

*Federal State Autonomous Educational Institution of Higher Education*  
**“RUDN University”**  
*Faculty of Economics*

**Master program “International Business” (38.04.01 “Economy”)**

**ABSTRACT OF THE ACADEMIC COURSE**

<b>Name of the discipline</b>	<b>Customs and tariff regulation</b>
<b>Credit hours</b>	<b>3E ( _____ hours.)</b>
<b>Course Description</b>	
<b>The title of the section of the course</b>	<b>Brief content of the topic:</b>
<b>Section 1. Key concepts and sources of customs law</b>	Customs affairs and customs policy of the Russian Federation, transformation within the accession to the Customs Union (CU). Sources of customs law (customs legislation). Legal regime of the persons performing activities in the sphere of customs affairs
<b>Section 2. Bases of customs and tariff regulation in the Customs union (and the Russian Federation)</b>	Single commodity nomenclature of foreign economic activity. Customs tariff of the HARDWARE: structure of a customs tariff, customs duty and types of rates of a customs duty, transitional provisions/ Country of goods' origin. Systems of privileges and preferences in the HARDWARE and the Russian Federation, and their ratio. Customs value of goods and methods of its determination.
<b>Section 3. Customs procedures</b>	General provisions about customs procedures in the HARDWARE. Features of the customs procedures provided by the Customs code HARDWARE and regulated at the level of the Russian Federation.
<b>Section 4. Customs payments</b>	The general provisions relating to customs payments. Features of calculation of customs duties, taxes and fees.
<b>Section 5. Customs clearance and declaration of goods and vehicles</b>	The customs transactions preceding submission of the customs declaration. Regulations on customs declaring. Structure and an order of filling of the declaration on goods.
<b>Section 6. Customs control</b>	General provisions about customs control, forms and an order of carrying out customs control, application of risk management system.
<b>Section 7. Responsibility for violations in the sphere of customs affairs</b>	Administrative and criminal liability for violation of regulations and rules of the customs legislation.

**Developers**

Associate Professor

Department of International Economic Relations

N.V. Dyuzheva

“International Business” Program Supervisor

Associate Professor

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**Faculty of Economics**

**Abstract**  
**field 38.04.01 "Economy"**  
**specialization "International Business"**

<b>Name of discipline</b>	<b>International Payment Systems</b>
<b>The scope of the discipline</b>	<b>2 credit units (72 hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>
Topic 1. Payment systems: theory and classification	General theoretical questions and terminology. Definition of payment system and its elements. Payment instruments. Document turnover. Information technology development and payment systems.
Topic 2. Importance of payment systems and regulation	Cash and non-cash payments. Advantages of non-cash money. Revenues from payment transactions. Importance and efficiency. Payment systems functions. National payment systems. Payment systems regulation. Role of Central Banks. Risks.
Topic 3. US payment system	Development of the US payment systems. Factors impacting Development of US payment systems. Payment and settlement organizations. Regulation of financial institutions. Role of the Federal Reserve.
Topic 4. US payment instruments	Interbank payment systems. Cheques settlement systems. Cards payment systems. Electronic payment systems. Price policy of payments. Wholesale payment systems.
Topic 5. EU payment systems	Eurosystem: ECB and national central banks of Eurozone. European system of national banks. Role and functions of Eurosystem. Target.
Topic 7. Russian payment system	Russian payment system. CBB payment system. Private payment systems. Payment systems regulation. Development strategy of the Russian payment system.
Topic 8. Express money transfers	Express transfers systems. Factors and importance of express payments. Geography of money transfers. Evolution of global express

	payments systems. Mechanism of express money transfers.
Topic 9. Travellers' cheques	Travellers' cheques payment and settlement systems. World market of travellers' cheques transactions: dynamics and structure.
Topic 10. Payment cards	Payment cards classification. History of payment cards. Technology of card payments. World payment cards market. Competition in the world card payments. Cobranding projects. Payment cards systems regulation. Trends of global payment cards systems.
Topic 11. Electronic money: challenges and opportunities	Electronic money payments. Electronic cash. Electronic money issuance. Functions and advantages of electronic money. Disadvantages and risks of electronic money.
Topic 12. Blockchain technology and cryptocurrencies	Blockchain technology. Contracts theory. Basics of cryptocurrencies functioning. Tokens. ICO. World money of cryptocurrencies. Risks and threats. Regulation.

### Developers

Associate Professor of the Department  
Of International Economic Relations

\_\_\_\_\_ I.A. Aidrous

Associate Professor  
Program supervisor

\_\_\_\_\_ R.O. Voskerichyan

## PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA Faculty of Economics

### Abstract field 38.04.01 "Economy" Master program "International Business"

<b>Name of the discipline</b>	<b><i>CORPORATE FINANCE</i></b>
<b>The scope of the discipline</b>	<b>2 credit units (72 hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>
Topic 1. Fundamental concepts in financial analyzes	The cash flows and earnings. Capital employed and invested capital. Walking to and from earnings to cash flow. Getting to grips with consolidated accounts. How to cope with the

	most complex points in financial accounts
Topic 2. Financial analyses and forecasting.	Margin analyses: structure. Margin analyzes: risks. Working capital and capital expenders, financing. Return on capital employed and return on equity.
Topic 3. Investment decision rules	The financial market. The time value of money and Net Present Value (NPV). The internal rate of return (IRR). Incremental cash flows and other investment criteria. Measuring value creation. Risk and investment analyzes.
Topic 4. The risk of securities and the cost of capital.	Risk and return. The cost of equity. From the cost of equity to the cost of capital. The term structure of interest rates.
Topic 5. Financial securities.	Enterprise value and financial securities. Debt securities. Managing net debt. Shares, options, hybrid securities. Selling securities.
Topic 6. Capital structure policies.	Value and corporate finance. Capital structure and the theory of perfect capital market. The trade off model. Debt equity and options theory.
Topic 7. Equity capital and dividend policy	Internal financing: reinvesting cash flow. returning cash to shareholders, dividend policies. Capital increases.
Topic 8. Valuation and financial engineering.	Valuation and choice of corporate structure. Taking control of the company. Mergers and demergers. Leveraged buyouts (LBOs)
Topic 9. Managing net debt and financial risks	Managing cash flows. Asset based financing. Managing financial risks.

### Developers

Associate Professor of the Department  
Finance and Credit \_\_\_\_\_

A.V.Guirinskiy

Program supervisor \_\_\_\_\_

R.O. Voskerichyan

## PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA Faculty of Economics

### Abstract field 38.04.01 "Economy" specialization "International Business"

<b>Name of the discipline</b>	<b>Econometrics (advanced course)</b>
<b>Scope of discipline</b>	<b>3 CU (108 час.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of</b>	<b>The summary of the topics of the discipline:</b>

<b>the discipline</b>	
Section 1. Introduction to econometrics. Statistical inference and hypothesis testing	Topic 1. Introduction to econometrics. The nature of econometrics data. Statistical inference and hypothesis testing. The confidence-interval approach. The test-of-significance approach. Some practical aspects.
Section 2. The simple regression model	Topic 2. The Simple Regression Model. Assumptions of the classical linear model. Ordinary Least Squares (OLS) as a minimization problem. Assumptions of OLS. Properties of OLS. Examples of OLS.
Section 3. Multiple regression	Topic 3. Multiple Regression. Goodness of Fit; Interpretation. Inference and estimation in the OLS model.
Section 4. Violation of the assumptions of the classical regression model	Topic 4. Violation of the Assumptions of the Classical Regression Model. Multicollinearity. Autocorrelation. Heteroskedasticity. Weighted least squares method. Instrumental variables. Maximal likelihood method.
Section 5. Univariate time series	Topic 5. Univariate time series. Stationary time series. Autocorrelation. Autoregressive-Moving average models. Unit roots. ARCH and GARCH models.
Section 6. Multivariate time series	Topic 6. Multivariate time series. Dynamic models for stationary and not stationary time series. Cointegration.
Section 7. Panel data methods	Tema 7. Panel data methods. Fixed effect models and random effect models.

