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

(name of the main educational unit (OUP)-developer of the EP HE)

## **COURSE WORKING PROGRAM**

### **Managerial Decision Making**

(name of the discipline/module)

**Recommended by the MSS for the direction of training/specialty:**

### **38.04.02 «Management»**

(code and name of the training area/specialty)

**The development of the discipline is carried out within the framework of the implementation of the main professional educational program of higher education (EP HE):**

### **International marketing and business**

(name (profile/specialization) of the EP HE)

## 1. COURSE GOALS

The purpose of studying the course "Methods of managerial decision-making" is the formation of theoretical knowledge and practical skills among bachelors on issues related to managerial decision-making; teaching them basic mathematical concepts and decision-making methods in relation to solving problems of the most effective management of various organizational systems, taking into account the uncertainty of external circumstances and the limited internal capabilities of the managed object..

## 2. REQUIREMENTS FOR THE RESULTS OF MASTERING THE DISCIPLINE

The development of the discipline "Managerial Decision Making" is aimed at the formation of the following competencies (parts of competencies) in students:

Table 2.1. List of competencies formed by students during the development of the discipline (results of the development of the discipline)

Code	Competence	Competence achievement indicators (within this course)
UC-1	Able to search, critically analyze problem situations based on a systematic approach, develop an action strategy	UC-1.1 Analyzes the task, highlighting its basic components UC-1.2 Defines and ranks the information required to solve a given problem UC-1.3 Searches for information to solve the problem for various types of requests UC-1.4 Offers options for solving the problem, analyzes the possible consequences of their use UC-1.5 Analyzes the ways of solving problems of ideological, moral and personal character based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context
GPC-3	Able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness and social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment	GPC-3.1 Skills in the methods of making optimal management decisions in a dynamic business environment GPC-3.2 Makes informed organizational and managerial decisions GPC-3.3 Assesses the operational and organizational effectiveness and social significance of organizational and management decisions GPC-3.4 Provides the implementation of organizational and management decisions in a complex (including cross-cultural) and dynamic environment

Code	Competence	Competence achievement indicators (within this course)
GPC-5	Able to generalize and critically evaluate scientific research in management and related fields, carry out research projects	<p>GPC-5.1 Able to develop a plan for scientific research in the field of management based on the assessment and generalization of the results of scientific works of domestic and foreign scientists</p> <p>GPC-5.2 Uses modern methods, technologies and tools for collecting information, processing it and critically evaluating the results of scientific research in management</p> <p>GPC-5.3 Has the skills to generalize and formulate conclusions, develop recommendations based on the results of scientific research in the field of management</p> <p>GPC-5.4 Participates in the implementation of research projects in the field of management and related industries</p>
PC-7	Capable of planning and overseeing the marketing activities of an international company	<p>PC-7.1 Knows the stages of international strategic planning</p> <p>PC-7.2 Knows the criteria for determining key indicators used in planning the marketing activities of an enterprise at the international level</p> <p>PC-7.3 Knows how to form marketing plans</p> <p>PC-7.4 Is able to develop the main business processes of an enterprise related to marketing activities</p> <p>PC-7.5 Owns the methods of developing and implementing marketing programs</p> <p>PC-7.6 Owns the methods of making tactical and operational decisions in the management of the marketing activities of the enterprise</p>

### 3. THE PLACE OF DISCIPLINE IN THE STRUCTURE OF THE EP HE

The discipline "Managerial Decision Making" refers to the variable component formed by the participants of the educational relations of the block B1 of the EP HE.

Within the framework of the EP HE, students also master other disciplines and/or practices that contribute to achieving the planned results of mastering the discipline "Managerial Decision Making".

Table 3.1. List of EP HE components contributing to the achievement of the planned results of mastering the discipline

Code	Competence name	Previous courses	Next courses
UC-1	Able to search, critically analyze problem situations based on a systematic approach, develop an action strategy	Marketing Metrics Marketing management in international companies Strategic Analysis	

GPC-3	Able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness and social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment	Management Research Methodology Strategic Analysis	
GPC-5	Able to generalize and critically evaluate scientific research in management and related fields, carry out research projects	Consumer behaviour Strategic Analysis	
PC-7	Capable of planning and overseeing the marketing activities of an international company	Strategic Analysis	

\* - filled in according to the competence matrix and the SP EP HE

#### 4. SCOPE OF DISCIPLINE AND TYPES OF ACADEMIC WORK

The total labor intensity of the discipline "Managerial Decision Making" is 3 credits.

