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**Federal State Autonomous Educational Institution for Higher Education  
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
(RUDN University)**

**Department of National economy**

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**COURSE SYLLABUS**

**Management of Sustainable Business Development**

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**Recommended by MSSN for the field:**

**38.04.01 «Economy»**

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

**«International Business»**

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**2025 г.**

## THE COURSE GOALS

**The goal of the course: Management of Sustainable Business Development** is to create knowledge and understanding of International Business Management by master students. This course provides students with the knowledge and tools to become a purpose-driven business leader.

### **The main objectives of the study subjects are:**

- Understand and analyze the Sustainable business models that drive change
- Communicate the competitive advantages of being a purpose-driven leader to Sustainable Business management, leadership, and other key stakeholders
- Explore why collective efforts matter and how business can be a catalyst for system-level change in the face of significant global issues, such as sustainable development economy and income inequality
- Examine the broader environmental, political, and social landscape in which you operate, including the role of government, investors, and customers
- Determine what you can do in your career to become a purpose-driven leader

## **2. REQUIREMENTS FOR LEARNING OUTCOMES**

**Mastering the course " Management of Sustainable Business Development " is aimed at developing the following competencies (parts of competencies):**

**Table 2.1. The list of competencies formed by students in the mastering the COURSE**

Competence code	Competence	Competence achievement indicators (within this course)
UC--1	Able to carry out a critical analysis of problem situations based on a systematic approach, to develop a strategy of actions.	UC-1.1. Analyzes the task, pointing out its basic components; UC-1.2. Determines and ranks the information required to solve the task; UC-1.3. Searches for information to solve the task by various types of queries; UC-1.4. Offers solutions to the problem, analyzes the possible consequences of their use; UC-1.5. Analyzes the ways of solving problems of ideological, moral and personal character based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context.

PC-1	Able to analyze and forecast the main socio-economic indicators of the enterprise, industry, region and the economy as a whole	PC 1.1. Able to prepare analytical materials for the evaluation of economic policy measures and strategic decision-making at the micro and macro levels; PC 1.2. Able to analyze and use various sources of information for economic calculations;
PC-2	Able to develop design solutions, strategies for the behavior of economic agents and evaluate their effectiveness.	PC-2.1 Able to independently prepare assignments and develop design solutions taking into account the uncertainty factor, as well as proposals and measures for the implementation of developed projects and programs; PC-2.2. Able to evaluate the effectiveness of projects taking into account the uncertainty factor PC-2.3 Able to develop strategies for the behavior of economic agents in various markets;.
PC-3	Able to independently carry out research activities and critically evaluate the results obtained	PC-3.1 Able to generalize and critically evaluate the results obtained by domestic and foreign researchers, identify promising areas, and draw up a research program; PC-3.2 Able to substantiate the relevance, theoretical and practical significance of the chosen topic of scientific research; PC-3.3 Able to conduct independent research in accordance with the developed program and present the results to the scientific community in the form of an article or report

### 3. Course in Higher Education Programme Structure

**The Course “Management of Sustainable Business Development” refers to the Optional Disciplines formed by the participants in the educational relations of the block Higher Education Programme Structure**

As part of the Higher Education Programme Structure , students also master other disciplines and / or practices that contribute to the achievement of the planned results of mastering the Course " **Management of Sustainable Business Development**".

*Table 3.1. The list of components of the Higher Education Program Structure that contribute to the achievement of the planned results of mastering the Course*

Competence code	Competence	Previous Disciplines (Modules) *	Subsequent Disciplines (Modules)*
UC--1	Able to carry out a critical analysis of problem situations based on a systematic approach, to develop a strategy of actions.	Microeconomics (advanced course) Macroeconomics (advanced course) Technology transfer in Russia and abroad International payment systems	International trade International business management Corporate innovation policy Scientific Research Pregraduation Research Internship
PC-1	Able to analyze and forecast the main socio-economic indicators of the enterprise, industry,	Intellectual property management Corporate governance Corporate Security	International trade Corporate innovation policy International business management

Competence code	Competence	Previous Disciplines (Modules) *	Subsequent Disciplines (Modules)*
	region and the economy as a whole	Sports Entrepreneurship Doing business in Russia International payment systems	International labour and migration market Business' evaluation and company's cost management Corporate finance Business planning Scientific Research Pregraduation Research Internship
PC-2	Able to develop design solutions, strategies for the behavior of economic agents and evaluate their effectiveness.		
PC-3	Able to independently carry out research activities and critically evaluate the results obtained		

\* - filled in accordance with the matrix of competencies

#### 4. Course Workload and Academic Activities

Course Workload and Academic Activities 3credits.

*Table 4.1. Types of academic activities during the period of the HE program(me) mastering*

Types of academic activities during the period of the HE programmastering		Course workload, academic hours	Semesters			
			1	2	3	4
<i>Contact academic hours</i>		<i>108</i>	<i>108</i>			
including:						
lectures						
Seminars		36				
<i>Self-study, academic hours</i>		<i>54</i>				
<i>Evaluation and assessment</i>		<i>18</i>				
<b>Course workload</b>	academic hours	<b>108</b>	108			
	credits	<b>3</b>	3			

#### 5. CONTENT OF THE DISCIPLINE

*Table 5.1. The content of the course (module) by type of educational work*

Name of the course module	Contents of the module (topic)	Types of academic activities
<b>Module 1. Concept of Sustainable Economic and</b>	Topic 1.1. Introduction in Sustainable business Economics	Seminars
	Topic 1.2. Sustainable development vs Business	Seminars
	Topic 1.3. Transformation of Business structure	Seminars