**Developers:**

Associate Professor \_\_\_\_\_ S.A. Balashova

Associate Professor \_\_\_\_\_ O.I. Pavlov

“International Business” Program Supervisor

Associate Professor \_\_\_\_\_ R.O. Voskerichyan

**PEOPLES’ FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics**

**Abstract  
field 38.04.01 “Economy”  
Master program “International Business”**

<b>Name of the discipline</b>	<b>Company’s FEA</b>
<b>The scope of the discipline</b>	<b>4 credit units (144 hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the sections of the discipline</b>	<b>The summary of the topics of the discipline</b>
Section 1. Theory of Foreign economic activity	Topic 1. Foreign economic activity of Russia. State regulation of foreign economic activity of enterprises. Topic 2. The specificity of foreign trade transactions.

	<p>Topic 3. Finding foreign partner. Business negotiations with foreign partners.</p> <p>Topic 4. The conclusion and execution of foreign trade contracts.</p>
<p>Section 2. Practical aspects of Foreign economic activity</p>	<p>Topic 5. Foreign economic activity in the sphere of technology transfer.</p> <p>Topic 6. Free economic zones (FEZ) and offshore zones. Economic transactions with companies registered in offshore zones.</p> <p>Topic 7. Insurance in foreign economic activities General risk management issues.</p> <p>Topic 8. Customs regulation of foreign economic activity The structure of customs authorities and their main functions.</p>

**Developers:**

Head of Department  
Customs, Professor

\_\_\_\_\_

T. N. Saurenko

Program Manager

\_\_\_\_\_

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics**

**Abstract  
field 38.04.01 "Economy"  
specialization "International Business"**

<b>Name of the discipline</b>	<i>International Business Management</i>
<b>Credit hours</b>	<b>3 credit units (108 hours.)</b>
<b>Course Description</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>
<b>Topic 1. Background for International Business</b>	Globalization and international business.
<b>Topic 2. Basic Approaches in Management</b>	Management a science or an art. Management functions. Management models. Skills of manager.
<b>Topic 3. Comparative Environmental Frameworks</b>	The Cultural Environments Facing Business. The Political and Legal Environments Facing Business. The Economic Environments Facing Businesses.
<b>Topic 4. Theories and Institutions: Trade</b>	International Trade and Factor-Mobility

<b>and Investment</b>	Theory. Governmental Influence on Trade. Cross-National Cooperation and Agreements.
<b>Topic 5. World Financial Environment</b>	Global Foreign-Exchange Markets. The Determination of Exchange Rates. Global Capital Markets.
<b>Topic 6. Global Strategy, Structure, and Implementation</b>	Globalization and Society. The Strategy of International Business. Country Evaluation and Selection. Export and Import. Direct Investment and Collaborative Strategies. The Organization of International Business.
<b>Topic 7. Managing International Operations</b>	Marketing Globally. Global Manufacturing and Supply-Chain Management.
<b>Topic 8. Managing Career in International Business</b>	Managerial Skills. Improve your career. Plan of career development.

**Developers:**

Associate Professor of the Department  
National Economy \_\_\_\_\_

E.P.Makarova Korobeinikova

Program Supervisor \_\_\_\_\_

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**

**Abstract**

**field 38.04.01 "Economy"**

**Master program "International Business"**

<b>Name of the discipline</b>	<b>Russian as a foreign language(International Business)</b>
<b>Scope of discipline</b>	<b>3 3E</b>
<b>The summary of the discipline</b>	
<b>Title of sections (topics) Disciplines</b>	<b>The summary of the topics (topics) of the discipline</b>
<b>1. The overview of the Russian case system. Structural models.</b>	Word formation. Morphology. Structure of the word: basis of the word and termination, root, suffix, prefix. Semantic potential of affixes. Structural models. . Categories of aspect, number, case. Prepositional case paradigm. Use of cases. Correction of a prepositional and case paradigm of Russian; the major case importance, use of cases, declensional endings for a masculine, feminine, neutral gender, the only thing and plural; the pretexts used with different cases.
<b>2. Verbs with form-building</b>	The concept of a business document and its

<p><b>and word formation prefixes with particles Professional-business documentation in the field of economics.</b></p>	<p>composition and language features. Requirements for the preparation and design of the dock at the cops (standardization and unification of the text - stencil, clichés, etc.)</p>
<p><b>3. Business communication and its variations. Structural models.</b></p>	<p>Business communication is informative-ascertaining type (communication, clarification, specification of information on a topic, etc) A productive written scientific speech with the production of a written text relating to the formal and business sphere of communication .</p>
<p><b>4. Affective-communicative intentions and speech tactics. Various speech tactics.</b></p>	<p>Language means emotional expression evaluation: respect, pleasure / displeasure, surprisingly, a location with voltage / dislike, etc. interest.</p> <p>Various speech tactics, conducting dialogues with different deployment variants; the account of types of speech situations and their non-verbal components (the communicative goals of the partner, his personality, the alleged reactions, etc.). Language tools developed and motivation dialogue or monologue delivery.</p>
<p><b>5. Language tools.</b> The designs with verbs of imperfective aspect with an infinitive designating the beginning the end, action continuation</p>	<p>Strategy, tactics and choice of linguistic resources (linguistic and synonyms) in educational, scientific and professional activities. The structure of a complex sentence attribute designation, circumstances, time, conditions, causes.</p>
<p><b>6. Reading strategies</b></p>	<p>Search and learning reading. Full and brief presentation of the idea and the main content of the perceived information. With a textual analysis of the text based on an analysis of its structure. Extracting from the new and target information. About full compression channel and a fifth informative content of the text in order to real communication (relying on the written fixation).</p>
<p><b>7 Discourse.</b> Expression of the adverbial relations.</p>	<p>Communication in oral and written forms as part of a highly specialized subjects, Implementation of communicative goals of postgraduate students in the educational, scientific and professional spheres</p>
<p><b>8. Research.</b> The general concept about process, qualification, phases, stages, stages of process, dynamics of course of a process/event</p>	<p>The process of cognition (observation, confirmation of retraction or assumption). Object and subject, forms and methods of investigation. The results of the cognitive. (law, theory, hypothesis, doctrine, principle, ideas). Methods of describing the results of cognitive activity. Description constructs</p>
<p><b>9. Thesis. Rendering.</b></p>	<p>Theses, scientific communication, abstracts of different types. Creative work on the basis of scientific articles. structure of a compound sentence designation of attribute, circumstances, time, condition, cause and effect, purpose, concession, image of action, measure and degree.</p>

**Developers:**

Full Professor of the Department  
of Russian Language \_\_\_\_\_

M.L.Novikova

Associate Professor of the Department  
Program supervisor \_\_\_\_\_

R.O. Voskerichyan

***PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA***  
***Faculty of Economics***

**Abstract**  
**field 38.04.01 "Economy"**  
**Master program "International Business"**

<b>Name of discipline</b>	<b>Corporate innovation policy</b>
<b>The scope of the discipline</b>	<b>3 credit units (108 hours)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>
Topic 1. Basic concepts of innovation development. Innovation process.	Essence and basic definitions of innovation. Innovation process: stages and subjects. Classification of innovation. Innovation statistics.
Topic 2. State regulation of innovation.	State activity in the innovation sphere. State policy instruments. Modern state innovation policy in the Russian Federation.
Topic 3. Financing of innovation activities.	Sources of financing innovations of companies: own funds, borrowed funds and raised funds. State funding. Market ways of raising funds for innovative projects.
Topic 4. Venture financing.	Objectives, principles and methods of venture business. Stages of venture investment. Business angels and venture funds. Ways to minimize the risks of venture entrepreneurs.
Topic 5. Large, medium and small innovative enterprises.	The concept of innovative organization. External and internal environment for innovation. Sources of innovation. Features of the innovation activities of large companies, small and medium-sized innovative companies. Intercompany scientific and technical cooperation, international innovative cooperation.
Topic 6. Innovative strategies of enterprises.	Offensive, defensive, imitational corporate innovation strategies. Closed and

	open innovation.
Topic 7. Technology transfer	The role of technology transfer from research to production area. Licenses, types of license agreements. Types of royalties. The problem of technology transfer. Forms of technology transfer to production. Technology transfer departments.
Topic 8. Economic efficiency of innovation projects under uncertainty.	Economic and financial efficiency of innovation. Calculation of performance indicators. Expected efficiency of innovative project under uncertainty.
Topic 9. National innovation systems.	Three actors of NIS: state, business, universities. The roles of the three players. NIS of the RF.

