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

*Faculty of Economics*

## **THE PROGRAM OF THE STATE FINAL CERTIFICATION**

**Direction of training/specialty**

**38.04.02 «Management»**

*(code and name of the training area/specialty)*

**Orientation of the program (orientation (profile), specialization)**

**Master's degree in International Marketing (in English language)**

*(name of the educational program in accordance with the orientation (profile))*

**Graduate qualification Master's**

*degree the graduate's qualification is indicated in accordance with the order of the Ministry of Education and Science of the Russian Federation No. 1061 dated 12.09.2013)*

**2023**

## **1. General provisions**

1.1. The responsibility and procedure for the preparation and conduct of the state final tests at the RUDN, as well as the list, order, timing of the documents required for the implementation of the state final certification between structural units determines the Procedure for the final state certification of students.

1.2. The state final certification in the direction of 38.04.02 "Management", the master's specialization "International Marketing" includes the final interdisciplinary exam and the defense of the master's final qualifying work (regulated by the Rector's Order No. 878 of November 30, 2016 "On approval of the "Rules for the preparation and registration of the final qualifying work of a graduate of the Peoples' Friendship University of Russia" and Rector's Order No. 275 dated May 21, 2020

1.3. The results of any of the types of certification tests included in the state final certification are determined by the grades "excellent", "good", "satisfactory", "unsatisfactory".

## **2. Goals and objectives of the state final certification**

**2.1.** The purpose of the state final certification is to determine the compliance of the results of mastering the basic educational programs by students with the requirements of the OS in the RUDN.

The state final certification includes the state exam and the defense of the final qualifying work (WRC): B3.01 - Preparation for the state exam and B3.02- Registration, preparation for the defense procedure and defense of the final qualifying work.

**2.2.** The objectives of the state final certification are:

- checking the quality of personal training in basic natural science laws and phenomena necessary in professional activity;
- determination of the level of theoretical and practical readiness of the graduate to perform professional tasks in accordance with the received qualification;
- establishment of the degree of the individual's desire for self-development, improvement of their qualifications and skills;
- checking the availability of stable motivation for professional activity in accordance with the types of professional activity provided by the OS in the RUDN;
- testing the ability to find organizational and managerial solutions in non-standard situations and willingness to take responsibility for them;
- ensuring the integration of education and scientific and technical activities, improving the efficiency of the use of scientific and technical achievements, reforming the scientific sphere and stimulating innovation;
- ensuring the quality of training in accordance with the requirements of the OS in the RUDN..

## **3. State Exam Program**

**3.1.3. State Exam includes:**

The first stage is the test part - assessment of the level of theoretical training of a graduate in general professional disciplines (basic component) in the form of computer testing using the means available in the Electronic Information and Educational environment of the RUDN (EIOS), which is admission to the main part of the exam.

The second stage – the main part - is an interdisciplinary state exam in the form of adapted testing:

- assessment of the level of theoretical training of graduates in specialized disciplines (variable part) in the form of computer testing using tools available in the Electronic information and educational environment of the RUDN (EIOS);
- assessment of the practical preparation of the graduate for future professional activity in the form of solving production situational tasks (cases).

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

### ***3.2 Within the framework of the state exam , the degree of mastering the following competencies by graduates is checked:***

GPC-2 is able to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving management and research tasks.

GPC-3 is able to independently make sound organizational and managerial decisions, evaluate their operational and organizational effectiveness, and social significance, and ensure their implementation in a complex (including cross-cultural) and dynamic environment.

PC-1 is capable of conducting marketing research taking into account the influence of the international marketing environment using the tools of a modified marketing package of the corresponding.

PC-3 is capable of developing, implementing and improving the pricing strategy in international markets.

PC-4 is capable of developing, implementing and improving the distribution system and sales policy in international markets.

PC-7 is capable of planning and controlling the marketing activities of an international company.

### ***3.3. State exam volume:***

#### ***3.3.1. The basis for the state exam includes two categories of questions:***

□ over 200 closed-type questions (choosing one or more correct answers, etc.) to assess the theoretical preparation of the graduate;

open-ended questions in any number (assumes a detailed answer in the form of a case, solving a practical problem, etc.) production situational tasks (cases) to assess the practical preparation of the graduate for future professional activity .

Based on the database of questions in TUNISIA, two tests are formed

- Trial test
- The main GIA test

#### ***3.3.2. The first stage (admission to the main part of the exam):***

The database of test questions in general professional disciplines is formed for each educational program and includes a random sample in the amount that allows you to fully familiarize yourself with the content of the test – 50 test questions.

The results are evaluated according to the number of points scored. One correct answer is 2 points.

The time of passing the first test is 1 hour 30 minutes + 15 minutes to connect to the test.

### **3.3.3. *Second state:***

The database includes two categories of questions:

- Over 100 closed-type questions (selection of one or more correct answers) in specialized disciplines (variable part);
- open-ended questions in any number (assumes a detailed answer in the form of a case, solving a practical problem, etc.), production situational tasks (cases) to assess the practical preparation of a graduate for future professional activity.

### **3.3.4. *Formation of the final test of State Exam***

The main test consists of two elements:

- The test (the first part) consists of 50 closed-type questions that are randomly selected from the database of questions.
- The test (the second part) in the form of one open question (case study, practical assignment), randomly selected from the database or predefined in advance (the only question).

