

Документ подписан простой электронной подписью  
Информация о владельце:  
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Должность: Ректор  
Дата подписания: 08.05.2026 17:47:25  
Уникальный программный ключ:  
ca953a0120d891083f939673078ef1a989dae18a

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

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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**2026 г.**

## 1. 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)
GC-6.	Able to determine and implement the priorities of his own activities and ways to improve it based on self-assessment.	GC-6.1. Controls the amount of time spent on specific activities; GC-6.2. Develops tools and methods of time management when performing specific tasks, projects, goals; GC-6.3. Analyzes its resources and their limits (personal, situational, temporary, etc.), for the successful completion of the task; GC-6.4. Allocates tasks for long-, medium- and short-term with justification of relevance and analysis of resources for their implementation.
PC-1.	Able to analyze and forecast the main socio-economic indicators of	PC 1.1. Able to prepare analytical materials for the evaluation of economic policy measures and strategic decision-making at the micro and macro

	the enterprise, industry, region and the economy as a whole	levels; PC 1.2. Able to analyze and use various sources of information for economic calculations PC 1.3 Able to make a forecast of the main socio-economic indicators of the enterprise, industry, region and the economy as a whole;
PC-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*

<b>Competence code</b>	<b>Competence</b>	<b>Previous Disciplines (Modules) *</b>	<b>Subsequent Disciplines (Modules)*</b>
GC-6.	Able to determine and implement the priorities of his own activities and ways to improve it based on self-assessment.	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, region and the economy as a whole	Intellectual property management Corporate governance Corporate Security Sports Entrepreneurship Doing business in Russia	International trade Corporate innovation policy International business management International labour and migration market
PC-3.	Able to independently carry out research activities and critically evaluate the results obtained	International payment systems	Business' evaluation and company's cost management Corporate finance Business planning Scientific Research Pregraduation Research

Competence code	Competence	Previous Disciplines (Modules) *	Subsequent Disciplines (Modules)*
			Internship

#### 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 programmatering	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. COURSE CONTENTS

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

Section Number	Name of the discipline section	Topic Title	Content of the topic	Type of educational work*
1.	<b>Module 1. Concept of Sustainable Economic and Business development</b>	Topic 1.1 Sustainable development vs Business	Economy and Business, Stages of Business Activity Development , Sustainable Business Development Nature, Sustainable Business Development Resources, Management of Sustainable Business Development Motives, Business Capital and Sustainable Development Resources Balancing. The role of business is critical and central to sustainable development.	Seminar

Section Number	Name of the discipline section	Topic Title	Content of the topic	Type of educational work*
		Topic 1.2. Transformation of Business structure for Sustainable development	The transformation towards a more sustainable economic model inevitably involves incorporating environmental, social and human costs into business production costs. This process, known as internalizing externalities, involves measuring the true, often hidden, impact of company operations—such as pollution or resource depletion—and reflecting them directly in financial reports. While potentially challenging in the short term, this transition overcomes the "barrier" of traditional, incomplete performance measurement, ultimately aligning business strategy with long-term societal well-being and mitigating risks associated with environmental degradation.	
		Topic 1.3. Sustainable competitiveness index	GDP is an insufficient measurement of success and competitiveness. Sustainable competitiveness is defined as “the ability to generate and sustain inclusive wealth for all, without diminishing the future capability of sustaining or increasing current wealth levels.” The Sustainable competitiveness model is based on 5 pillars that form the basis of a competitive nation-economy: Natural Capital, Resource Intensity, Intellectual Capital & Innovation, Social Capital, Governance Efficiency. Sustainable competitiveness elements. Sustainable competitiveness analysis: GDP alternative, credit ratings, decision making.	Seminar