### Developers

Associate Professor of the Department  
National Economy \_\_\_\_\_

I.V.Karzanova

Program Supervisor \_\_\_\_\_

R.O. Voskerichyan

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

### **Faculty of Economics**

### **ABSTRACT OF THE DISCIPLINE**

#### *TRANSFER OF TECHNOLOGIES IN INNOVATIVE ECONOMY*

**Academic Program: 38.03.01: Economics**

**Profile: International Business**

<b>Name of Discipline</b>	<b><i>Technology transfer in Russia and abroad</i></b>
<b>Discipline volume</b>	3 credits (108 hours)
<b>Summary of discipline</b>	
<b>Name of sections (topics) of the discipline</b>	<b>Summary of topics of the discipline</b>
Section 1. An entity, the place and a role of a transfer of technologies in the innovation economy	<b>Topic 1. Concept of a transfer. Features and the key principles of the innovation oriented economy.</b> Properties, features, components of innovations. Rates of the innovation process. Types of innovations, their development and intensity.

	<p>An entity, the place and a role of a transfer of technologies in the innovation economy. Transfer of technologies: forms and methods.</p> <p><b>Topic 2. Institutional interaction of participants of the innovation process.</b></p> <p>Concept of the Triple Helix Model and its transformation. Forms of interaction of participants of the innovation process.</p> <p><b>Topic 3. Forming and development of a system of a transfer of technologies in Russia and abroad.</b></p> <p>The systems of a transfer of technologies in Russia and foreign countries.</p>
<p>Section 2. Modern conditions of a system of a transfer of technologies and its regulation</p>	<p><b>Topic 4. Methods and instruments of advance of innovative technologies.</b></p> <p>Key tools and methods of innovative technologies advance.</p> <p><b>Topic 5. State regulation of a transfer of technologies.</b></p> <p>National and international regulation of a transfer of technologies.</p> <p><b>Topic 6. Features of a transnational, interregional and interindustry transfer of technologies.</b></p> <p>Regional, interregional, interindustry and transnational technological transfer.</p> <p><b>Topic 7. Problems of results protection of intellectual activity at technology transfer in the Russian Federation.</b></p> <p>Protection of interests of the innovative process participants.</p>

**Developers:**

Associate Professor, Department of  
National Economy \_\_\_\_\_

Yu.V.Solovieva

Program Supervisor, Associate Professor \_\_\_\_\_

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics**

**Abstract  
field 38.04.01 "Economy"  
specialization "International Business"**

<b>Name of the discipline</b>	<b>Macroeconomics (Advanced level)</b>
<b>Scope of the discipline</b>	<b>3 credit units (108 hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>

Topic 1: The brief story of modern macroeconomics	J. M. Keynes and the Great Depression. The Neoclassical Synthesis (J. Hicks, A. Hansen, A.W.Phillips). The Rational Expectations Critique (R. Lucas, T. Sargent, R. Barro). New Classical Economics (E. Prescott). New Keynesian Economics (B. Bernanke, G. Mankiw). New Growth Theory (R. Lucas, P. Romer, Ph. Aghion, P. Howitt). Common beliefs of macroeconomists.
Topic 2: Major macroeconomic variables - GDP, the unemployment rate, the inflation rate	Aggregate output. 3 ways to compute GDP: product, expenditure and income approaches. Nominal and real GDP. GDP growth rate. The unemployment rate and the inflation rate. - mechanical and barometric model.
Topic 3. The goods market in the short run	The composition of GDP. The demand for goods. The determination of equilibrium output.
Topic 4: Financial markets in the short run	Money demand. Money supply. Money demand, money supply, and the equilibrium interest rate.
Topic 5: Goods and financial markets: the IS-LM model in closed economy	The goods market and the <i>IS</i> relation. Financial markets and the <i>LM</i> relation. Putting the <i>IS</i> and the <i>LM</i> relations together. Using a policy mix. <i>IS-LM</i> and the liquidity trap.
Topic 6. Mundell - Fleming model for open economy	Openness in goods markets. Output, the interest rate, and the exchange rate. The <i>IS-LM</i> Model in an open economy. The fiscal policy effects in an open economy. The effects of exchange rate policy in an open economy.
Topic 7: Expectations in economy: financial markets, output, and economic policy	The real interest rate and the nominal interest rate. Expected present discounted values. Expectations and consumption. Expectations and investment. Expectations, output and policy.
Topic 8: Economic policy in an open economy	Impact of domestic shocks and foreign shocks on the domestic economy's output and trade balance. Effects of a real depreciation on output and the trade balance. The role of policy under flexible exchange rates. The role of policy under fixed exchange rates. Exchange rate volatility.
Topic 9: Monetary and fiscal policy rules and constraints	The optimal inflation rate. Monetary policy rules. Fiscal policy rules and constraints.

### Developers

Associate Professor of the National Economy Department

I.V. Karzanova

Associate Professor of the Department  
Program supervisor

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**Faculty of Economics**

**Abstract**  
**field 38.04.01 "Economy"**  
**Master program "International Business"**

<b>Name of the discipline</b>	<i>CORPORATE SECURITY</i>
<b>The scope of the discipline</b>	<b>2 credit units (72 hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>
Topic 1. The role and importance of corporate security in ensuring stability in the development of society	The concept of corporate security, the relevance of corporate security issues, trends in the development of social and economic relations, the impact of corporate security on the socio-economic development of society and the state.
Topic 2. Corporate security as the basis of economic security of commercial organizations.	The structure of economic security, the role of corporate security, interaction with other elements of economic security.
Topic 3. Assessment of internal and external threats of a corporation	Elements of the external and internal environment of the corporation and the degree of their influence. Analysis of the interests of elements of the internal and external environment. Determining the balance of interests. Identify potential threats..
Topic 4. General characteristics of corporate processes in the modern Russian economy.	History of corporate processes development, Russian specificity of corporate processes, motivation of corporate processes.
Topic 5. Hostile mergers and acquisitions and methods for their implementation.	Types of mergers and acquisitions. Definition of raiding and its signs. Classical methods of hostile takeovers. Russian specific methods of hostile takeovers.
Topic 6. Greenmail (Corporate blackmail) and methods of its implementation.	Definition and characteristics of corporate blackmail. The subject of corporate blackmail. Object corporate blackmail. The main methods of corporate blackmail.
Topic 7. Preventive methods to counter corporate threats.	Judicial protection. Addition measures. Golden parachutes. Poisonous pills. Restructuring of corporations. Potential consequences of countermeasures.
Topic 8. Operational methods of countering corporate threats	Judicial protection. Pacman's protection. Inaction agreements. Protection with the help of a white squire. Protection with the help of

	"white knight". Change in capital structure. Potential implications of countermeasures..
Topic 9. Building a corporate security system of a corporation	Algorithm for building corporate security. The basis of monitoring. Distribution of tasks among the staff of the corporation. Typical schemes of protective structuring.

### Developers

Associate Professor of the Department  
National Economy \_\_\_\_\_ S.B. Zainullin.