The time of passing the main test on closed questions is 1 hour 30 minutes + 15 minutes to connect to the test (technical issues). The time of passing the main test on an open question is 40 minutes.

The results are evaluated according to the number of points scored. One correct answer to closed-type questions is 1 point, an open-type question is 50 points. Thus, the maximum score of the main GIA test is 100 points.

After completing the first part of the main GIA test, the student performs the second part. To do this, he receives tasks in the form of one open question.

## **3.4. *Content of the state exam:***

### ***Basic disciplines in the direction of training “Management”:***

- Theory of management organization;
- Strategic analysis
- Managerial economics;
- Management research Methodology;

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

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

## **4. *Methodological recommendations for the preparation and passing of the final state exam***

- .1. The main sections of disciplines and recommended literature.

## COURSE "MANAGERIAL ECONOMICS"

### Topic 1. Introduction

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

### Section 1. Consumer behavior theory and market demand

#### Topic 2. Consumer preferences and choices

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

#### Topic 3. Quantitative analysis of demand

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

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

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

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

#### Topic 5. The firm in the

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

#### Topic 6. Analysis of production and costs

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

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

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

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

#### Topic 8. Risk and uncertainty analysis

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

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

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

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

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

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

### **Main sources:**

1. Managerial economics: textbook and workshop for universities / E. V. Ponomarenko [et al.] ; under the general editorship of E. V. Ponomarenko, V. A. Isaev. — Moscow : Yurayt Publishing House, 2023. — 216 p. — (Higher education). — ISBN 978-5-534-02846-1. — URL: <https://urait.ru/bcode/511093>
2. Economics for managers: textbook. In 2 books. /edited by A.A. Porokhovskiy, I.M. Tenyakov/ - M: Book-Memoir, 2022.
3. Tretyakova, E. A. Managerial economics: textbook and workshop for universities / E. A. Tretyakova. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2023. - 351 p. — (Higher education). — ISBN 978-5-534-14594-6. —URL: <https://urait.ru/bcode/515673>
4. Managerial Economics: A textbook. Magistracy. //G.V.Golikova, D.S.Petrov, I.V.Trushina, etc. - M.: SIC INFRA-M, 2018.
5. Project management methodologies: Agile and Scrum [Text/electronic resource] : Textbook / Yu.D. Ageev [et al.]. - Electronic text data. - Moscow : Aspect Press, 2022.

#### **Additional sources:**

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

#### **Electronic versions of publications on the subject of the course:**

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

### **COURSE «MANAGEMENT RESEARCH METHODOLOGY»**

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

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

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

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

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

#### **Recommended literature:**

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

## **COURSE «ORGANIZATION THEORY»**

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

*Topic 1. Theory of organization as a science, COURSE and applied branch of knowledge. The relationship between management theory and organization theory. Management theory and organization theory in the system of sciences. The essence of management and the category of "organization" in the modern sense. Object, subject, tasks of the theory of organization. Basic concepts (categorical apparatus). The connection of the theory of organization with other sciences. Organizations as systems: open and closed (organizational aspect). Organizational subsystems (organizational and structural aspect). The organization's parameters are structural and contextual. External and internal environment of the organization. Evolution of the theory of organization as a science. Contribution of various scientists to the development of the theory of organization.*

### *Topic 2. Types of organizational structures.*

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

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

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

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

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

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

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

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

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

### *Topic 6. Designing organizations for the international environment.*

*Motivation for global expansion. Stages of international development. Global expansion through international strategic alliances. The structure of the organization corresponding to the global strategy. A model of global and local capabilities. International divisions. Global product-*



*divisional structure. Global regional-divisional structure. Global matrix structure. Creating global opportunities. Global organizational problems. Mechanisms of global coordination. Cultural differences in coordination and control. National value systems. Three national approaches to coordination and control. The transnational model of the organization.*

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

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

*Section 4. Efficiency of modern organizations.*

*Topic 8. Ethics and corporate social responsibility of business.*

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

*Topic 9. Approaches to determining organizational effectiveness.*

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

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

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

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

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

*Topic 11. Changing the organizational structure and organizational systems.*

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

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

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

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

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

*Psychological differences between individuals and their impact on professional activity. Values, attitudes and attitudes, theories of personality and personal development. Sources and main types of values. The components of the relationship, the relationship between them and their impact on the behavior of the individual. Personality development and basic theories of personality: Psychoanalysis Z. Freud and C. Jung and their followers, the theory of characteristic features of G. Allport and R. Cattell, the humanistic theory of A. Maslow and K. Rogers, the theory of social assimilation ("learning") of B. Skinner. Specific personality traits that affect the direct attitude to*

*work: the level of self-control, authoritarianism and dogmatism, the style of problem solving, the level of Machiavellianism, type A and type B personality, tolerance for uncertainty. Managing individual differences. Basic psychological portraits and types of temperament. The scale of I. Myers and K. Briggs. D. Keirsey's works and his four types of temperament. Socionics and basic personality models by type of energy-informational metabolism.*

*Section 7. Managing organizational behavior at the group level.*

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

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

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

#### **Recommended reading:**

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

## **COURSE «STRATEGIC ANALYSIS»**

### **SECTION 1. INTRODUCTION TO "MODERN STRATEGIC ANALYSIS"**

#### **Topic 1. Theoretical problems of competition and modern strategic analysis**

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

#### **Topic 2. International economic integration and problems of strategic analysis**

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

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

## SECTION II. METHODOLOGY OF STRATEGIC ANALYSIS

### Topic 3. General methodological issues of strategic competitive analysis

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

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

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

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

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

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

## Section III TOOLS FOR STRATEGIC ANALYSIS OF MODERN BUSINESS

### Topic 5. Industry and competitive analysis

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

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

### Topic 6. Resource analysis and competencies

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

### Topic 7. Sources of competitive advantage

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

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

Competitive advantages based on sensitivity to change and innovation.