*Table 4.1. Types of educational work by periods of mastering the EP in for FULL-time education*

Type of educational work	Total	Semester			
		1	2	3	4
<i>Contact work, ac.h.</i>	108			108	
Lectures (LTR)	18			18	
Laboratory work (LR)					
Practical/seminar classes (SS)	18			18	
Independent work of students, ac.h.	45			45	
Control (exam / test with assessment), ac.h.	27			27	
<b>Total labor intensity of the discipline</b>	ак.ч.	<b>108</b>		<b>108</b>	
	зач.ед.	<b>3</b>		<b>3</b>	

#### 5. COURSE CONTENT

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

Course part topics	Work type
Решение в системе управления The concept and essence of management decisions. Typologies of management decisions. Requirements for management decisions. A set of elements of a manage-	LTR

<b>Course part topics</b>	<b>Work type</b>
<p>ment decision. Preparation, adoption and implementation of management decisions. Control over the implementation of the decision. The manager in the process of making and implementing the decision. Negative consequences of management decisions.</p>	
<p>Основы теории принятия решений Basic concepts and definitions of decision-making theory. Conditions for making a decision. The quality of the management decision. Conditions and factors determining the effectiveness of management decisions. Objective and subjective factors. Concepts, principles and paradigms of solution development. The concepts of "system", "rational solutions", "the best solution". A model of a problem situation. The task of analyzing the problem, the task of obtaining information, the task of modeling preferences, the task of choice, the task of evaluating the actual effectiveness of solutions.</p>	LTR, SS
<p>Процесс принятия управленческого решения Stages of the management process. The place of the decision in the management process. The structure of the management decision-making process. Stages and operations of the process of making and implementing a management decision. The sequence of management procedures in the adoption and implementation of management decisions. The order of the head's work in the development and implementation of management decisions. The general scheme of the manager's work in developing a solution and the organization of its implementation.</p>	LTR, SS
<p>Методы решения задач обоснования управленческих решений Methods of solving problems of substantiation of management decisions. Multi-criteria selection and evaluation systems. The structure of the evaluation system. Formation of a list of criteria. Determination of the comparative importance of criteria. Generalized criteria. Quantitative and qualitative expert assessments. Methods for solving the measurement problem. Methods of obtaining information for analyzing conditions and identifying the "mechanism of the situation". Methods of forming alternatives. Methods for solving the problem of evaluating alternatives. Methods of modeling preferences. Basic preference models.</p>	LTR, SS
<p>Методы принятия управленческих решений в условиях определенности Statement of the problem of substantiation of decisions in terms of cer-</p>	LTR, SS

Course part topics	Work type
<p>tainty. A model of the decision-making situation in terms of certainty. Technologies for solving problems by scalar criterion. Effective alternatives and technologies for finding them. Technologies for finding effective solutions, taking into account the relative importance of criteria. Technology for the implementation of basic methods for solving multi-criteria problems.</p>	
<p>Методы принятия управленческих решений в условиях неопределенности и риска The concept of uncertainty and risk. Analysis of the external environment and its impact on the implementation of alternative solutions. Organizational methods for reducing uncertainties. Components and sources of risks in management. Management risks in the adoption of SD. A model of the decision-making situation in conditions of uncertainty. Decision-making technologies in conditions of stochastic risk. Decision-making technologies in conditions of behavioral risk. Methods and technologies of decision-making in conditions of "natural" uncertainty.</p>	LTR, SS
<p>Реализация управленческих решений Organization of the implementation of the management decision. Development of an action plan. Setting tasks for subordinates, organizing interaction and comprehensive support for the implementation of a management decision. Control of the implementation of the management decision. Analysis of the results of the implementation of the management decision.</p>	LTR, SS
<p>Кадровые решения Features of personnel decision-making. Management decisions: on the formation of a personnel management system; on providing business with personnel; on hiring personnel; on the results of employee certification; building a system of personnel motivation, career planning and professional promotion; staff release.</p>	LTR, SS
<p>Методические основы автоматизации принятия Управленческих решений The concept of automation of management decision support. Types of management decisions and forms of their support. Classification of decision support systems. Organization of information support for management activities. The structure and main tasks of automated information and reference systems. Database design technology. Organization of computational support for management activities. Organization of intellectual support of management activities. Organizational basis for the development and application of expert systems. Methods of</p>	LTR, SS

Course part topics	Work type
intellectualization of automated information systems	
	SS

\* - it is filled in only by full-time study: LTR – lectures; LR – laboratory work; SS - seminars.

## 6. MATERIAL AND TECHNICAL SUPPORT OF THE DISCIPLINE

*Table 6.1. Material and technical support of the discipline*

Audience type	Equipping the audience	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
Lecture hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations. Audience 340	Multimedia Projector Casio XJ-F100W Wall Screen Digis Dsem-1105
Computer class	A computer classroom for conducting classes, group and individual consultations, ongoing monitoring and intermediate certification, equipped with personal computers (in the amount of _21_ pcs.), a blackboard (screen) and multimedia presentation technical means. Audience 27, 29	Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio Monoblock, 21" Casio XJ-V 100W Multimedia Projector monitor, Motorized Digis Electra 200*150 Dsem-4303 Screen
For independent work of students	An auditorium for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIOS.	Library Hall

\* - the audience for independent work of students must be specified!!