Associate Professor of the Department  
Program supervisor \_\_\_\_\_ R.O. Voskerichyan

PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics

**Abstract**  
**field 38.04.01 "Economy"**  
**specialization "International Business"**

<b>Name of discipline</b>	<i>Business valuation and company's cost management</i>
<b>The scope of the discipline</b>	<b>2 credit units (72 hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the discipline</b>
Topic 1. Business valuation: subject, goals, principles, special applications and standards	The subject of evaluation. Principles of business valuation. Special applications for business valuation. Costing and valuation approaches. Cost standards.
Topic 2. Income approach to business valuation: methodology, business risk management	The methodology of the income approach to business valuation. Residual present value of the business. The net present value of the newly started business (investment project). Fisher formula. Accounting for business risks. The method of analogies. Capital Assessment Model. The method of cumulative discount rate. The methodology of the income approach to business valuation.
Topic 3. Discounted cash flow method, fixed income capitalization model, Gordon model	Discounted cash flow method. The capitalization method of indefinitely long

	standing income. Capitalization of fixed income received for a limited period (Inwood, Hoskald, Ring models). Gordon's model.
Topic 4. Market approach to business valuation	Methodology of the market approach. Capital Market Method. Transaction method. Industry Specific Method.
Topic 5. Property (costly) approach to business valuation	The methodology of the property (cost) approach. Asset accumulation method. The method of "excess profits".
Topic 6. Evaluation of certain types of property of the enterprise	Property valuation methodology. Comparative (market) approach to real estate valuation. The cost method for assessing the market value of real estate. Income approach to determining the market value of real estate. Evaluation of the market value of machinery and equipment.
Topic 7. Valuation of intellectual property and intangible assets of an enterprise	The cost approach in the evaluation of intangible assets. Comparative approach in the evaluation of intangible assets. The income approach in the evaluation of intangible assets. Valuation of some types of intangible assets as industrial property objects. Determination of the cost of the invention by profit. Determining the value of a trademark by profit. Determination of the value of industrial property objects having legal protection according to the actual costs incurred.
Topic 8. Valuation of an enterprise's financial assets	Valuation of shares of the company. Determination of the market value of bonds. Analysis of financial ratios of the enterprise.
Topic 9. Company valuation and management	Maximizing the value of the company as the main goal of strategic management. Methods of valuation and management of the value of the company, based on the concept of economic profit. Cost management concepts. Factors and cost indicators. The essence and application of the economic value added (EVA). The use of EVA in the management of company value. The essence and application of the shareholder value added (SVA). Management of the company's value based on the synthesis of the EVA indicator with a Balanced Scorecard (BSC). The process of restructuring the company as an element of cost management.

**Developers:**

Associate Professor of the Department

National Economy

T. V. Samuseva.

*Federal State Autonomous Educational Institution  
RUDN UNIVERSITY*

**Faculty of economics**

**Description of the Discipline**

<b>Discipline</b>	<b>Doing business in Russia</b>
<b>Academic program</b>	38.04.01 "Economics" Master Program "International business"
<b>Volume of the discipline</b>	3 AcadUnit (108 hours)
<b>Brief content of the Discipline</b>	
<b>Sections of the Discipline</b>	<b>Brief content of the Sections</b>
Section 1. Basics of entrepreneurial activity in Russia.	Essence and conditions for business activity. Measures of state support for young businessmen. How to become a businessman: personal characteristics. Business and professional ethics. Classification of business activities.
Section 2. Internal and external environment of the business.	Economic environment of business. Business infrastructure. Main characteristics of business external environment. Influence of the external environment on economic behavior of business, its efficiency. Economic stability of the enterprise and criteria of its assessment. Factors of direct and indirect impact on activity of the enterprise, as open system.
Section 3. Legal forms of business. Registration peculiarities of Limited liability company.	Private business. Collective business. Business on the basis of share property. Business on the basis of joint-stock property. State business. Enterprise associations Creation of business subjects. Procedure of business registration.
Section 4. Managerial decisions in business.	Business relations with: lenders, suppliers, consumers. Business relations in labor market: interaction with personnel. Concept and types of rent and leasing. Franchizing and outsourcing. Choosing the system of Taxation.

Section 5. Finance resources: own and loans. Financial efficiency of business.	Essence and types of financing of business activity. Management of the capital and assets. Net Profit formation and its distribution. Calculation of revenue, expenses and profits. Prime cost and instruments of its management. Indicators of the enterprise financial stability.
Section 6. Entrepreneurial risks.	Risk assessment: quality and quantitative standard of risk. Identification, analysis and assessment of enterprise risks. Methods of risk management: insurance, hedging, distribution of risks, etc.
Section 7. Business-planning.	Business planning as basis of economic activity of the enterprise. Investment projects. Efficiency of investment decisions.
Section 8. Business capitalization.	Management of the company's value.

### Developers

Senior Lecturer of the Department  
National Economy \_\_\_\_\_

E.A. Egorycheva

Head of The Program \_\_\_\_\_

R.O. Voskerichyan

***Federal State Autonomous Educational Institution of Higher Education  
“RUDN University”  
Faculty of Economics***

**Master program “International Business” (38.04.01 “Economy”)**

**ABSTRACT OF THE ACADEMIC COURSE**

<b>Name of the discipline</b>	<b>International labor market and migration</b>
<b>Credit hours</b>	<b>3E ( _____ hours.)</b>
<b>Course Description</b>	
<b>The title of the section</b>	<b>Brief content of the section:</b>
<b>Section 1. Demographic development and forming of a manpower</b>	Dynamics of population of the world and key countries. Forecasts of population for a medium-term and long-term outlook. Types of demographic development of the countries of the world. Theory of demographic transition. Traditional type of

	<p>reproduction of the population. Demographic revolution.</p>
<p><b>Section 2. Statistics and tendencies of development of the international market of work</b></p>	<p>Main indicators of the market of labor power. Main sources of information and publication of data of the ILO, Secretariat of OECD, Eurostat, Bureau of labor statistics of the USA.</p> <p>Global and regional tendencies of employment. State regulation of the labor market. State programs of employment in the countries of the world. Material support of the unemployed. Active programs of employment of the population.</p>
<p><b>Section 3. Statistics and accounting of the international migration</b></p>	<p>Population shift indicators. Amount of migration absolute and relative. Arrivals and disposals of migrants. Net migration, net - migration or balance of migration. Gross migration or gross - migration. Characteristics of migration flows on the basis of demographic, social, professional, gender and age indicators. Migration flows and cohorts.</p>
<p><b>Section 4. Factors and tendencies of the international migration</b></p>	<p>Factors and reasons of migration. Socio-economic factors of migration.</p> <p>Role of a labor migration in migration flows. Main directions of a labor migration. Migration from developing countries in economically developed countries, migration the North-South, migration the East – the West, migration from the CIS countries to Europe and the USA. The countries "giving" migrants. Centers of gravity of migrants: economically developed countries (USA, Canada, Australia, EU countries).</p>
<p><b>Section 5. The international migration in regions of the world</b></p>	<p>The international migration in Europe. Labor forced and illegal migration in Europe. The main countries of source and acceptance of migrants on the continent. Features of moving of migrants, ethnic and social composition. Migration contribution to forming of the population of the country of Europe. Migration and future of Europe: positive and negative aspects. Migration within the EU. Migration in the certain European countries.</p> <p>The international migration in Asia. Main countries of outflow and inflow of</p>

	migrants. Labor forced and illegal migration in Asia. The international migration in North America.
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### Developers

Professor

Department of International Economic Relations

S.V. Ryszantsev

“International Business” Program Supervisor

Associate Professor

R.O. Voskerichyan

*Federal State Autonomous Educational Institution*  
**RUDN UNIVERSITY**  
**Faculty of economics**  
**Description of the Discipline**

38.04.01 “Economics”  
Master Program “International business”

<b>Discipline</b>	<b>INTERNATIONAL MONETARY RELATIONS</b>
<b>Academic program</b>	<i>38.04.01 “Economics” Master Program “International business”</i>
<b>Volume of the discipline</b>	3 AcadUnit (108 hours)
<b>Brief content of the Discipline</b>	
<b>Sections of the Discipline</b>	<b>Brief content of the Sections</b>
Section 1.	Theme 1. International currency relations and world currency system. Theme 2. Currency system and currency policy Theme 3. Evolution of world currency system and modern currency problems. Theme 4. Main types of currency transactions
Section 2.	Theme 5. International financial organizations. Theme 6. Balance of payments Theme 7. World foreign exchange market. Theme 8. The National Central Banks (NCB) in system of the international credit