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

## Section IV STRATEGIC ALTERNATIVES AND STRATEGY FORMULATION

#### Topic 8. Approaches to development and strategy selection process

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

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

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

#### Topic 9. Current trends in strategic management

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

### Recommended reading

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

## COURSE «FINANCE ORGANIZATION»

#### Topic 1 .Fundamental concepts of financial management

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

#### Topic 2. Short-term financial solutions

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

### Topic 3. Capital investment planning

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

### Topic 4. Sources of corporate financing

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

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

### Topic 5. Dividend policy

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

### Topic 6. Financial planning and forecasting

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

### Recommended reading

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

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

### "International Marketing in English language"

#### The variable part

#### COURSE «MARKETING METRICS»

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

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

Indicators of macro, meso and micro environments.

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

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

Topic 2. Evaluation of the efficiency of the enterprise

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

Topic 3. Indicators characterizing the financial and economic situation

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

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

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

Topic 4. Indicators characterizing commodity production.

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

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

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

Topic 5. Indicators of the distribution system.

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

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

Topic 6. Indicators and evaluation of communication with the client

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

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

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

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

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

The composition of market activity indicators and their sources.

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

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

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

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

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

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

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

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

Topic 9. Evaluation of the effectiveness of marketing activities.

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

Methods of making estimates: fixed and flexible estimates.

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

Topic 10. WEB metrics.

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

**Recommended reading:**

*a) Main sources*

1. Yampolskaya, D. O. Pilipenko A.I. Marketing analysis: technology and methods of conducting: textbook and workshop for undergraduate and graduate studies / 2nd ed., reprint. and additional - M.: Yurayt Publishing House, 2018. — 342 p. — (Series: Bachelor and Master. Academic course).
2. Marr Bernard. Key performance indicators. 75 indicators that every manager should know [Text/electronic resource] = Key performace indicators. The 75 measures every manager needs to know / B. Marr; Translated from the English by A.V. Shavrin. - 4th ed.; Electronic text data. - M.: Laboratory of Knowledge, 2019. - 340 p. : ill. - ISBN 978-5-00101-102-6 : 495.00.
3. Lukyanova E. A. Statistical methods of analysis: textbook / E.A. Lukyanova, E.M. Shimkevich. - Electronic text data. - Moscow: RUDN, 2020. - 117 p.: ill.
4. Statistics: Textbook for academic baccalaureate / I.I. Eliseeva [et al.]; Edited by I.I.Eliseeva. - 5th ed., reprint. and additional - M.: Yurayt, 2019. - 572 p. - (Bachelor. Academic course). - ISBN 978-5-534-10130-0 : 1299.00.
5. Gavrilov L. P. E-commerce : Textbook and workshop for bachelor's and Master's degree / L.P. Gavrilov. - Moscow: Yurayt, 2017. - 363 p. : ill. - (Bachelor and Master. Academic course). - ISBN 978-5-534-01174-6 : 859.00.

*б) Additional sources*

1. Kotler F. Marketing management. Express course : translated from English / F. Kotler, K. Keller. - 6th ed. . - St. Petersburg : Peter, 2019. - 448 p. : ill. - (Classical foreign textbook).
2. Pilipenko A.I. Commodity market conjuncture: Analysis and forecasting in MS Excel. Textbook for bachelors – Moscow: RUDN, 2018.
3. Chernysheva A.M. Benchmarking [Text/electronic resource] : Educational and methodical manual / A.M. Chernysheva. - Electronic text data. - Moscow : RUDN Publishing House, 2019. - 52 p. : ill. - ISBN 978-5-209-09164-6 : 50.67.
4. Chernysheva A.M. Industrial (B2B) marketing : textbook and workshop for undergraduate and graduate studies / A.M. Chernysheva, T.N. Yakubova. - M. : Yurayt, 2018. - 433 p. - (Bachelor and Master. Academic course).
5. Trout Jack. Positioning: the Battle for minds : translated from English / D. Trout, E. Rice. - New edition - St. Petersburg : St. Petersburg, 2018. - 313 p. : ill. - (Business bestseller).
6. Porter Michael. Competitive strategy. Methodology for analyzing industries and competitors = Competitive Strategy. Techniques for Analyzing Industries and Competitors / M. Porter ; Scientific ed. O. Nizhelskaya; Per. I. Minervin. - 7th ed. - M. : Alpina Publisher, 2019. - 453 p..

**COURSE «MARKETING AUDIT»**

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



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

Topic 2. Audit of the marketing environment

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

Topic 3. Audit of marketing strategy

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

Topic 4. Audit of the marketing organization.

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

Topic 5. Audit of the effectiveness of marketing systems.

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

Topic 6. Audit of marketing functions.

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

Topic 7. Revision of marketing.