Section Number	Name of the discipline section	Topic Title	Content of the topic	Type of educational work*
2.	<b>Module 2. Developing a business sustainability</b>	Topic 2.1 Leading for better business and a better world.	Better Business, Better World" is a main agenda of Business and Sustainable Development Commission. It's arguing that adopting the UN Sustainable Development Goals (SDGs) could unlock \$1,2 trillion in business opportunities by 2030, creating growth, jobs, and a more sustainable global economy. It acts as a guide for leaders to align corporate strategy with global sustainability needs. The Commission has identified the six actions is as : Build support for the Global Goals as the right growth strategy , Incorporate the Global Goals into company strategy, Drive the transformation to sustainable markets with sector peers, Work with policy-makers to pay the true cost of natural and human resources, Push for a financial system oriented towards longer-term sustainable investment, Rebuild the Social Contract.	,Seminar
		Topic 2.2 The Global Goals and why they matter for business	The Sustainable Development Goals (SDGs) define global sustainable development priorities and aspirations for 2030 and seek to mobilize global efforts around a common set of goals and targets. Business is a vital partner in achieving the Sustainable Development Goals. Companies can contribute through their core activities Business Companies can use the SDGs as an overarching framework to shape, steer, communicate and report their strategies, goals and activities, allowing them to capitalize on a range of benefits such as: Identifying future	Seminar

Section Number	Name of the discipline section	Topic Title	Content of the topic	Type of educational work*
			business opportunities, Enhancing the value of corporate sustainability, Strengthening stakeholder relations and keeping the pace with policy developments, Stabilizing societies and markets, Using a common language and shared purpose	
		Topic 2.3. Sustainable Business Strategy	Strategies For Implementing Sustainable Business: Green Supply Chain Management (GSCM), Corporate Social Responsibility (CSR) and Environmental, Social, Governance (ESG) Initiatives, Eco-innovation and Sustainable Product Development, Energy Efficiency and Carbon Footprint Reduction, Sustainable Finance and Investment. Impacts of Sustainable Business Practices: Economic Benefits, Environmental Impact, Social Impact	
		Topic 2.4 The Greening of Enterprises	The conduct of enterprises is crucial to the natural environment's well-being and to a just transition. Most enterprises, including small ones, are implementing measures to reduce waste and carbon emissions; in the majority of cases this entails no cost or even a reduction in production costs. Measures to green the places where people carry out their work are an integral part of the greening of enterprises and are important to both workers and employers. But more needs to be done to help enterprises and workplaces become green and be productive in environmentally sustainable ways. Innovative tools and solutions to make enterprises	Seminar

Section Number	Name of the discipline section	Topic Title	Content of the topic	Type of educational work*
			greener are highlighted in this part, including measures for small enterprises in developing countries as well as the role of social dialogue.	
		Topic 2.5. The Future of Sustainable Business	The most significant challenges to sustainable business: Making progress in challenging operating contexts, Aligning purpose and strategy with a sustainable future, Engaging customers and consumers, Achieving long-term transition while delivering short-term results – reconciling profitability and sustainability, Aligning culture and fostering the necessary leadership and skills, Embedding sustainability across the business	

## 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

Classroom for Academic Activity Type	Classroom equipment	Specialized educational / laboratory equipment, software and materials for mastering the discipline
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. RESOURCES RECOMMENDED FOR COURSE STUDY

### BASIC SOURCES:

1. Manuel Fischer, Daniel Foord, Jan Frecè, 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.
3. Boniello Carmine «Sustainability is a Key Factor for Businesses» – *International Journal of Economics, Business and Management Research* Vol. 9, No.11; 2025 Cuozzo Concetta University of Salerno Fisciano (Italy) doi.org/10.51505/IJEBMR.2025.91105 URL: <https://doi.org/10.51505/IJEBMR.2025.91105>

### 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. *Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders* by Rüdiger Hahn, Germany 2022, 294 p.
9. Karen Asatryan «Management of Sustainable Business Development» / K. Asatryan.– Yerevan: Author's edition., YEREVAN 2023.- 180 pages
  10. Sverker Alange and Mats Lundqvist (eds.) //Sustainable Business Development Frameworks for Idea Evaluation and Cases of Realized Ideas// Chalmers University Press, Gothenburg, Sweden 2014
  11. Gokhan P.A. *Mergers, acquisitions and restructuring of companies.* Moscow: Alpina Publishers, 2018
  12. 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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