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

Faculty of Economics

THE PROGRAM OF THE STATE FINAL CERTIFICATION

Recommended for the following training program/specialty

38.04.02 «Management»

(code and name of the training area/specialty)

**Final State Examination is done within the framework of the following Higher Education
program (orientation profile, specialization)**

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

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

1. Goals and objectives of the state final certification

The purpose of the state final certification of International Marketing Management (in English language) is to determine the compliance of the results of mastering the basic educational programs by students with the requirements of the EP in the RUDN.

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 EP 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 EP in the RUDN.

2. Requirement for EP training results

Only students that have no academic debt and fully implemented the curriculum or individual educational plan of the educational program are allowed to take the exam.

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

Code and name of Universal Competence (GC)
GC-1. Able to search for and critically analyze problematic situations based on a systematic approach, and develop an action strategy.
GC-2 Able to manage a project at all stages of its
GC-3 Able to organize and manage the work of the team, developing a team strategy to achieve the set goal
GC-4. Able to apply modern communication technologies in the official language of the Russian Federation and a foreign language(s) for academic and professional interaction
GC-5. Able to analyze and take into account the diversity of cultures in the process of intercultural interaction

Code and name of Universal Competence (GC)
GC-6. He is able to determine and implement the priorities of his own activities and ways to improve them based on self-assessment
GC-7. Capable of using digital technologies and methods of searching, processing, analyzing, storing and presenting information (in a professional field) in the digital economy and modern corporate information culture.

Code and name of General Professional Competence (GPC)
GPC-1. He is able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices.
GPC-2. He 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 managerial and research tasks.
GPC-3. He is able to independently make informed organizational and managerial decisions, assess their operational and organizational effectiveness, and social significance, and ensure their implementation in a complex (including cross-cultural) and dynamic environment.
GPC-4. He is able to lead 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 areas of activity and their corresponding business models of organizations.
GPC-5. He is able to summarize 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.

Code and name of Professional Competence (PC)
PC-1. Capable of conducting marketing research taking into account the influence of the international marketing environment using the tools of a modified marketing package corresponding to the latest global trends.
PC-2. Capable of developing and implementing innovative goods and intangible assets and managing them in the company's international markets.
PC-3. Capable of developing, implementing and improving pricing strategies in international markets.
PC-4. Capable of developing, implementing and improving the distribution system and sales policy in international markets.
PC-5. Capable of developing, implementing and improving the marketing communications system of an international company.
PC-6. Able to manage the marketing activities of an international company.
PC-7. Capable of planning and controlling the marketing activities of an international company.

3. State exam Committee

The GIA can be held both in person (students and the State Examination Committee are at PFUR during the GIA) and with the use of distance education technologies (DET) available in the PFUR Electronic Information and Education Environment (EIE).

The state final certification includes the state exam and the defense of the final qualifying work (Final Thesis):

- Preparation for the state exam
- Registration, preparation for the defense procedure and defense of the final qualifying work.

4. State Exam Program

The State Examination is conducted on several disciplines and (modules) of the basic educational program, the results of mastering of which are of crucial importance for the professional activity of graduates.

The scope of the State Exam on the basic educational program is 3 credit units.

The State Examination is held according to the approved program, reflected in the program of the State Examination, containing a list of questions to be submitted to the State Examination, and recommendations for students to prepare for the State Examination, including a list of recommended literature for preparation for the State Examination.

The state exam is conducted in two stages:

The first stage - 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 - assessment of the practical preparation of the graduate for future professional activity in the form of solving production situational tasks (cases).

The test part of the State Exam is conducted in order to determine the general level of competence formation among students in the context of their theoretical training in general professional disciplines (basic component).

The main part is conducted in the form of a written or/and oral survey based on sets of questions in examination tickets.

To prepare students to pass the State Exam, the head of the educational program is obliged to familiarize the students of the final year with the present program of GIA, a comprehensive list of theoretical issues included in the State Exam, examples of industrial

situational tasks (cases) that will need to be solved in the process of passing the certification test, as well as with the procedure for each of the stages of the State Exam and the methodology of evaluation of its results (with evaluation materials).

Before the State Exam is held mandatory counseling of students on issues and tasks included in the program State Exam (pre-examination consultation).

The procedure for computerized testing within the framework of the GIA is as follows:

- 1) The test consists of 50 tasks covering the main content of the educational program;
- 2) The student has at least 1.5 minutes to answer each task in the test;
- 3) Assessment of computerized testing is carried out on a 100-point scale. In this case, the test part is considered successfully passed, if the student at the end of the test scored 51 or more points;
- 4) Successful completion of the test part of the student is an admission to the main part of the State Examination.
- 5) Students who have not passed the test part due to failure to attend the test for an unreasonable reason or in connection with the test results of 50 or fewer points, are not allowed to pass the main part of the State Examination and are expelled from the University in the prescribed manner (as not fulfilling the obligations to diligently master the basic educational program and implementation of the curriculum).
- 6) The results of mock tests do not affect the results of the State Examination.

Basic disciplines in the direction of training “Management”:

- Managerial economics;
- Management organisation theory;
- Strategic analysis

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 (case) question.

The procedure for the practical stage in case of spoken exam is as follows:

- 1) The examination ticket should contain no more than two theoretical questions and one practical task (calculation tasks, case studies, situational tasks);
- 2) It is not allowed to include theoretical questions in the ticket that are not presented in the evaluation materials for the GIA program. When practical tasks are included in the ticket, several typical tasks are provided in the evaluation materials for the GIA program;

3) The questions and practical tasks of the ticket must correspond to the profile of the EP mastered by the students;

4) Before conducting the main part of the exam (as a rule, 1 day before, but no more than 3 calendar days before the exam), students are required to be consulted on the issues included in the tickets and the procedure for conducting the exam;

5) During the main part of the state exam the exam committee allows to use technical means of training and control, as well as professional equipment (including their digital counterparts), which allow the commission to establish the level of formation of general professional and professional competencies among students within the framework of the requirements of the HE EP.