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

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

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

Topic 9. Technology and organization of marketing audit

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

Topic 10. The process of conducting a marketing audit

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

### **Recommended reading:**

#### *a) Main sources:*

1. Marketing management [Text] : Textbook and workshop for undergraduate and graduate studies / I.V. Lipsits [et al.]; Edited by I.V. Lipsits, O.K. Oiner. - M. : Yurayt, 2018. - 379 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-01165-4 : 889.00.
2. Eliferov Vitaly Gennadievich. Business processes: regulation and management: textbook / V.G. Eliferov, V.V. Repin. - Moscow : INFRA-M, 2020. - 319 p.: ill.
3. Vasilyeva L. S. Business analysis and evaluation [Text/electronic resource]: An educational and methodological guide for students studying in the direction of 38.04.01 "Economics", specialization "Accounting, internal control and audit" / L.S. Vasilyeva, M.V. Petrovskaya. - Electronic text data. - Moscow : RUDN Publishing House, 2017. - 67 p. - ISBN 978-5-209-08040-4 : 57.17.

4. Chernov Alexey Viktorovich. Quality management: textbook / A.V. Chernov, V.A. Chernova. - Electronic text data. - Moscow : RUDN, 2020. - 72 p. : ill.
5. International Accounting and Auditing standards: Practical application in the digital economy : a collection of articles of the International Scientific and Practical Conference. Moscow, February 25, 2021 / edited by M.V. Petrovskaya, G.D. Amanova. - Electronic text data. - Moscow : RUDN, 2021. - 567 p. : il.

6) Additional sources:

1. Zavgorodnyaya A.V. Marketing planning [Text] : Textbook for undergraduate and graduate studies / A.V. Zavgorodnyaya, D.O. Yampolskaya. - 2nd ed., reprint. and additional - M. : Yurayt, 2021. - 340 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-06590-9 : 809.00.
2. Yampolskaya, D. O. Pilipenko A.I. Marketing analysis: technology and methods of conducting: textbook and workshop for bachelor's and master's degree / 2nd ed., reprint. and additional - M.: Yurayt Publishing House, 2022. — 342 p. — (Series: Bachelor and Master. Academic course).
3. Moshlyak Gabrielle Alekseevna. Modern strategic analysis: Higher education : textbook / G.A. Moshlyak ; Edited by V.M.Filippov. - Electronic text data. - M. : RUDN, 2022. - 108 p. : ill.
4. Porter Michael. Competitive strategy. Methodology for analyzing industries and competitors = Competitive Strategy. Techniques for Analyzing Industries and Competitors / M. Porter ; Scientific ed. O. Nizhelskaya; Per. I. Minervin. - 7th ed. - M. : Alpina Publisher, 2019. - 453 p.

## **COURSE «MARKETING MANAGEMENT IN INTERNATIONAL COMPANIES»**

### Topic 1. The role of marketing in company management

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

### Topic 2. Environment and conditions of effective marketing activity

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

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

### Topic 3. The company's product policy

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

### Topic 4. Product assortment management

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

### Topic 5. Pricing policy of the company.

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

#### Topic 6. Sales management

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

#### Topic 7. Marketing logistics

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

#### Topic 8. Sales service management

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

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

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

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

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

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

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

#### Topic 12. Organization of marketing at the company

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

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

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

Criteria for evaluating elements of the marketing mix. P&L report by products, by customers  
Sales volume: Sell-in analysis by products, analysis by customers; Sell-out, ratings. Product

profitability: margin profit, direct profit. Return on Sales (ROS) and return on investment (ROI). Profitability of the buyer

**Recommended reading:**

*a) Main sources:*

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

*b) Additional sources*

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

**COURSE «INTEGRATED MARKETING COMMUNICATIONS»**

**Topic 1. Basic concepts of marketing communications**

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

**Topic 2. Marketing and advertising in the company**

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

**Topic 3. Strategic planning of marketing communications**

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

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

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

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

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

Topic 6. Advertising is a key tool of marketing communications

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

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

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

Topic 8. Advertising media – television advertising and radio advertising

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

Topic 9. Other marketing communication tools

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

Topic 10. Sales promotion

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

Topic 11. Promotion of the sales network

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

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

Topic 12. Public relations (pr)

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

Topic 13. Basics of Media planning and budgeting

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

Topic 14. Communication research

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

Topic 15. Advertising Service Providers

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

Topic 16. Personal sales

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

Topic 17. Corporate identity of the company

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

Topic 18. Effective solutions in the field of communications

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

### **Recommended reading:**

#### *a) Main sources:*

1. Romat E. V. Marketing communications : textbook for universities. The third generation standard / E.V. Romat, D.V. Senderov. - St. Petersburg : St. Petersburg, 2018, 2020. - - 496 p. - (Textbook for universities).
2. Chernysheva A.M. Industrial (B2B) marketing [Text] : Textbook and workshop for undergraduate and graduate studies / A.M. Chernysheva, T.N. Yakubova. - M. : Yurayt, 2018. - 433 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-00628-5 : 1009.00.

3. Musician Valery Leonidovich. Fundamentals of integrated communications. Theory and Modern Practices = Principles of Integrated Communications Theory and Modern Practice : textbook and workshop for academic undergraduate. Part 2 : SMM, M&A market / V.L. Musician. - M. : Yurayt, 2019. - 384 p. : ill. - (Academic course).