## 7. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL SUPPORT OF THE DISCIPLINE

### *Basic literature*

- 1) Lynn Stout. 2012. *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*. San Francisco, CA: Berrett-Koehler Publishers.
- 2) Nutt, Paul C., and David C. Wilson, eds. *Handbook of Decision Making*. Hoboken, NJ: Wiley, 2010.
- 3) Mark Kosciński, 2021, *Decision Making Essentials You Always Wanted to Know (Self-Learning Management Series)*, Vibrant Publishers, 190 pages, ISBN-13 : 978-1636510040

### *Additional literature*

1. *Simone Gressel, David J. Pauleen, Nazim Taskin, Management Decision-Making, Big Data and Analytics, SAGE Publications Ltd; 1st edition, 336 pages, ISBN-13 978-1526492005*

*Resources of the Internet information and telecommunication network:*

*UNIBC (Scientific Library) provides access to the following EBS:*

- *EBS RUDN Access mode: <http://lib.rudn.ru/> - from RUDN stationary computers*
- *University Library ONLINE – Access mode: <http://www.biblioclub.ru/>*
- *Book collections of SPRINGER publishing house. – Access mode: [www.springerlink.com](http://www.springerlink.com)*
- *Universal databases of East View. – Access mode: <http://online.ebiblioteka.ru/>*
- *EBC publishing house "Yurayt" Access mode: <http://www.biblio-online.ru>*
- *EBS Publishing House "Lan", collections*
- *Electronic library system "Znaniy.com" - access to the main collection is granted*

*Electronic resources for educational activities*

*Bulletin of the RUDN, all series / Access mode: <http://journals.rudn.ru/>  
eLibrary.ru / Access mode <http://www.elibrary.ru/defaultx.asp> from any computer on the territory of the RUDN*

*RSL Dissertations Access mode: <https://dvs.rsl.ru/>?*

*BIBLIOPHIKA / Access mode: <http://www.bibliophika.ru/>*

*Columbia International Affairs Online (CIAO) Access mode: <http://www.ciaonet.org/>  
East View. Collection "Statistical publications of Russia and CIS countries"*

*Grebennikon Access mode: <http://grebennikon.ru/>*

*LexisNexis Access Mode: <http://academic.lexisnexis.eu>*

*Search engines: Yandex ([yandex.ru](http://yandex.ru)), Google ([google.ru](http://google.ru)).*

*Information and reference portals:*

1. [www.advertology.ru](http://www.advertology.ru)
2. [www.marketing.spb.ru](http://www.marketing.spb.ru)
3. [www.p-marketing.ru](http://www.p-marketing.ru)
4. [www.4p.ru](http://www.4p.ru)
5. [www.advi.ru](http://www.advi.ru)
6. [www.cfin.ru](http://www.cfin.ru)
7. [www.expert.ru](http://www.expert.ru)
8. [www.rbc.ru](http://www.rbc.ru)

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

1. *A course of lectures, standard tasks and a control test on the discipline "Managerial Decision Making" is posted on the TUIS portal, Access mode: <https://esystem.rudn.ru/enrol/index.php?id=13708>*

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

## **8. EVALUATION MATERIALS AND A POINT-RATING SYSTEM FOR ASSESSING THE LEVEL OF COMPETENCE FORMATION IN THE DISCIPLINE**



Evaluation materials and a point-rating system\* for assessing the level of competence formation (part of competencies) based on the results of mastering the discipline "Managerial Decision Making" are presented in the Appendix to this Work Program of the discipline.

\* - \* - OM and BRS are formed on the basis of the requirements of the relevant local regulatory act of the RUDN.

**Developers:**

Associate Professor of the Marketing Department

**Chernikov S.U.**

Signature

Full name

**Faculty name and head:  
Dean of the Faculty of Economics**

**Andronova I.V.**

Signature

Full name

**Head of department:  
Marketing dept head**

**A.M. Zobov.**

Signature

Full name

Appendix to the Work program of the discipline  
"Marketing metrics (effectiveness of marketing  
projects)"

APPROVED

At the meeting of the Department of Marketing

" \_\_\_\_\_ " \_\_\_\_\_ 2022, Protocol no. \_\_

Head of the Marketing Department

\_\_\_\_\_ Zobov A.M.

