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

**Higher School of Management**

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educational division (faculty/institute/academy) as higher education programme developer

**COURSE SYLLABUS**

**Management Research Methodology**

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course title

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

**38.04.02 Management**

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field of studies / speciality code and title

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

**Engineering Management**

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higher education programme profile/specialisation title

## 1. COURSE GOAL(s)

### Possible wording

The goal of mastering the *Management Research Methodology* discipline

– to build:

- skills of research and assessment of the economic situation at the macro- and microeconomic levels for the purposes of making competent managerial decisions in the area of professional competence; -
- ability to assess decisions and predict the results of their implementation;
- ability to implement a system of measures meant to improve the efficiency of the management system of economic relations subjects at the level of industries, territorial economic complexes, firms, etc.

## 2. REQUIREMENTS FOR DISCIPLINE OUTCOMES

The mastering of the *Management Research Methodology* discipline envisages building the following competencies (parts of competencies) in students:

*Table 2.1. The list of competencies acquired by students in the course of the discipline (outcomes of the discipline)*

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	GC-1.1 Analyzes the task and singles out its basic components GC-1.2 Defines and prioritizes the information needed to solve the task GC-1.3 Searches the information to solve the task by various types of queries GC-1.4 Offers solutions to the problem, analyzes the possible consequences of their use GC-1.5 Analyzes the ways of solving problems of worldview, moral and personal nature based on the use of fundamental philosophical ideas and categories in their historical development and socio-cultural context
GC-7	Capability to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the context of digital economy and modern corporate information culture	GC-7.1. Searches the necessary sources of information and data, perceives, analyzes, consolidates and transfers information using digital tools, as well as using algorithms when working with data obtained from various sources in order to use efficiently the information received for problem solving; GC-7.2. Assesses information, its reliability, makes logical thoughts based on incoming information and data; GC-7.3. Follows and promotes the norms of a healthy lifestyle in various life situations and in professional work.
GPC-2.	Capability to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of smart information and analytical systems, in	GPC-2.1 Masters modern techniques and methods of data collection, search, processing, analysis and evaluation of information for management problems solving GPC-2.2 Analyzes and simulates management processes in order to optimize the organization's activities

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
	order to solve management and research tasks.	GPC-2.3 Uses modern digital systems and methods in solving management and research problems solving

### 3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The *Management Research Methodology* is a mandatory block formed by students of the B1 unit of the higher education program.

Within the higher education program students also take other disciplines and/or internships that contribute to the achievement of the expected learning outcomes as results of mastering the *Management Research Methodology* program.

*Table 3.1. The list of the higher education program components that contribute to the achievement of the expected learning outcomes as the disciplines results.*

Competence Code	Competence Descriptor	Previous Disciplines/Modules, Practices*	Subsequent Disciplines/Modules, Practices*
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	Managerial Economics	Methodology of Management Problems Research
GC-7	Capability to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the context of digital economy and modern corporate information culture	Managerial Economics	Methodology of Management Problems Research
GPC-2.	Capability to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of smart information and analytical systems, in order to solve management and research tasks.	Managerial Economics	Methodology of Management Problems Research

### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the discipline is 3 credits.

Table 4.1. Types of educational work according to the periods of mastering the higher education program for **FULL-TIME** students

Type of Educational Work		TOTAL, academic hours.	Semester(s)			
			1	2	3	4
<i>Contact Work, academic hours.</i>		36	36			
Lectures (LC)		18	18			
Laboratory Work (LR)						
Practical/seminar classes (PC)		18	18			
<i>Autonomous Work of students, academic hours.</i>		54	54			
<i>Control (exam /graded credit), academic hours.</i>		27	27			
Total Workload of the Discipline	academic hours	108	108			
	credits	3	3			

## 5. DISCIPLINE CONTENT

### 5.1. Content of the Section of the Discipline

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

Name of the sections (subjects) of the discipline	Summary of the sections (subjects) of the discipline:	Type of Educational Work*
1. Management System as an Object of Research Methodology.	The concept and practical content of the research methodology. The object and subject of the research. The concept and classification of systems. Conceptual apparatus and ways to improve the system.	Lecture, self study
2. Research as an Integral Part of Management.	The research levels and stages. Problems and types of research. Approaches to the management systems research. The functional role of management systems research.	Lecture, self study
3. The Main Methodological Provisions of the Management Systems Research.	Classification and composition of methods for the management systems research. The concept and development of a hypothesis for the management systems research.	Lecture, self study
4. Logical-Intuitive Methods of Management Systems Research.	The brainstorming method. The scripting method. The expert assessments method. Synectics as a method of management systems research. The Delphi method. The goal tree method. Morphological methods.	Lecture, self study