### Developers

Senior Lecturer

\_\_\_\_\_

E.A. Egorycheva

Head of The Program

\_\_\_\_\_

R.O. Voskerichyan

*Federal State Autonomous Educational Institution*  
**RUDN UNIVERSITY**  
**Faculty of economics**  
**Description of the Discipline**

38.04.01 “Economics”  
Master Program “International business”

<b>Discipline</b>	<b>Restrictions and limits of FEA</b>
<b>Academic program</b>	<i>38.04.01 “Economics” Master Program “International business”</i>
<b>Volume of the discipline</b>	3 AcadUnit (108 hours)
<b>Brief content of the Discipline</b>	
<b>Sections of the Discipline</b>	<b>Brief content of the Sections</b>
Section 1.	Topic 1. System of prohibitions and restrictions in the sphere of foreign trade in goods Topic 2. The legal basis for the application of prohibitions and restrictions in the foreign trade activities of the Russian Federation in the functioning of the EAEU Topic 3. Licensing in the field of foreign trade in goods Topic 4. Quotas in the sphere of foreign trade in goods
Section 2.	Topic 5. Features of customs control over the import and export of licensed goods Topic 6. Licensing procedure for the movement of certain categories of goods across the customs border of the EAEU Topic 7. The procedure for moving precious metals and precious stones across the customs border of the EAEU Topic 8. Export control system

**Developers**

Professor \_\_\_\_\_ T. N. Saurenko

Head of The Program \_\_\_\_\_ R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**Faculty of Economics**

**Abstract**  
**field 38.04.01 "Economy"**  
**Master program "International Business"**

<b>Name of the discipline</b>	<i>Microeconomics</i>
<b>Credit hours</b>	<b>3 credit units (108 hours.)</b>
<b>Course Description</b>	
<b>The title of the part of the course</b>	<b>Brief content of the topic:</b>
<b>Section 1. The optimal management decisions. Alternative models of company behavior.</b>	<p><i>Topic 1.</i> The concept of enterprise model and its economic objectives in the long and short term. Transaction costs. The hypothesis of profit maximization.</p> <p><i>Topic 2.</i> Non-economic objectives of the company and the social responsibility of business. The hypothesis of maximizing shareholder wealth. Market value added and economic value added. The profitability of the company and access to the world market, international competition.</p> <p><i>Topic 3.</i> Alternative models of firm behavior: profit maximization, maximize sales, maximizing growth, behavior management, maximize value added (Japanese model). Complexity of the application of alternative models</p>
<b>Section 2. Demand and supply. The elasticity of demand. Practical aspects of pricing.</b>	<p><i>Topic 4.</i> Methods for assessing demand. Consumer balance. Marginal utility and consumer surplus. The effect of advertising and promotion. Basic methods of forecasting demand - mechanical and barometric model.</p> <p><i>Topic 5.</i> The economic concept of elasticity. Price elasticity of demand, factors of influence and methods of measurement. Arc and point elasticity, their differences and peculiarities of application in practice. Cross elasticity, substitutes and complements. Other elasticities.</p> <p><i>Topic 6.</i> The relationship of strategic management and market trends. Objectives pricing. Optimal pricing in various markets. The impact of price discrimination on social welfare. Analysis of the price cartel. Pricing for the full cost and incremental cost. Transfer prices. Other pricing practices.</p>

<p><b>Section 3. Theory and evaluation of production. The value of the cost in management decisions. Pricing and volume of production in the main competition models</b></p>	<p><i>Topic 7.</i> Production function, the distinction between short-term and long-term production function. The value of production functions in management decisions. Short-term analysis of total, average and marginal product. Optimizations of the production function and profit maximization.</p> <p><i>Topic 8.</i> Theory and nature of costs in management decisions. Types of costs: alternative and straight, sunk and other. Accounting and economic costs. The initial and replacement cost. Costs and production, common variables and marginal costs.</p>
<p><b>Section 4. Investment and risk management in the economy.</b></p>	<p><i>Topic 9.</i> Capital investment budgeting. Leverage. Evaluation of cash flow and capital appreciation. Types of management decisions on the analysis of the effectiveness of planned investment. Evaluation of the investment programs.</p> <p><i>Topic 10.</i> Information as an economic resource. Risk and uncertainty - sources and various parameters. Measuring the degree of risk, probability distribution. Methods to reduce the risk. Economic analysis of the effectiveness of investments in terms of risk.</p>

**Developers:**

Associate Professor of the Marketing Department

S. Chernikov

Associate Professor of the National Economy Department

Program supervisor \_\_\_\_\_

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics**

**Abstract  
field 38.04.01 "Economy"  
Master program "International Business"**

<p align="center"><b>Name of discipline</b></p>	<p align="center"><b>Industrial policy</b></p>
<p align="center"><b>Discipline volume</b></p>	<p align="center"><b>3 test units (108 h)</b></p>
<p align="center"><b>Краткое содержание дисциплины</b></p>	
<p align="center"><b>Name of discipline sections</b></p>	<p align="center"><b>Summary of discipline sections:</b></p>

Section 1. INDUSTRIAL POLICY AS FUNCTION of STATE REGULATION of ECONOMY	Evolution of state regulation of economy in the conditions of globalization. Ratio of the state and economic borders. Homeland security as new public benefit. Safety and development. State and new industrialization.
Section 2. FUNDAMENTALS of INDUSTRIAL POLICY	Sense and maintenance of the concept "industrial policy of Russia". Its basic provisions and options. Realization technique. Legislative base.
Section 3. CONCEPTUAL ASPECTS of INDUSTRIAL POLICY of RUSSIA	Ideology of industrial policy and specifics of its various models. Temporary and regional measurement. The factors influencing the choice of the concept. MRT tendencies. Main directions of structural adjustment of the industry of the Russian Federation.
Section 4. MODELS AND TOOLS of INDUSTRIAL POLICY	Models of industrial policy. Russian specifics. Project as tool. Types of projects. "The regional revolution". Territorial clusters. Industrial policy of "the second generation". Stimulation of investment activity. Credit financing. Stock exchanges. Budget of development. Taxation system. Protection of the domestic market. Export support. Import substitution. Project management. Innovative policy. RNIS – the Russian national innovative system. Industrial policy in the context of membership of Russia in the WTO.
Section 5. PROJECT of "NEW INDUSTRIALIZATION" of RUSSIA	The program of modernization of Russian Armed Forces and development of Defense industry complex till 2020. Aviation industry ("OAK"). Shipbuilding ("OSK"). Rosatom. RUSNANO. Roskosmos. Skolkovo.

**Developers:**

Associate Professor of the Department

National Economy

R.O. Voskerichyan

Program Supervisor, Associate Professor

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics**

**Abstract  
field 38.04.01 "Economy"  
Master program "International Business"**

<b>Name of discipline</b>	<b>Sports entrepreneurship</b>
<b>Discipline volume</b>	<b>2 test units</b>
<b>Краткое содержание дисциплины</b>	
<b>Name of discipline sections</b>	<b>Summary of discipline sections:</b>
Section 1. ECONOMIC HISTORY of the FOOTBALL INDUSTRY	First professional leagues. Origin and development of agency business. Bookmaker offices and totalizator. Emergence of advertizing at stadiums. International federations and football competitions.
Section 2. ECONOMIC FUNDAMENTALS of the FOOTBALL INDUSTRY	Sources of the income. TV-rights. Advertizing. Subscription and booking program. The VIP – a zone and boxes at stadium. Merchandising. Technical and title sponsorship. Transfers. Other income (fees of founders, club membership, operation of a commercial real estate).
Section 3. PROFESSIONAL FOOTBALL CLUB (PFC)	PFC as main link of the football industry. Operational management. Management structure. Commercial service. Selection and scout services. Tur-management. Information service. Legislation.
Section 4. AGENCY BUSINESS	Economy of agency business. Role of agents. Agencies. Regulation of agency activities.
Section 5. The FOOTBALL INDUSTRY IN WORLD ECONOMY	Structure of a modern cluster of the global football industry. Main economic indicators. Prospects of development.