## **EVALUATION TASK FUND FOR THE COURSE**

**Managerial Decision Making**

(COURSE NAME)

**38.04.02 «Management»**

(code and name of the training area)

**International Marketing and business**

(name of the training profile)

**Master**

Qualification (degree) of the graduate

## Passport of the evaluation fund for the discipline **Managerial Decision Making**

**Direction / Specialty: 38.04.02. "Management"**

**Specialization International marketing**

### Summary evaluation table of the **Managerial Decision Making**

The code of the controlled competence	Controlled discipline topic	EMF (forms of control of the level of development of OOP)									Points per topic	
		Classroom work					Independent work					Exam
		Survey	Test	Work in the classroom	Presentation	Tasks	HT execution	Essay	Project	Report		
UC-1; GPC-3; GPC-5; PC-7	Solution in the management system			1							1	1
	Fundamentals of decision theory			1			5		3		9	9
	Management decision-making process			1					3	4	8	8
UC-1; GPC-3; GPC-5; PC-7	Methods of solving problems of substantiation of management decisions			1			5		3		9	9
	Methods of managerial decision-making in conditions of certainty			1	5				3		9	9
	Methods of managerial decision-making in conditions of uncertainty and risk			1					3	4	8	8
UC-1; GPC-3; GPC-5; PC-7	Implementation of management decisions			1		5			3		9	9
	Personnel decisions			1		5			3		9	9
	Methodological foundations of automation of managerial decision-making			2	5	5			6		18	18
	<b>Evaluation</b>		10								10	20
	<b>Total</b>		10	10	10	15	10		27	8	10	100

## Description of the point-rating system

Conditions and criteria for grading. Students are required to attend lectures and seminars, participate in certification tests, and complete teacher assignments. Active work at the seminar is especially appreciated (the ability to conduct a discussion, a creative approach to the analysis of materials, the ability to clearly and succinctly formulate their thoughts), as well as the quality of preparation of control papers (tests), presentations and reports.

Grades in the disciplines taught are set based on the results of the study demonstrated by students throughout the entire period of study (usually a semester). The final grade is determined by the sum of points received by students for various types of work during the entire period of study provided by the curriculum.

All types of educational work are carried out exactly within the time limits stipulated by the training program. If a student has not completed any of the training tasks without valid reasons (missed a test, passed an abstract later than the due date, etc.), then points are not awarded to him for this type of academic work, and works prepared later than the due date are not evaluated. For various types of work during the entire period of study, a student can receive a maximum amount of 100 points.

### Point-rating system of knowledge assessment, rating scale

BRS points	Traditional assessments of the Russian Federation	ECTS scores
95 – 100	Excellent – 5	A (5+)
86 – 94		B (5)
69 – 85	Good – 4	C (4)
61 – 68	Satisfactory – 3	D (3+)
51 – 60		E (3)
31 – 50	Unsatisfactory – 2	FX (2+)
0 – 30		F (2)
51 - 100	Test	Passed

#### Description of ECTS grades:

A ("Excellent") - the theoretical content of the course has been fully mastered, without gaps, the necessary practical skills of working with the mastered material have been formed, all the training tasks provided for in the training program have been completed, the quality of their performance is estimated by the number of points close to the maximum.

In ("Very good") - the theoretical content of the course is fully mastered, without gaps, the necessary practical skills of working with the mastered material are mainly formed, all the training tasks provided for in the training program are completed, the quality of most of them is estimated by the number of points close to the maximum.

C ("Good") - the theoretical content of the course has been fully mastered, without gaps, some practical skills of working with the mastered material have not been sufficiently formed, all the training tasks provided for in the training program have been completed, the quality of none of them has been evaluated with a minimum number of 5 points, some types of tasks have been completed with errors.

D ("Satisfactory") - the theoretical content of the course has been partially mastered, but the gaps are not significant, the necessary practical skills of caring for the mastered material have been mainly formed, most of the training tasks provided for in the training program have been completed, some of the completed tasks may contain errors.

E ("Mediocre") - the theoretical content of the course has been partially mastered, some practical work skills have not been formed, many of the training tasks provided for in the training program have not been completed, or the quality of some of them is estimated by the number of points close to the minimum.

FX ("Conditionally unsatisfactory") - the theoretical content of the course has been partially mastered, the necessary practical skills have not been formed, most of the training tasks provided for in the training program have not been completed or the quality of their performance has been assessed by a number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the training tasks

F ("Certainly unsatisfactory") - the theoretical content of the course has not been mastered, the necessary practical work skills have not been formed, all completed training tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of training tasks.

### ***Fund of evaluation funds for conducting intermediate certification of students in the discipline***

Materials for assessing the level of mastering the educational material of the discipline (evaluation materials), including a list of competencies indicating the stages of their formation, a description of indicators and criteria for assessing competencies at various stages of their formation, a description of evaluation scales, standard control tasks or other materials necessary for assessing knowledge, skills, and (or) experience of activity characterizing the stages of competence formation in the process of mastering the educational program, methodological materials defining the procedures for assessing knowledge, skills, skills and (or) experience of activity characterizing the stages of competence formation have been developed in full and are available to students on the discipline page in the TUIS RUDN.

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