5. Empirical Methods of Management Systems Research.	Socio-economic experiments. The experiment method. The observation method. The survey method.	Lecture, self study
6. Specific Methods of Management Systems Research.	Methods of documents study. Methods of sociological management research. Testing method. Methods of expert assessments and SWOT analysis in the management systems research. The method of studying the factors interaction.	Lecture, self study
7. Models of Decision Theory.	The essence and significance of modeling the processes of management decisions development. Types of decision theory models. The basic decision-making model. Decision factors (determinants) as target management components.	Lecture, self study
8. Methods of Development and Managerial Decision-making.	Classification of Managerial Decision-making. Methods used at the stage of problems determination. Methods of generating alternatives. Creativity as the basis for developing non-standard (unique) solutions. Methods applied at the evaluation stage and alternatives selection. Methods of solution implementation and control.	Lecture, self study
9. Planning, Organization, Technology and Efficiency of Management Problems Research. Diagnostics of management systems.	Research program and plan. Organization of research: terms, requirements, types. Management systems research technology. Efficiency of management systems research: factors and principles of assurance. Diagnostics of the organization's management system.	Lecture, self study

## 6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

*Table 6.1. Equipment and technological support of the discipline*

<b>Classroom Type</b>	<b>Equipment of the Classroom</b>	<b>Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)</b>
Lecture Hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations.	no
Laboratory	A classroom for laboratory work, individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and equipment.	no
Colloquium	A classroom for conducting colloquium-type classes, group and individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and multimedia presentation equipment.	no
Computer Class	A computer classroom for conducting classes, group and individual consultations, continuous control and midterm assessment, equipped with personal computers (___ pcs.), a blackboard (screen) and multimedia presentation technical means.	no
Autonomous Work of Students	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIEE.	419

\* - the room for autonomous work of students **MUST BE** indicated!

Electronic educational materials used in the teaching process, multimedia presentations, a bank of test tasks, etc. are provided on the Web-local portal.

The following equipment is used for conducting classes:

- classroom whiteboard – 1 pc.;
- multimedia projector – 1 pc.;
- screen – 1 pc.;
- personal computers (laptops, tablets) for practical training.

#### Description of the classrooms where classes are held

No	Actual address of classrooms and facilities	List of main equipment
1.	Miklukho-Maklay st., 6, room 419	multimedia projector, screen, classroom whiteboard

## 7. RESOURCES RECOMMENDED FOR COURSE STUDY

### a) Main Readings:

1. Korotkov, E. M. Issledovanie sistem upravleniya [Research of management systems]: textbook and workshop for universities / E. M. Korotkov. — 3rd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. - 226 p. — (Higher education). — ISBN 978-5-9916-7647-2. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/511005>

2. Prokofieva, T. A. Sistemny analiz v menedgement [System analysis in management]: textbook for universities / T. A. Prokofiev, V. V. Chelnokov. — Moscow : Yurayt Publishing House,

2023. — 313 p. — (Higher education). — ISBN 978-5-534-10451-6. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/517550> .

**b) Additional Readings:**

3. Zenkov, A.V. Metody optimalnyh reshenii [Methods of optimal solutions]: a textbook for secondary vocational education / A.V. Zenkov. — Moscow : Yurayt Publishing House, 2023. — 201 p. — (Professional education). — ISBN 978-5-534-15370-5. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/520508> .

4. Optimization methods. Task book : textbook for universities / V. V. Tokarev, A.V. Sokolov, L. G. Egorova, P. A. Myshkis. — Moscow : Yurayt Publishing House, 2023. — 292 p. — (Higher education). — ISBN 978-5-534-10417-2. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/517403>

5. Upravlencheskie reshenia [Management decisions]: textbook / E. V. Pirogova. — Ulyanovsk : UISTU, 2010. — 176 p.

## **8. ASSESSMENT TOOLKIT AND GRADING SYSTEM\* FOR EVALUATION OF STUDENTS' COMPETENCES LEVEL UPON COURSE COMPLETION**

The assessment materials and the grading system\* to evaluate the graduate's level of competences (part of competences) formation as the results of the Methodology of Management Problems Research discipline are specified in the Appendix to course syllabus.

\* - The assessment materials and the grading system are formed on the basis of the requirements of the relevant local regulation of RUDN University.