**Developers:**

Associate Professor of the Department

National Economy

R.O. Voskerichyan

Program Supervisor, Associate Professor

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
Faculty of Economics**

**Abstract  
field 38.04.01 "Economy"  
Master program "International Business"**

<b>Name of discipline</b>	<b><i>CORPORATE GOVERNANCE</i></b>
<b>The scope of the discipline</b>	<b>2 credit units (72 Hours.)</b>
<b>The summary of the discipline</b>	
<b>Title of the topics of the discipline</b>	<b>The summary of the topics of the</b>

	<b>discipline</b>
Topic 1. Corporate governance: definition and meaning	Definition, goals and objectives of corporate governance. The history of corporate governance. Corporate management costs. The effect of corporate governance.
Topic 2. Theories and models of corporate governance	Agent theory Service theory. Stakeholder theory. Anglo-American model of corporate governance. German model of corporate governance. Japanese corporate governance model.
Topic 3. International standards of corporate governance and corporate governance in Russia	OECD Principles. Best corporate governance practices. Corporate Governance Code of the Federal Financial Markets Service.
Topic 4. Management and control bodies of joint stock companies.	Competence of organs. Tasks organs. Shareholder rights.
Topic 5. Board of Directors	Aims and objectives, powers, order of formation and termination of powers. Reward and responsibility. Restriction on election. Board Committees.
Topic 6. Executive bodies of the joint stock company	Aims and objectives, powers, order of formation and termination of powers. Reward and responsibility. Restriction on election. Transfer of authority to the managing organization.
Topic 7. Information disclosure and transparency in corporate governance.	The value of disclosure. Quarterly reporting and its content. The essential facts. Facts affecting the value of securities. Publicity Financial statements. Types of disclosure. Responsibility for violations in disclosing information
Theme 8. Integration dynamics in the corporate sector and government regulation of integration processes.	Mergers and acquisitions, concept, types. Antitrust regulation.
Topic 9 Prospects for the formation and development of the Russian model of corporate governance	The concentration of capital in the hands of management. Strong insider positions. Creating holding structures.

Developers

Associate Professor of the Department  
National Economy

\_\_\_\_\_ S.B. Zainullin.

Head of Program

\_\_\_\_\_ R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**Faculty of Economics**

**Abstract**  
**field 38.04.01 "Economy"**  
**Master program "International Business"**

<b>Name of discipline</b>	<i>Enterprise forecasting</i>
<b>The scope of the discipline</b>	<i>3 credit units (108 hours.)</i>
<b>The summary of the discipline</b>	
<i>Topics of the Discipline</i>	<i>The summary of the topics of the discipline</i>
1. Application of peer review methods	<p style="text-align: center;"><b>The management in forecasting</b></p> <p>Facts affecting the activity of the enterprise. Uncertainties and risks. The role of forecasting in the planning of the organization and management decision-making. Evolution of approaches to predicting the future. Statistical methods of forecasting and expert evaluation: the essence of the advantages, disadvantages and scope. Select the forecasting method.</p> <p style="text-align: center;"><b>Expert evaluation</b></p> <p>The essence and main tasks of expert evaluation. Features of use and purpose of collective and individual expertise. Examination by the method of questioning and interview. The analysis of the scatter of the results of the assessment, the assessment of consistency of expert opinions, identifying the reasons for the discrepancies. The calculation of the characteristic value.</p> <p style="text-align: center;">Delphi method. The method of brainstorming.</p> <p style="text-align: center;">Selection of optimal solutions by the method of rank collection. A survey of experts and calculation of the coefficient of coherence.</p> <p style="text-align: center;">Overcoming contradictions in expert assessments, the paradox of Condorcet.</p> <p style="text-align: center;">Examination by the method of pair comparisons of Yang.</p>
2. Forecasting based on statistics	<p style="text-align: center;"><b>Univariate regression models</b></p> <p>The concept of time series, types of time series and features of forecasting. Evaluation of statistical data quality, identification of anomalous values, data consolidation and other methods of data pre-processing.</p> <p style="text-align: center;">Forecasting by selection of growth curves. Types of processes and characteristic functions for their description. Function selection by the least squares method using basic Excel features. Selection of regression coefficients for arbitrary fiction.</p> <p style="text-align: center;">Linear and exponential smoothing models:</p>

	<p>advantages and disadvantages. Forecasting in terms of aging, selection of the aging coefficient in the exponential smoothing model.</p> <p>Autoregression models and their application. Using the ARIMA model.</p> <p>"Naive models" and their use in step forecasting</p> <p>Hybrid forecasting models.</p> <p><b>To evaluate the accuracy and adequacy of predictive models</b></p> <p>The concept of model accuracy and methods of its measurement, accuracy indicators: MSE, MAPE, R2, etc.</p> <p>The concept of model adequacy. Evaluation of theistic significance of the model based on Fisher and student criteria. Statistical error analysis: analysis of the error distribution, the criterion of turning points, checking for autocorrelation. The use of ExPost forecasting for assessment of adequacy.</p> <p>Calculation of confidence intervals of the forecast for adequate models. Factors affecting the accuracy of the forecast. Definition of development scenarios.</p> <p>Overcoming contradictions in forecasts obtained by different methods.</p> <p><b>The prediction and description of the seasonal processes</b></p> <p>The concept of seasonality and cyclicity. Identification of cyclic processes based on the analysis of autocorrelation function. The detection of cycles by the method of Fourier transformation.</p> <p>Seasonal decomposition methods: additive and multiplicative seasonality. The order of formation of the seasonal process description function.</p> <p><b>Multivariate forecasting models</b></p> <p>Advantages of using multivariate predictive models. Identification of influencing factors on the basis of the correlation matrix. Typical functions of multifactor models (linear and power). Reduction of influencing factors, overcoming multicollinearity.</p> <p>Assessment of the quality of the source data.</p> <p>Selection of regression coefficients based on the module, the Excel "Regression". Checking the significance of factors by excluding them from the model.</p> <p>Calculation of multi-factor exponential model by the method of linearization data.</p> <p>Other multifactor models, methods of model selection by evolutionary programming algorithms.</p>
3. Data mining and forecasting	<p><b>Intelligent forecasting methods.</b></p> <p>The concept of intelligent data analysis methods. Data Mining algorithms: essence, principle of operation, main tasks. Artificial neural networks, Corovin and multilayer perceptrons. Examples of the solution of forecast problems.</p> <p>Disadvantages of intelligent data analysis methods.</p>

Associate professor of the Department  
National Economy \_\_\_\_\_

D.L. Paleev

Head of Program \_\_\_\_\_

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**Faculty of Economics**

**Abstract**  
**field 38.04.01 "Economy"**  
**Master program "International Business"**

<i>Name of discipline</i>	<i>Business planning</i>
<b>The scope of the discipline</b>	<b>2 credit units (72 hours.)</b>
<i>Summary of discipline</i>	
<b>Topics of the Discipline</b>	<b>The summary of the topics of the discipline</b>
1. The essence and organization of the business planning system in enterprises	Principles and methods of planning, types and content of planning in enterprises. Strategic and operational planning. Structure and functions of planning units The main objectives of the organization and the system of key indicators of its activities. Main planning documents: business concept, strategy, functional plans, business plans, feasibility studies and others. Differences between the business plan and the feasibility study of the project, the relationship of project and functional plans of the organization. Standard regulations for the development and approval of corporate plans. The structure of the annual current plan of the enterprise. Management accounting and budgeting of the organization. The system of budget plans of the organization: functional budgets, budgets by activity, budgets for the Central Federal district. The final budget documents. Organization of "sliding" budgeting. Planning of non-financial indicators: balanced scorecard (BSC) and key performance indicators (KPI) for different types of business. The relationship between qualitative non-financial and quantitative financial results. Program and target planning (result-oriented budgeting): essence, distinctive features and scope of application. The approval of the business plans of the parent structures. Formal description of planning processes in the organization

