepts, corrected by the student independently in the process of answering.
Good 19-21 (C(4))	A full, detailed answer to the question posed is given, the main points of the topic are evidently disclosed; the answer there is a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena. The answer is presented in literary language in terms of science. The answer has flaws, corrected by the student with the help of the teacher
Satisfactory 17-18 (D(3))	A full, detailed answer to the question, the ability to identify essential and non-essential features, cause-and-effect relationships is shown. The answer is clearly structured, logical, stated in terms of science. There are some mistakes, corrected by the student with the help of "leading" questions of the teacher. There may also be 1-2 errors in the definition of basic concepts, which the student finds it difficult to correct independently.
Satisfactory 15-16 (E(3))	The answer is insufficiently complete and insufficiently detailed. The logic and sequence of presentation have violations. There are errors in the disclosure of concepts, use of terms. The student is unable to independently identify essential and non-essential features and cause-and-effect relationships. The student can concretize the generalized knowledge, proving by examples their main points only with the help of the teacher. Speech design requires corrections, adjustments.
Unsatisfactory 0-14 (F(2))	The answer is incomplete, representing scattered knowledge on the topic of the question with significant errors in definitions, there is fragmentation, illogicality of presentation. The student does not realize the connection of the given concept, theory, phenomenon with other objects of the discipline. There are no conclusions, concretization and evidence of presentation. Speech is illiterate. No answers on the basic questions of the discipline are received

CRITERIA FOR EVALUATING A STUDENT'S RESPONSE TO A PRACTICAL ASSIGNMENT

Grade	Grading guideline
21-25	A full, detailed answer to the question, a set of conscious knowledge about the object is shown, manifested in free operation of concepts, the ability to identify its essential and non-essential features, cause-and-effect relationships. Knowledge about the object is demonstrated against the background of understanding it in the system of the given science and interdisciplinary relations. The answer is formulated in terms of science, presented in literary language, logical, evidentiary, demonstrates the author's position of the student.
20-24	A full, detailed answer to the question posed, a set of realized knowledge about the object is shown, the main provisions of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the disclosed concepts, theories, phenomena. Knowledge about the object is demonstrated against the background of understanding it in the system of this science and interdisciplinary relations. The answer is formulated in terms of science, presented in literary language. There may be mistakes in definition of concepts.
15-19	A full, extended answer to the question, the main points of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena disclosed. The answer is written in literary language in terms of science. There are some flaws in the answer.
10-14	A full, detailed answer to the question, the ability to identify essential and non-essential features, cause-and-effect relationships is shown. The answer is clearly structured, logical, stated in terms of science. There are 1-2 errors in the definition of basic concepts.
5-9	The answer is insufficiently complete and insufficiently detailed. The logic and sequence of presentation have violations. There are errors in the disclosure of concepts, use of terms. The student is unable to independently identify essential and nonessential features and cause-and-effect relations. Formalization of the answer requires corrections, corrections.
0-4	The answer is incomplete, representing scattered knowledge on the topic of the question with significant errors in definitions, fragmentary and illogical presentation. The student does not realize the connection of the given concept, theory, phenomenon with other objects of the discipline. There are no conclusions, concretization and proof of presentation. Speech is illiterate. No answers on the basic questions of the discipline.

List of sample topics of master's theses:

1. Analysis and improvement of the product promotion system in the automotive market of Russia on the example of brand products ...
2. Using Internet information resources for brand promotion....
3. Marketing analysis of the company's competitiveness ...
4. Features of the development and implementation of the strategy of interaction with
5. the stake holders of an environmental organization (for example ...)
6. Features of the development of a strategy for bringing a Russian company to the Chinese market (for example ...)
7. Promotion of American football in the sports events market on the example of a team ...
8. Development and introduction of a new product to the market (on the example of the launch of a new TV program by a TV company ...)
9. Development of an integrated brand of a construction company (on the example ...)
10. Development of a marketing program for the expansion of Convins in the industrial market of compressor equipment (on the example ...)
11. Development of customer search and loyalty programs based on direct marketing on the example of a company ...
12. Development of a program for the opening of a shopping center in Ufa (on the example of the SEC "" companies ...)
13. Development of a program for the promotion of restaurant services in the markets
14. B2C and B2B on the example of a restaurant ...
15. Development of a program to counter private brands in the category of "ready-made animal feed" on the example of the company ...
16. Development of the brand development program of the Russian Classical University by example ...
17. Development of a rebranding program for a service company
18. (on the example of ...)
19. Development of the program of participation in the exhibition as an effective communication channel in the industrial market (on the example of ...)
20. Formation of a comprehensive brand promotion program in the sporting goods market in Russia (on the example of the brand ...)
21. Formation of a program of promotions of confectionery products on the German market (for example ...)
22. Development of a digital marketing program to promote the company in a digital environment.

The scale of the final assessment of the master's thesis

The final score is the sum of the points received for completing and defending the master's thesis. The final score is set based on the following criteria presented in the table:

ASSESSMENT SHEET FOR THE FINAL QUALIFYING WORK DEFENCE

№ п/ п	Student name	Content and design of the work (45 points):				The content of the review of the supervisor / reviewer 10 points	Student's report 25 points	Student's answers to questions 25 points	Total 100 points	Grade
		Relevance of the content of the work to the theme, purpose and objectives 10 points	Validity and consistency of the structure of the work and conclusions 20 points	Completeness of disclosure of the topic and logic of presentation of the material 20 points	Compliance of the report with the rules of design of the report for RUDN graduates (Order No. 878 of 30.11.16) 10 points					
1.										