6) Additional sources:

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

### **COURSE «DIGITAL MARKETING»**

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

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

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

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

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

#### **Recommended reading:**

a). Main sources:

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

6). Additional sources:

1. Digital Finance 2020 = Digital Finance 2020 (DF2020) : collection of articles of the International Scientific and Practical Conference. Moscow, RUDN, February 7, 2020 - Electronic text data. - Moscow : RUDN, 2020. - 364 p. : il.
2. Marketing management [Text] : Textbook and workshop for undergraduate and graduate studies / I.V. Lipsits [et al.]; Edited by I.V. Lipsits, O.K. Oiner. - M. : Yurayt, 2018. - 379 p. - (Bachelor and master. Academic course). - ISBN 978-5-534-01165-4 : 889.00.
3. Musician Valery Leonidovich. Fundamentals of integrated communications. Theory and Modern Practices = Principles of Integrated Communications Theory and Modern Practice : textbook and workshop for academic undergraduate. Part 2 : SMM, M&A market / V.L. Musician. - M. : Yurayt, 2019. - 384 p. : ill. - (Academic course).

4. Evstafyev V.A. Organization and practice of an advertising agency [Electronic resource] : Textbook for bachelors / V.A. Evstafyev, A.V. Molin. - M. : Dashkov and K, 2016. - 512 p. - ISBN 978-5-394-02549-5.
5. Danilyuk A.Ya. The concept of the basic model of digital economy competencies / A.Ya. Danilyuk, A.M. Kondakov. - Electronic text data. - M. : RUDN, 2018. - 68 p..

## **COURSE «INTERNATIONAL MARKETING STRATEGIES»**

### Topic 1. International marketing: basic definitions

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

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

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

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

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

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

### Topic 4. Global marketing environment

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

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

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

### Topic 6. Organization and methods of international marketing research

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

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

The problem of choosing ways for a company to enter international markets, depending on the stages of internationalization of the company: export, contract, investment strategies. Matrix of the choice of ways to enter international markets. Forms of organization of international activities of companies. Forms of international cooperation in the field of innovative entrepreneurship. The

international market as an object of segmentation. Criteria and signs of segmentation of international markets. Stages of choosing an external market. Assessment of the competitive potential of international markets: the main factors of attractiveness. Marketing analysis according to the product/country scheme.

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

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

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

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

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

### **Recommended reading:**

#### *a) Main sources:*

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

#### *6). Additional sources*

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



OP HE in the field of training / specialty, with the requirements of the corresponding OS in the RUDN.

**FINAL STATE EXAM**  
**(state examination commission name)**

<b>№ п/ п</b>	<b>Name</b>	<b>Test part max 50</b>	<b>Cases  max 50</b>	<b>Total grade  max 100</b>

Общая трудоемкость госэкзамена – соответствует 3 кредитам – 100 баллов. По 50 баллов можно заработать на тестовой части госэкзамена и на ответах по производственным ситуационным задачам (кейсам).

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

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

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

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

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

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

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

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

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

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

### Criteria for evaluating practical situations (cases)

Оценка	Указания к оцениванию
Excellent 43-50	<p>Excellent command of terminology.</p> <p>Excellent understanding of the task.</p> <p>Excellent analysis of each of the alternative points of view.</p> <p>Excellent understanding of nuances, cause-and-effect relationships.</p> <p>The answers to the questions of the assignment were received, well-reasoned.</p> <p>A high degree of independence, originality in the presentation of the material: the manner of presentation, vocabulary, metaphor.</p> <p>The answer is clearly structured and built in a given logic.</p> <p>The parts of the answer are logically interconnected.</p>
Good 35-42	<p>Good command of terminology.</p> <p>Good understanding of the task.</p> <p>Attempts to analyze alternative options, but with some errors and omissions.</p> <p>Good understanding of nuances, cause-and-effect relationships.</p> <p>The answers to the questions posed by the task have been received, but they are not sufficiently reasoned.</p> <p>A sufficient degree of independence and originality in the presentation of the material is demonstrated.</p> <p>The answer is sufficiently structured and built in a given logic without violating the general meaning.</p> <p>The parts of the answer are logically interconnected.</p>
Satisfactory 25-35	<p>Limited knowledge of terminology.</p> <p>Insufficient understanding of the task.</p> <p>Weak attempts have been made to analyze alternative options.</p> <p>Poor understanding of nuances, cause-and-effect relationships.</p> <p>The answers to the questions of the task have been received, the arguments are not clear, there is no own point of view, or it is poorly reasoned.</p> <p>The answer is about half of the common words.</p> <p>The answer is poorly structured, the set logic is broken.</p>
Unsatisfactory 0-24	<p>Poor command of terminology.</p> <p>Poor understanding of the task at all is a complete misunderstanding.</p> <p>The understanding of nuances, cause-and-effect relationships is very weak or complete</p>

	<p>misunderstanding.</p> <p>Complete lack of analysis of alternative ways to solve the problem.</p> <p>The answers to the questions have not been received, there is no argumentation of the stated point of view, there is no own position.</p> <p>The response is not structured, the specified logic is violated.</p>
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*Assessment scale for the interdisciplinary state exam:*