	using graphical notations.
2. Basic functional plans of the organization and approaches to their formation	<p>Plan staff: planning the structure and regular number of the personnel, performance targets, productivity, cost planning labor and training. Production plan: indicators of the production program of the enterprise, the formation of production plans, the forecast of production costs, planning using MRP and ERP class systems. Sales plan: sources of information about demand, distribution costs, coordination of the sales plan with production capabilities, formation of the plan of funds receipt. Leveraging the capabilities of sales management programs (DRP). Logistics plan: determination of material resource requirements, procurement forecast, forecast of procurement and logistics costs. Long-term development plans: R&amp;D budget, sources of information on the cost of future work, especially the establishment of targets. Financial plan of the company: content, rules of registration, sources of information, targets.</p>
3. Forecasting methods in the practice of internal planning	<p>Classification of forecasting methods. Scope and features of application of economic-mathematical and expert evaluation methods. The order of collective examination (brainstorming methods, "Delphi", rank correlation method of paired comparisons, multi-factor ranking, etc.). Features of evaluation of quality factors. Assessment of the degree of consistency of expert opinions and overcoming the problem of non-transitivity of the evaluation results.</p> <p>Use of regression predictive models in business planning. Quality assessment of primary information. Obtaining forecasts using Excel capabilities (single - and multi-factor regression, seasonal decomposition, smoothing models, ex-post forecasting, ARIMA method, etc.). Estimation of accuracy and adequacy of forecast models, calculation of confidence intervals and obtaining scenario forecasts of development.</p> <p>Specialized software and online services for forecasting, forecasting based on data mining technologies.</p>
4. Investment projects in the business planning system of the organization	<p>Comparative characteristics of the traditional and project approach in the management of the organization. Definition of the term "project". Project management goals and objectives. The relationship of project management to the competitiveness of the business. Prerequisites for the transition of enterprises to project management.</p> <p>Stages of development and the modern world of project management. Criteria for assessing the quality of project planning..</p> <p>International organizations and standards for project management (PMI, IPMA, etc.) Russian national requirements for the competence of project management specialists, standards for project management.</p>

	<p>The range of issues addressed in project management. The relationship of project management with the management of the organization, financial and economic planning, marketing, logistics, accounting and other disciplines. Basic project management processes and their classification. Tasks and functions of project management. Project manager. Project participant. Project team</p>
<p>5. The order of development and methods of planning business projects..</p>	<p>The main stages of the project planning process. Methods of project work description (WBS), types of work and features of their planning. Determination of the duration of work and their logical sequence. Description of the relationships and limitations of the work. Methods of construction of network models of the project, types of networks and their purpose. Formation of work calendars. Gantt chart (road map). Planning by CPM and PERT methods.</p> <p>Ways to reduce the project implementation time.</p> <p>Methods of estimating the estimated cost of future work (project-analogue method, method of parametric estimates, etc.). Resource method for determining the cost of the project. Types of resources and features of their use, resource planning, resource diagrams.</p> <p>Identification of resource overloads and their impact on the cost of the project. Resource alignment. Resolving the contradiction between reducing the cost of the project and reducing the time of its implementation.</p> <p>Managing the life cycle of products (CALS-technologies). Project management and organization planning with MS Project, Open Plan and other specialized SOFTWARE.</p>
<p>6. Evaluation of commercial efficiency of projects</p>	<p>Regulatory framework for assessing the effectiveness of investment. The essence of the CBA method (cost-benefit method, budget approach)to modeling an investment project. Types of cash flows. The choice of the planning horizon of the project and interval calculation. Analysis typical forms of project financial statements forecasts: statement of financial results, statement of cash flows, balance sheet.</p> <p>Assessment of the overall funding requirement of the project. Sources of financing of investment projects, coordination of project plans with the capabilities of the company.</p> <p>The change in the value of money over time, the need to use discounting. The essence of the discount rate and the main methods of its calculation (CCM, CAMP, WACC), accounting for project risks.</p> <p>The system of indicators of economic efficiency of investments: methods of calculation and their economic meaning (ARR, PB, DPB, NPV, PI, IRR, MIRR).</p> <p>The General procedure of calculation of the business project, the choice of better alternatives and optimization of the project on the basis of indicators of its</p>

	<p>efficiency..</p> <p>Problem integration of project plans with the General system of planning in the enterprise: the method of conditional allocation, the method of Association, the method of overlay. Consideration of synergetic effects. Forecast of private efficiency of the project and the effectiveness of the project for the entire enterprise.</p>
<p>7. Business plan development (project feasibility study)</p>	<p>Requirements for the content and design of business plans for different tasks. Typical sections of the business plan: purpose, content, key elements. The procedure for developing a business plan: the formation of technical specifications for the development, the use of " business canvas " for the collection of primary information, coordination of project plans with the functional plans of the organization.. Software for business planning, templates of business plans, the main sources of information for planning. Approval of the project plan. Making adjustments to plans. Other project documentation.</p> <p>Corporate regulations for the development and evaluation of business projects.</p>
<p>8. Controlling system at the enterprise</p>	<p>Controlling in the system of target management of the organization and its main elements. Goals and objectives of controlling. Types of control, their main tasks and scope of work, the system of control indicators. Plan-factor analysis. Restrictions on the use of financial control.</p> <p>Development of a balanced scorecard (BSC) and key performance indicators (KPI). Organization of monitoring of implementation of plans of the organization. Control by the method of mastered volume- the essence and scope of application. Methods for determining the volume of development, assessment of compliance with the terms and costs of the project. Forecasting of project completion dates and final cost. Identification of the causes of deviations and ways to eliminate them. Analysis of the prospects for successful completion of the project and development of measures to combat the identified risks.</p> <p>Regulation on the implementation of the project. Procedures for the management and production of operational information. Changes to the basic plan. The order of correction and development of new operational and calendar plans.</p>

## Developers

Associate professor of the Department

National Economy \_\_\_\_\_

D.L. Paleev

Head of Program \_\_\_\_\_

R.O. Voskerichyan

**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**Faculty of Economics**

**Abstract**  
**field 38.04.01 "Economy"**  
**Master program "International Business"**

<i>Name of discipline</i>	<i>Intellectual property management</i>
<b>The scope of the discipline</b>	<b>3 credit units (108 hours.)</b>
<b>The summary of the discipline</b>	
<i>Topics of the Discipline</i>	<i>The summary of the topics of the discipline</i>
I. Intellectual property market	<p style="text-align: center;"><b>The role of innovation in the modern economy, the concept and objects of intellectual property</b></p> <p>Scientific and technological progress and development of economic relations. The main production factors and periods of social development. The concept of post-industrial society and its properties. The main reasons for the growth of interest in innovation, the relationship between the efficiency of the company and innovation activity. Features of labor activity in the information age. The place of innovation management in management. Sources of innovative opportunities, innovative potential of economic entities.</p> <p>Innovation cycle. Time, cost and management aspects of the various stages of R &amp; d. World and Russian intellectual property market.</p> <p>The concept of intellectual property, intellectual capital and intangible assets. The world intellectual property organization (WIPO). The main provisions of the Stockholm Convention on intellectual property (IP). The concept of protectability of the object and the essence of exclusive rights.</p> <p>Types of intellectual property on the peculiarities of registration and protection of exclusive rights: patentable objects, objects of copyright, means of individualization of market participants, non-traditional objects.</p> <p>The Paris Convention and its main provisions. The concept of market and scientific and technical novelty, absolute and local novelty, inventive step, industrial applicability, originality, priority.</p> <p>Russian legal framework for the protection of patent rights. The concept of invention, utility model, industrial design, patentability criteria and features of their evaluation.</p> <p>The structure of the Russian patent system, the General procedure for obtaining exclusive rights.</p> <p>Objectives and procedure of foreign patenting,</p>

patent cooperation Treaty (PCT) and other forms of international cooperation in the patent field. The agreement on trade-related aspects of intellectual property and its main provisions. Conventional priority, the benefit of novelty, the right of prior use.