95-100	Excellent A
86-94	Excellent B
69-85	Good C
61-68	Satisfactory D
51-60	Satisfactory E
31-50	Conditionally unsatisfactory FX
0-30	Unsatisfactory F

### **DEVELOPERS:**

Head of the Applied Economics Department

A.A. Ostrovskaya

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position, department

name and surname

### **HEAD OF EDUCATIONAL DEPARTMENT:**

Head of the Applied Economics Department

A.A. Ostrovskaya

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name of department

name and surname

### **HEAD OF HIGHER EDUCATION PROGRAMME:**

Head of the Applied Economics Department

A.A. Ostrovskaya

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position, department

name and surname

**Methodological guidelines for students on mastering the discipline (module)**

The implementation of the course provides interactive lectures, practical classes (colloquiums) using multimedia equipment, preparation of autonomous creative projects and their subsequent presentations, testing, group discussions on the subject of the course, modern knowledge control technologies.

While studying the discipline, the student must attend a course of lectures, participate in the number of colloquiums provided by the course syllabus, study autonomously some topics of the course and confirm their knowledge during control activities.

The student's work in lectures consists in clarifying the basics of the discipline, briefly taking notes of the material, and clarifying issues that cause difficulties. The lecture notes are the basic educational material along with the textbooks recommended in the main list of readings.

The teaching of the main part of the lecture material involves usage of multimedia tools that facilitate the comprehension and consolidation of the material. Presentations are available for download from the RUDN website and can be freely used by students for educational purposes.

The student must master all the topics provided for by the educational and thematic plan of the discipline. Individual topics and training issues must be mastered autonomously. The student studies the recommended literature, briefly outlines the material, and clarifies the most difficult questions that require clarification during consultations. The same should be done with sections of the course that were skipped due to various circumstances.

For an in-depth study of the issue, the student should study the literature from the additional readings list and specialized websites. It is also recommended that students communicate in professional community forums.

Students study educational, scientific literature and periodicals on an autonomous basis. They have the opportunity to discuss what they have read with the teachers of the discipline during scheduled consultations, with other students at colloquiums, as well as at lectures, asking the professor questions.

The control of autonomous work is carried out by the professor in charge. Depending on the teaching methodology, the following forms of continuous assessment can be used: a short oral or written survey before the start of classes, tests, control papers, written homework, essays, etc.



**12. The toolkit for the midterm assessment of students in the discipline (module)** *(developed and issued in accordance with the requirements of the "Regulations for the Formation of Assessment Toolkit (FOS)", approved by the Rector's order No. 420 dated 05.05.2016).*

The code of the controlled competence or its part	Controlled Discipline Section	Controlled Discipline Topic	Assessment Toolkit (forms of control of mastering the professional program)											Scores Topics	Section Scores
			Classroom Work					Autonomous Work					Exam/Test		
			Survey	Test	Colloquium	Control Paper	Discussion	Essay	Homework	Report	Creative Project	Course Paper / project			
GC-1, GC-7 GPC-2	Subject 1. Management System as an Object of Research Methodology.					1							1	8	
						4		2					6		
						1							1		
GC-1, GC-7 GPC-2	Subject 2. Research as an Integral Part of Management.		4										4	10	
						4							4		
			2										2		
GC-1, GC-7 GPC-2	Subject 3. The main Methodological Provisions of the Management Systems Research.					2							2	6	
						4							4		
						6	4							10	12

GC-1, GC-7 GPC-2	Subject 4. Logical-Intuitive Methods of Management Systems Research.		2											2	
GC-1, GC-7 GPC-2	Subject 5. Empirical methods of management systems research.						2							2	4
							2							2	
GC-1, GC-7 GPC-2	Subject 6. Specific Methods of Management Systems Research.	Planning, organization, technology and efficiency of management problems research. Diagnostics of management systems.					2							2	10
		Methods of development and Managerial Decision-making.					6							6	
		Models of decision-making theory.					2							2	
GC-1, GC-7 GPC-2		Milestone Certification (Control Paper)				20									20
GC-1, GC-7 GPC-2		Exam											30		30
		TOTAL	25	10		20	10		15	10			30		100

**Discipline    Methodology of Management Problems Research**

(name of the discipline)

**EXAMINATION CARD No. 1**

1. Conceptual apparatus and ways to improve the system.
2. Synectics as a method of management systems research.
3. Normative (classical) model and descriptive models.

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**Discipline    Methodology of Management Problems Research**

(name of the discipline)

**EXAMINATION CARD No. 2**

1. The concept and practical content of the research methodology.
2. The Delphi method.
3. The Carnegie model (political decision-making model) and the incremental decision-making process model.

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**Discipline    Methodology of Management Problems Research**

**EXAMINATION CARD No. 3**

1. The object and subject of the research.
2. The goal tree method.
3. The "garbage can" model and the theory of incrementalism of Ch. Lindblom.

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This Program has been developed in line with the requirements of the RUDN University Educational Standards.

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