Levels of competence formation	Meaningful description of the level	The main signs of the allocation of the level (criteria for assessing the formation)	% of demonstration of competence formation
Elevated	Creative activity	Includes a lower level. The ability to independently make a decision, solve a problem / problem of a theoretical or applied nature based on the studied methods, techniques, technologies.	86-100
Basic	The application of knowledge and skills in broader contexts of educational and professional activities, rather than by model, with a greater degree of independence and initiative	Includes a lower level. The ability to collect, systematize, analyze and competently use information from independently found theoretical sources and illustrate theoretical positions with them or justify the practice of application.	69-85,9
Satisfactory (sufficient)	Reproductive activity	Presentation of theoretically and practically controlled material within the course objectives	51-68,9
Insufficient	No signs of a satisfactory level		Менее 51

## TYPICAL PRACTICAL TASKS (CASES)

**1). A Russian ice cream company wants to bring a new brand to the Chinese market. It is known that China has a positive attitude towards Russian chocolate and sweets. The manufacturer assumes that this will help him in entering the market.**

- 1). What international marketing strategies do you know
- 2). Suggest your strategy for bringing the product to the FMCG market. Give the rationale for your choice
- 3). What environmental conditions should a company study in order to conclude about the attractiveness of the Chinese market. Give some indicators.

**2). You need to assess the situation of the passenger car market in Greece. For this:**

- 1). Give a detailed definition of what market conditions are
- 2). What indicators will you include in the assessment of the car market in Greece?
- 3). What goals can a company that asks a consulting agency to evaluate the Greek market have?

**3). The company conducted an advertising campaign. The results are presented below:**

**Period - 1 month (April 1 – April 30, 2019)**

**Channels – BTL (promo)**

**Budget: 470,000 rubles.**

**Sales – Jan. – March 2019 – 1,234,567 pieces.**

**Sales in May – 407,000 pieces.**

**Sales April – 437,000 pieces.**

**The selling price for 1 piece is 35 rubles.**

**The cost of 1 piece is 23 rubles.**

- 1). What goals were pursued by the above-mentioned advertising company
- 2). Was this advertising company effective? Justify your answer.
- 3). Name three reasons why an advertising company may be unsuccessful

**4).The company produces a brand D of a certain type of product. The marketer explores the popularity of the competitor brands of his company. Below are the results of the study.**

Product brand A B C D E F G H I

Level of awareness, % 56 67 40 56 38 70 61 12 40

Rank, score 1

- 1). What rank will mark D have?
- 2). Give the sequence of this study
- 3). Give an interpretation of the result of this study.

**5). The company produces and sells the brand of vegetable milk "A". The product is new on the market, but meets the needs of buyers who lead a healthy lifestyle.**

- 1) Specify the priority goals of advertising vegetable milk "A"
- 2) What are the types of briefings that may appear in the marketing department when developing an advertising campaign for this product (brief for what works)?
- 3) What are the reasons for the possible inefficiency of advertising this product.

**6). The company has commissioned a consulting agency to develop its corporate strategy. Based on the methods of the Boston Matrix and the product-market matrix by I. Ansof, a business diversification strategy was recommended.**

- 1) Specify the features of the application of the Boston matrix and the I. Ansof product-market matrix, the advantages and disadvantages of each of them.
- 2) What are the types, prerequisites and risks of a corporate diversification strategy (brief for which works)?
- 3) Which option (type) of diversification would be more appropriate in the current global economic depression due to the coronavirus pandemic.

**7). The Board of Directors of Company N held a discussion of the company's marketing budget for the next year. It was decided to postpone the discussion and make calculations based on 3 main alternative methods of forming a marketing budget.**

- 1) Specify the features of the 3 main methods of forming a marketing budget, the advantages and disadvantages of each of them
- 2) Justify the choice of a specific method out of 3, taking into account that the company belongs to the FMCG business and sales fell by 4% over the year?
- 3) Taking into account the drop in sales, which of the marketing directions - ATL or BTL, would it be advisable to use when implementing the marketing budget?

**8). The company ordered the agency by conducting marketing research, the market overview, which seeks to quickly increase sales.**

- 1) Specify the main types of marketing research, their main features
- 2) Justify the choice of specific types of marketing research when implementing an order, taking into account that the ice cream market has become the object of research?
- 3) When presenting the results of the study, comments were made that field research methods were used too little. Why is this a serious remark, and what types of field studies of the ice cream market could be carried out quickly enough.

**9). Many experts assess the current situation in the global economy as turbulent and capable of causing drastic changes for many companies. What does it matter for the international marketing of Russian companies**

- 1) Specify the main elements (subsystems) of the global marketing environment
- 2) Which of these elements (subsystems) change most rapidly and unpredictably and why?
- 3) For which industries and types of business in Russia do these changes in the practice of international marketing have the character of "potential development opportunities" and strengthening positions in world markets?

**10). One of the important trends of the modern economy has become a great attention to environmental protection, the so-called "green marketing". What opportunities and risks does this create for Russian companies?**

- 1) What are the main types of "green marketing"?
- 2) What adjustments in product strategy, promotion strategy and branding should Russian companies implement?
- 3) Your recommendations on rebranding a Russian company engaged in the production and sale of food products abroad, taking into account the requirements "green marketing"

**6. Requirements for the final qualifying work**

- 6.1. A student who has passed the state exam is allowed to defend the WRC. The defense of the WRC is conducted at an open meeting of the Examination commission (EC).
- The state final certification is conducted in the form of an oral presentation of the WRC, followed by oral answers to questions from EC members in accordance with the University's Regulations on the WRC. The report and/or answers to the questions of EC members may be in a foreign language.
- 6.2. As part of the defense of the master's thesis, the degree of development of graduates of the following competencies is checked:
  - UC-1. He is able to search, critically analyze problem situations based on a systematic approach, and develop a strategy of actions.
  - UC-2. Able to manage the project at all stages of its life cycle.
  - UC-3. He is able to organize and manage the work of the team, developing a team strategy to achieve the goal.
  - UC-4. Able to apply modern communication technologies in the state language of the Russian Federation and foreign language(s) for academic and professional interaction.
  - UC-5. Able to analyze and take into account the diversity of cultures in the process of intercultural interaction.