The main types of violations of the rights of authors and patent owners, the procedure and methods of their protection.

Objects of copyright and related rights, their use in business. The main provisions of the Berne Convention on copyright. Russian legal framework for the protection of copyright and related rights.

The concept of the author's contract and its differences from the employment contract and the contract-contract. The main types of copyright violations in the industry and ways to deal with them.

Purpose, essence and features of protection of means of individualization of participants of civil turnover and their production: firm names, trademarks, service marks and places of origin of goods. Similarities and differences in the concepts of trademark, trademark and brand.

Commercial secret (know-how), its legal status, features of occurrence and ways of protection. Types of know-how.

The essence and legal status of the innovation proposal, its importance in the innovation activity of the enterprise. The order of registration of exclusive rights, the definition of criteria for compliance with the status of the development of rationalization proposals.

The right to suppress unfair competition. Acts contrary to honest industrial or commercial practice, the establishment of and procedure for defending the corporate interests.

#### **Licensed trade in intellectual property**

The current market for IP, the value of the licensed trade in economic development.

The concept of a license agreement and its differences from contracts of sale in the material sphere. Types of license agreements in legal form (voluntary, mandatory, open, compulsory) and the volume of rights granted (simple, exclusive, complete, etc.). The main criteria for selecting the license type in the purchase and sale transactions. Structure and content of the standard license agreement.

The advantages and disadvantages of the licensed trade to developers and buyers of licenses. Restrictive practices in licensing agreements.

Features of legal registration of patent and patent-free licenses

#### **License pricing and technology transfer**

General approaches to evaluation, the main pricing factors. typical approaches to evaluation.

Cost - based methods of pricing, their varieties, scope, advantages and disadvantages. Calculation of costs for the creation of the IP object and its replacement. The determination of the proportion of the cost of specific development total expenditure on research work.

Market (comparative) methods of determining prices and their varieties: a method of comparing sales, parametric estimates, industry coefficients. The concept of the standard royalty rate and methods of its determination. Select the royalty base. Adjustment of the standard rate for the conditions of a particular transaction. Lump-sum contribution and its economic meaning.

The essence of profitable methods for determining the price of a license and their varieties: the method of exemption from royalties, the method of income advantage, etc. Evaluation of the economic efficiency of the license, forecasting cash flows and their discounting. Evaluation of the license period, the cost of licensed products and the volume of its production. "25% method." Selection of the evaluation method and assessment of its priority for specific tasks. General approach to the harmonization of evaluation results by different methods

### **Accounting and evaluation of intellectual property**

The main goals and objectives of the assessment and accounting of IP in enterprises. International and domestic IP accounting and evaluation standards: IP Classification for accounting and evaluation purposes.

Russian legal basis of valuation: law on valuation activities, standards of the Russian society of appraisers in the field of IA, Guidelines for determining the market value of IP, etc.

Types of IP value and the basic principles of valuation, the concept of market, consumer and accounting value.

General procedure for the evaluation of IP objects.

Accounting of intangible assets, the main objectives of accounting for intangible assets on the balance sheet. The main provisions of the IFRS Russian legal framework of accounting IA: types of assets, the criteria for the balance sheet, the card of accounting in the form of HMA-1, display of IA in the financial statements. Depreciation and the taxation of intangible assets.

The complexity of accounting for certain types of IA, the contradictions of domestic legislation and international standards.

The relationship between intangible assets and the market value of the company. Principles of valuation of intellectual capital, classification of intangible assets to assess their market value. General procedure for studying the impact of intangible assets on the market capitalization of the company.

Contradictions between the principles of classical accounting and market aspects of knowledge. Basic approaches to management accounting of IP.

Features of accounting for certain types of IA: know-how, R&D results, databases, business reputation (goodwill), ownership, use, etc.

Management accounting of IP and forms of presentation of information on intangible assets.

Assessment of the total market value of the company and the allocation of the value of intangible

	<p>assets. The differences of the concepts of goodwill (goodwill), reputation and brand. The cost of acquired goodwill, depreciation of goodwill, revaluation. Components of goodwill (technological, artistic, client and marketing assets) and their accounting under modern IFRS.</p> <p>Methods of assessing the value of trademarks in the framework of cost, market and income approaches. Features of evaluation of trademarks for the purpose of sale. The essence and economic meaning of franchising. Typical payment schemes of franchise operations, calculation and justification of payments. Legalization and the economic rationale of franchising transactions.</p> <p>Contracts as a type of intangible assets of the enterprise and evaluation of their market value. Information assets (IT assets) their varieties and distinctive features. Methods for determining the market value of databases, libraries, archives and other information assets</p> <p><b>Assessment of damage in case of violation of exclusive rights/</b></p> <p>The main types of copyright and patent infringement. Rights of authors and patent owners to property compensation. Types of damages for violation of exclusive rights. General procedure for defending the rights of authors and patent owners. The right to property compensation. Examination of the amount of damage.</p> <p>Methods definition of illegal income of the violator from production of counterfeit production and application of the patented method. Justification of the size of the lost profit of the victim for various cases of violations. Actual and theoretical damage.</p> <p>The final choice of the method and amount of compensation.</p>
<p>II. Innovation process management</p>	<p><b>Forecasting the cost of innovation</b></p> <p>Economic effect of R &amp; d results and ways of its obtaining.</p> <p>The concept of the market price of IP and marginal prices. The economic essence of the upper and lower prices (the price of the consumer and the seller). The pricing principles of the object being created is.</p> <p>Objects created within R &amp; d projects. The structure of the R &amp; d cycle to solve the problem of pricing of newly created IP objects. Methods for determining the upper limit of the cost of creating an object of research: alternative, integral, extremely efficient and analog methods of their scope, advantages and disadvantages. Methods for determining the lower limit of the cost of creating an object of research: analog method and the method of unit costs. Methods of forecasting the cost of OCD. Methods for determining the upper limit of the production cost of R &amp; D: dynamic, regression, analog, compensation. Methods for determining the lower limit of the manufacturing cost of the R &amp; d object.</p> <p>Changing the cost of production in the transition from the production of pilot batches to the mastered production. The relationship between the cost of the sample and the planned output. Approaches to</p>

	<p>coordination of forecast estimates obtained by different methods</p> <p><b>R&amp;D project management</b></p> <p>The concept of product and project life cycle. R&amp;d and R &amp; D. General procedure of project development, project documentation. Organization of works on project implementation: functional and mathematical management structures. Project management as one of the management technologies. Methods of evaluating the effectiveness of research, development and implementation. The essence and methods of determining the levels of technological and industrial readiness of the technology for use, complex indicators of readiness. Comparison of domestic and foreign experience in R &amp; D projects</p> <p><b>National innovation system. Data analysis and information retrieval tools</b></p> <p>Methods of evaluation of prospects and reliability of scientific results. Examination of proposals and expert evaluation methods.</p> <p>Selection of a sample (technology, enterprise) analog. Similarity criteria, the use of cluster analysis to justify the choice of analogue.</p> <p>Evaluation of the complex indicator of sample quality, ranking of samples. Sampling and comparison criteria. Algorithms for calculating the complex quality index (swing method). Concept and main objectives of patent and information search, types of search. Systems of classification of scientific and technical information: international system of classification of inventions, useful motifs and trademarks; state rubricator of scientific and technical information, library classification, etc. The main Russian and foreign printed sources of scientific and technical information. Information sources on the Internet. Features of work with databases of Rospatent and national patent offices of foreign countries, WIPO database.</p> <p>Search for non-patented scientific and technical information. Contents of databases of the main Russian information centers.</p> <p>The main international information retrieval systems (Questel-Orbit, STN International, Derwent, etc.) their purpose and features. General procedure of patent and information search organization, definition of search tasks and key issues.</p>
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