Name of the course module	Contents of the module (topic)	Types of academic activities
<b>Business development</b>	for Sustainable development	
	Topic 1.4 Sustainable competitiveness index .	Seminars
<b>Module 2. Developing a business sustainability</b>	Topic 2.1 Leading for better business and a better world.	Seminars
	Topic 2.2. The Global Goals and why they matter for business	lectures Seminars
	Topic 2.3. Sustainable Business Strategy	Seminars
	Topic 2.4 The Greening of Enterprises	Seminars
	Topic 2.5. The Future of Sustainable Business	Seminars

## 6. Classroom Equipment and Technology Support Requirements

*Table 6.1. Classroom Equipment and Technology Support Requirements*

Classroom for Academic Activity Type	Classroom equipment	Specialized educational / laboratory equipment, software and materials for mastering the discipline
Lecture	Classroom, equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection..	Laptop, projector, board, screen Software: Microsoft Windows, MS Office / Office 365, MS Teams, Chrome (latest stable release), Skype
Seminars	Classroom, equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Laptop, projector, board, screen Software: Microsoft Windows, MS Office / Office 365, MS Teams, Chrome (latest stable release), Skype
Self-studies	Classroom, equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Laptop, projector, board, screen Software: Microsoft Windows, MS Office / Office 365, MS Teams, Chrome (latest stable release), Skype

## 7. Recommended Sources for Course Studies

### **BASIC SOURCES:**

1. Manuel Fischer, Daniel Foord, Jan Frece, Kirsten Hillebrand, Ingrid Kissling-Näf, Rahel Meili, Marie Peskova, David Risi, René Schmidpeter, Tobias Stucki//Sustainable Business Managing the Challenges of the 21st Century; PublisherSpringer Cham, 2023  
DOI <https://doi.org/10.1007/978-3-031-25397-3>

2. *Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders* by Rüdiger Hahn, Germany 2022, 294 p.

### **Additional reading:**

1. *Managing Sustainable Business*//Gilbert G. Lenssen • N. Craig Smith, Springer Science+Business Media B.V. 2019// <https://doi.org/10.1007/978-94-024-1144-7>
2. *Better Business Better World The Report of The Business and Sustainable Development Commission*, 2017
3. Deren, V. I. *Economics and international business: textbook and workshop for universities* / V. I. Deren, A. V. Deren. - 3rd ed., Rev. and additional - Moscow: Yurayt Publishing House, 2022. - 326 p. - (Higher education). - ISBN 978-5-534-14389-8. — Text: electronic // Educational platform Urayt [website]. — URL: <https://urait.ru/bcode/494604>
4. *Greening Economies Enterprises and Jobs: The role of employers' organizations in the promotion of environmentally sustainable economies and enterprises*//ILO, Turin, Italy 2016// [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---gjp/documents/publication/wcms\\_459948.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---gjp/documents/publication/wcms_459948.pdf)
5. Mikhaylin, A.N., Smirnov, E.N., Loginov, B.B. *International offshore business: a textbook for universities*. - Moscow: Yurayt Publishing House, 2022. - 191 p. - (Higher education). - ISBN 978-5-534-10834-7. — Text: electronic // Educational platform Urayt [website]. — URL: <https://urait.ru/bcode/495559>
6. Jonathan T. Scott// *The Sustainable Business, the European Foundation for Management Development*, 2010
7. David L. Rainey,. (2009) *Sustainable Business Development: Inventing the Future Through Strategy, Innovation, and Leadership*., Cambridge University Press.
8. Sverker Alange and Mats Lundqvist (eds.) // *Sustainable Business Development Frameworks for Idea Evaluation and Cases of Realized Ideas*// Chalmers University Press, Gothenburg, Sweden 2014
9. Gokhan P.A. *Mergers, acquisitions and restructuring of companies*. Moscow: Alpina Publishers, 2018
10. Isaev D.E. *Corporate governance and strategic management: informational aspect*. Moscow: HSE 2017

• *Electronic libraries with access for RUDN students . Databases and search engines . ЭБС РУДН и сторонние ЭБС, к которым студенты университета имеют доступ на основании заключенных договоров:*

- RUDN Electronic Library System - RUDN EBS <http://lib.rudn.ru/MegaPro/Web>
- ELS "University Library Online" <http://www.biblioclub.ru>
- EBS Yurayt <http://www.biblio-online.ru>
- ELS "Student Consultant" [www.studentlibrary.ru](http://www.studentlibrary.ru)
- EBS "Lan" <http://e.lanbook.com/>

### **2. Databases and search engines:**

- electronic fund of legal and normative-technical documentation <http://docs.cntd.ru/>
- Yandex search engine <https://www.yandex.ru/>
- Google search engine <https://www.google.ru/>
- abstract database SCOPUS <http://www.elsevierscience.ru/products/scopus/>

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

*1. A course of basic materials on the discipline " Management of sustainable business development".*

*2. Topics for independent reports*

*3. Essay Topics*

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

*<https://esystem.rudn.ru/course/index.php?categoryid=833>*

## **8. EVALUATION MATERIALS AND SCORE-RATING SYSTEM FOR ASSESSING THE LEVEL OF FORMATION OF COMPETENCES IN THE COURSE**

**Evaluation materials and a point-rating system\* for assessing the level of competence formation (part of competences) based on the results of mastering the discipline " Management of Sustainable Business Development " are presented in the Appendix to this Work Program of the discipline.**

**\* - OM and BRS are formed on the basis of the requirements of the relevant local normative act of the Peoples' Friendship University of Russia.**

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