- – UC-6. He is able to determine and implement the priorities of his own activities and ways to improve it based on self-assessment.
- – UC-7. Capable of:
  - □ search for the necessary sources of information and data, perceive, analyze, memorize and transmit information using digital means, as well as using algorithms when working with data obtained from various sources in order to effectively use the information obtained to solve problems;
  - to evaluate information, its reliability, to build logical conclusions based on incoming information and data.
- – GPC-1 is able to solve professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices.
- – GPC-2 is able to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving management and research tasks.
- – GPC-3 is able to independently make sound organizational and managerial decisions, evaluate their operational and organizational effectiveness and social significance, and ensure their implementation in a complex (including cross-cultural) and dynamic environment.
- – GPC-4 is able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and evaluate new market opportunities, develop strategies for creating and developing innovative activities and corresponding business models of organizations.
- – GPC-5 is able to generalize and critically evaluate scientific research in management and related fields, to carry out research projects.
- – GPC-6. He is able to critically evaluate the possibilities of digital technologies for solving professional tasks, work with digital data, evaluate their sources and relevance.
- – PC-1 is capable of conducting marketing research taking into account the influence of the international marketing environment using the tools of a modified marketing package of the corresponding.
- – PC-2 is capable of developing and implementing innovative goods and intangible assets and managing them in the company's international markets.
- – PC-3 is capable of developing, implementing and improving pricing strategies in international markets.
- – PC-4 is capable of developing, implementing and improving the distribution system and sales policy in international markets.
- – PC-5 is capable of developing, implementing and improving the marketing communications system of an international company.
- – PC-6 is capable of managing the marketing activities of an international company
- – PC-7 is capable of planning and controlling the marketing activities of an international company.

**List of sample topics of master's theses:**

1. Development of an international marketing program for an industrial holding.
2. Development of a marketing program for enterprise development Business
3. restructuring based on the marketing concept.
4. Marketing management of an innovative company.
5. Marketing management of a trading company.
6. Organization of marketing of public organizations (NGOs).
7. Development of a program for working with the company's consumers.
8. Development of a program for the implementation of an electronic CRM system in the company
9. Restructuring of the customer service system based on the personalization of marketing solutions.

10. Improving the efficiency of marketing of industrial services.
11. Implementation of marketing policy in the service industry.
12. Formation of the insurance services marketing program.
13. Organization of marketing of investment goods.
14. Management of the bank 's branch network based on marketing strategies
15. .Development of a small enterprise marketing package.
16. Creation of a marketing services company.
17. Organization and planning of marketing of information services.
18. Organization of direct marketing in the industrial market.
19. Organization of Internet marketing of an information product.
20. Development of a marketing justification for an e-commerce system.
21. Development of an online store marketing program.
22. Organization of cooperation during marketing campaigns.
23. Management of product promotion in foreign markets.
24. Development of a marketing strategy for entering foreign markets.
25. Organization of a marketing services company.
26. Formation of an intra-organizational marketing system.
27. Development of a product promotion campaign.
28. Organization of interaction with competitors in the development and sale of products.
29. Formation of strategy and tactics of competition.
30. Development of a system of methods and forms of non-price competition.
31. Development of methods and forms of price competition.
32. Investment planning based on marketing research.
33. Formation and maintenance of a bank of marketing information.
34. Development of the company's marketing information system.
35. Forecasting demand, structure and sales volume of products.
36. Organization of market monitoring.
37. Organization of marketing testing of new products.
38. Organizing and conducting panel market research.
39. Development of a program for conducting marketing experiments.
40. Organization of a research service in an advertising agency.
41. Managing the development of a new product and its promotion strategy on the market.
42. Product assortment management.
43. Formation of the brand policy of the company.
44. Organization of marketing expertise of consumer products.
45. Ensuring the competitiveness of the company's product offer.
46. Formation of the company's pricing policy.
47. Development of the pricing policy of the service sector enterprise.
48. Development of pricing policy for new industrial goods.
49. Development of a pricing system for new products.
50. Formation and development of a product sales network.
51. Planning of wholesale and retail turnover.
52. Optimization of commercial logistics systems.
53. Optimization of the organization and execution of the order for goods and services in the retail / wholesale trade network.
54. Development of a retail complex of a trading company.
55. Organization of vertical product sales networks.