Full name of the commission member: _____

<i>Grade</i>	<i>Min</i>	<i>max</i>
A (5)	95	100
B (5)	86	94
C (4)	69	85

<i>Grade</i>	<i>Min</i>	<i>max</i>
D (3)	61	68
E (3)	51	60
F (2)	0	50

**Federal State Autonomous Educational Institution
of Higher Education "Peoples' Friendship University of Russia"**

Faculty of Economics

Marketing dept.

«APPROVED»

Head of the Department of Management

, Candidate of Economics, Professor A.M. Zobov.

(signature)

« ____ » ____ 20 ____
r.

TASK AND CALENDAR PLAN

on the completion of the master's final qualification work

in the direction of

38.04.02. "Management"

specialization "International marketing in English language"

6th year student of the EUM-601 group_

(full name.)

Thesis topic « _____ »

1. The deadline for the student to complete the completed work_

2. In the sections of the final qualifying work, state:

In the introduction -

Due date: April 30, 20__

Chapter

1. _____

Due date: May 25, 20__

Chapter

2. _____

_____.

3. Due date: December 15, 20__ _____

4. Section

3. _____

5. _____

_____.

6. Due date: April 30, 20__ _____

7. In conclusion -

_____ Due date:

8. April 30, 20__ The volume of the final qualifying work - pages of the printed set.

9. List of the attached material: (tables, figures, appendices')

10. Main recommended literature:

Supervisor

The task was accepted for execution

(position, academic degree, title, full name.)

(Student's full name)

(signature)

(signature)

Methodological materials defining the procedures for evaluating the results of the development of the educational program:

1). Conclusion on the verification of the GQW in the system "AntiPlagiat.RUDN"

**Federal State Autonomous Educational Institution
of Higher Education "Peoples' Friendship University of Russia"**

**Faculty of Economics
Marketing dept.**

CONCLUSION

Final qualifying work (bachelor's degree, master's degree) of the student FULL name _____
groups _____ on the topic
" _____ "

in accordance with 2.6. "The order of application of the system "AntiPlagiat.RUDN" to monitor compliance with academic standards when writing written educational papers by students at RUDN, paragraph 1.9 of the Regulations for the use of the Anti-Plagiarism system.RUDN" for the collection and verification of written academic papers in RUDN and paragraph 1.12 of the Regulations "On the final work of a graduate of the Peoples' Friendship University of Russia" was automated analysis in the system "Anti-Plagiarism.RUDN", saved in the user's "personal account" and uploaded to the internal storage of the system. The share of the author's text (originality) as a result of automated verification was " _____ %".

Analysis of the result of automated verification by the AntiPlagiat system.RUDN" and the opinion of the head of the GQW on the reliability, the actual share of the original text and the degree of independence of the student when writing the work:

Head of the final qualification work

" ____ " _____ 20__ G.

Head of the Department, Candidate of Economics, Professor

" ____ " _____ 20__ G.

2). Methodological recommendations for writing a review of the supervisor of the bachelor's and master's final qualifying work in the field of training "Management"

The review of the supervisor of the bachelor's or master's final qualifying work (master's thesis) is written in any form, however, it must necessarily contain a title and three main parts:

1. Characteristics of the student's business and professional qualities demonstrated in the process of working on the topic of the final qualifying work, as well as assessment of the development of their competencies in accordance with the OS in the RUDN.
2. General characteristics of the final qualifying work.
3. The conclusion containing the general conclusion about the possibility of admission of the student to the defense of the final qualifying work.

The title indicates the surname, first name and patronymic of the student, the group number, the topic of the final qualifying work (master's thesis).

In the first part of the review, it is advisable:

☐ to give a general description of the professional and personal qualities of the student, as well as his attitude to the process of preparing the final qualifying work (attitude to academic duties, conscientiousness, scientific responsibility, discipline, organization, analytical abilities, timeliness and quality of the implementation of the work plan on the GQW, recommendations and instructions of the supervisor, etc.);

☐ to assess the degree of independence of the student during the research, completeness and timeliness of the assignment;

to characterize the student's ability to formulate and set research goals and objectives when performing the final qualifying work;

to evaluate the ability to analyze scientific literature, noting the volume of various sources that the student studied while working on the topic of the GQW; the ability and skills to interpret statistical data and formulate practical recommendations based on the results of the study;

to assess the student's level of knowledge of modern research methods and the ability to use them in the performance of work;

to characterize the student's ability to use theoretical knowledge to analyze the problems of management practice;

give information about the student's publications, his participation in scientific-theoretical and scientific-practical conferences, about awards and incentives received by the student during his studies (if any).

In the second part of the review, it is recommended to evaluate the text of the work, paying attention to such issues as:

☐ relevance and importance of the topic of the final qualifying work, justification of its choice by the student;

validity and reliability of the provisions, conclusions and recommendations formulated in the work;

☐ the depth and completeness of the disclosure of the topic of the work, the completeness of the study;

☐ practical value and significance of conclusions and recommendations.

In the final part of the review, the supervisor should:

☐ give your opinion on whether the work meets the requirements of the OS in the RUDN;

to characterize the level of professional training of a student, assessing how well he has formed general cultural, general professional and professional competencies;

to give a conclusion on whether a student can be admitted to the defense of the final qualifying work.

The recommended volume of the review is 1.5 – 2 pages with a font of 14 and a line spacing of 1.5.

The program is compiled in accordance with the requirements of the OS in the RUDN.

Developer, Program Manager

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