56. Organization of logistics processes in the trade and procurement network.
57. Organization of logistics processes in the transport and procurement network of retail / wholesale trade.
58. Development of the company's marketing communications program
59. Development of a product promotion program.
60. Development of a comprehensive sales promotion system.
61. Organization and planning of an advertising campaign.
62. Creation of a system for monitoring and forecasting the effectiveness of advertising.
63. Development of an advertising plan to introduce a new product/brand to the market.
64. Development of an advertising program for a product / service.
65. Organization of promotion in social networks.
66. Development of the company's marketing public relations program.
67. Development of the company's exhibition activity program.
68. Formation of a corporate brand.
69. Development of a program for working with reference groups of the target market.
70. Formation of the information field of sales of a new product.
71. Direct mail organization for the promotion of industrial products.
72. Formation of a personal sales system.
73. Formation of a product sales promotion system.
74. Development of methods and organizational forms of marketing audit in the company.
75. Planning of the "event" marketing system
76. Development of promotion systems based on neuromarketing
77. The use of digital marketing methods in the promotion of the company in the market.

### **Examples of the names of the topics of final qualifying works**

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

16. Development of the brand development program of the Russian Classical University by example ...
17. Development of a rebranding program for a service company
18. (on the example of ...)
19. Development of the program of participation in the exhibition as an effective communication channel in the industrial market (on the example of ...)
20. Formation of a comprehensive brand promotion program in the sporting goods market in Russia (on the example of the brand ...)
21. Formation of a program of promotions of confectionery products on the German market (for example ...)
- 22.** Development of a digital marketing program to promote the company in a digital environment.

6.4. The tasks that the student must solve in the process of completing the final work are determined by the chosen topic of the master's thesis. In addition, completeness, elements of scientific novelty, compliance with the deadlines for providing materials to the scientific supervisor must be observed.

6.5. The stages of completion of the final qualifying work (WRC), the conditions for admission of the student to the defense procedure, the requirements for the structure, volume, content and design, as well as the list of mandatory and recommended documents submitted for defense, are specified in the guidelines approved in accordance with the established procedure:

- in THE REGULATIONS on the graduation work of a graduate of the Peoples' Friendship University of Russia, Rector's Order No. 878 of November 30, 2016;

- in the REGULATION on the procedure for automated computer verification of coursework, final qualifying papers, theses, master's theses and interpretation of the results to the percentage of the degree of originality in the "Anti-Plagiarism.RUDN", Appendix to the Rector's Order No. 243 dated April 14, 2014;

- in the Rector's Order No. 8 dated January 15, 2015 on improving the efficiency of work with the Anti-Plagiarism system.RUDN" and amendments to clause 3.1 of the Regulations on the procedure for automated computer verification of term papers, Final qualifying papers, theses, master's theses and interpretation of the results to the percentage of the degree of originality in the "Antiplagiat.RUDN".

- in the "Procedure for the final state certification of students in higher education programs – bachelor's degree programs, specialty programs and master's degree programs at the Peoples' Friendship University of Russia (new edition)" (Rector's order of 13.10.2016, No. 790).

## **6.6 Evaluation tools**

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

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

## ASSESSMENT SHEET FOR THE FINAL QUALIFYING WORK DEFENCE

№ п/п	Student name	Protection language (specify) (10 points)	Content and design of the work (45 points):				The content of the review of the supervisor / reviewer 15 points	Student's report 15 points	Student's answers to questions 15 points	Total 100 points	Grade
			Independence of the author when writing the thesis 10 points	Validity and consistency of the structure of the work and conclusions	Literacy of the presentation of the material 10 points	Availability and quality of illustrative material 5 points					
1.											

Full name of the commission member: \_\_\_\_\_

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

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

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

**Faculty of Economics**

**Marketing dept.**

«APPROVED»

Head of the Department of Management

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

\_\_\_\_\_  
(signature)

« \_\_\_\_ » \_\_\_\_\_ 20\_\_  
r.

**TASK AND CALENDAR PLAN**

on the completion of the master's final qualification work

in the direction of

38.04.02. "Management"

specialization "International marketing in English language"

6th year student of the EUM-601 group\_

\_\_\_\_\_  
(full name.)

Thesis topic « \_\_\_\_\_ »

1. The deadline for the student to complete the completed work\_

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

In the introduction -

\_\_\_\_\_  
Due date: April 30, 20\_\_ \_\_\_\_\_

Chapter

1. \_\_\_\_\_

\_\_\_\_\_  
Due date: May 25, 20\_\_ \_\_\_\_\_

Chapter

2. \_\_\_\_\_

\_\_\_\_\_

3. Due date: December 15, 20\_\_ \_\_\_\_\_

4. Section

3. \_\_\_\_\_

5. \_\_\_\_\_

\_\_\_\_\_

6. Due date: April 30, 20\_\_ \_\_\_\_\_

7. In conclusion -

\_\_\_\_\_ Due date:

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

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

10. Main recommended literature:

Supervisor

The task was accepted for execution

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

\_\_\_\_\_  
(Student's full name)

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(signature)

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

**1). Conclusion on the verification of the WRC in the system "Antiplagiat.RUDN"**

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

**Faculty of Economics  
Marketing dept.**

**CONCLUSION**

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

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

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Head of the final qualification work

" \_\_\_\_ " \_\_\_\_\_ 20\_\_ G.

Head of the Department, Candidate of Economics, Professor

" \_\_\_\_ " \_\_\_\_\_ 20\_\_ G.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

practical value and significance of conclusions and recommendations.

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

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

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

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

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

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

**Developer, Program Manager**

Ph.D. in Economics, Associate Professor of Marketing \_\_\_\_\_ S.U.Chernikov  
position, department name signature initials, surname

**Head of the Department**

marketing \_\_\_\_\_ A.M. Zobov  
name of the department signature initials, surname