A graduate student receives an examination ticket at an open meeting in the presence of members of the exam committee. The preparation time is given within 1 hour. The answer to the theoretical questions of the ticket must be written in the format of a detailed outline plan. A practical task must have a written reasoned solution. The answers to theoretical questions are voiced by the graduate student in front of the exam committee.

At the same time, the exam committee have the right to ask additional questions directly related to the content of the ticket. The answer to the practical task is checked by the exam committee at the student immediately after completing the answer to the theoretical questions.

The answer sheets signed by the graduate student are necessarily transmitted to the secretary of the exam committee.

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

- Marketing management in international companies
- Integrated Marketing Communications
- International Marketing Strategies
- Consumer Behavior in International Markets
- Artificial Intelligence in the Professional Activity of a Marketer in a Digital International Environment
- Distribution Chain Management
- International Product Design Patterns

Spoken questions for preparation for the graduation exam

«Marketing management in international companies»

1. Marketing concepts: Product, Production, Selling, Marketing, and Societal Marketing orientations
2. The Marketing Mix (4P, 5P, and 7P) and its application in international markets
3. Branding strategy: Brand equity, brand identity, and positioning decisions in international context
4. Unique Selling Proposition (USP) and competitive differentiation in international markets
5. Target audience segmentation: Micro and macro segmentation approaches in international markets
6. Consumer behavior: Psychological and social dimensions affecting purchase decisions internationally
7. Trade barriers and protectionist policies: Tariffs, quotas, and non-tariff regulations affecting international marketing
8. Political and legal environment assessment: Political risk evaluation and management strategies
9. International market entry modes: Export, licensing, FDI, and theoretical models
10. Packaging functions and mandatory modifications across international markets
11. Physical distribution and transportation modes: Ocean, air, rail, and truck in international logistics
12. International distribution intermediaries and channel decisions: Direct versus indirect channels
13. Hofstede's national cultural dimensions and their marketing implications
14. Consumer ethnocentrism and country-of-origin effects on product perception and purchase behavior

«Integrated marketing communications»

1. Evolution of IMC: From inside-out to outside-in approaches
2. Four dimensions of Integrated Marketing Communications
3. The Four Pillars of IMC Integration: Mission, messaging, media, and evaluation
4. Media fragmentation and the integration imperative
5. Overcoming organizational silos in IMC implementation
6. Brand identity, brand image, and brand reputation: The strategic triangle
7. Cognitive response models and brand preference formation
8. Advertising creative appeals: Emotional versus cognitive strategies
9. Storytelling techniques and narrative structures in advertising
10. SMART communication objectives and the objective cascade
11. Push versus pull communication strategies in international markets
12. Marketing survey design: Questionnaire structure and question types
13. Buyer behavior response hierarchy models: AIDA, ATR, and alternative frameworks

« International marketing strategies »

1. Self-Reference Criterion (SRC) and its prevention in international marketing decisions
2. Standardization versus Adaptation: Drivers of global market convergence
3. Configuration and Coordination dimensions in international strategy
4. The Global Market Opportunity Analysis (GMOA) framework: Six sequential tasks
5. Phases of international marketing involvement: From no direct foreign marketing to global marketing
6. Ethnocentric, polycentric, and geocentric pricing approaches in international markets
7. Price escalation in international markets: Causes and management strategies
8. Product adaptation: Mandatory versus discretionary factors
9. High-context versus low-context cultures in international promotional strategy
10. Translation, localization, and transcreation in international advertising
11. International distribution channel selection criteria
12. The Value Chain Framework: Primary activities and competitive advantage in international markets
13. Cultural equivalence challenges in international marketing research

« Distribution Chain Management »

1. Key functions and flows in distribution channels: Physical, ownership, payment, information, and promotion flows.
2. Criteria for choosing between direct and indirect distribution channels in international markets.
3. Multi-channel and omnichannel distribution strategies: Opportunities, risks, and coordination challenges.
4. Types of distribution intensity: Intensive, selective, and exclusive distribution and their strategic implications.
5. Channel power sources and conflict: Types of power, vertical and horizontal conflicts, and conflict resolution mechanisms.
6. Vertical Marketing Systems (VMS): Corporate, contractual, and administered forms and their advantages.
7. Role and types of distribution intermediaries: Wholesalers, retailers, agents, brokers, and logistics providers.
8. Channel design process: From defining service output demands to selecting and evaluating channel members.
9. Key performance indicators (KPIs) for distribution channels: Service level, coverage, cost efficiency, and profitability.
10. Reverse logistics and returns management: Strategic importance and challenges for international companies.
11. E-commerce and platform-based distribution: Impact of online marketplaces on traditional channels.
12. Franchising as a distribution strategy: Benefits and risks for franchisors and franchisees.
13. International physical distribution: Warehousing, transportation decisions, and inventory positioning in the network.
14. Managing gray markets and parallel imports in international distribution.

15. Sustainable and green distribution practices: Environmental considerations in network design and operations.

«Consumer Behavior in International Markets»

1. The role of culture in consumer behavior: Values, norms, and symbols shaping consumption patterns.
2. Cross-cultural models of national culture (e.g., Hofstede, Schwartz) and their implications for consumer behavior.
3. The consumer decision-making process and its modifications in international contexts.
4. Perception, learning, and memory: How consumers in different cultures process marketing stimuli.
5. Motivation theories (e.g., Maslow, McClelland) and their relevance for cross-cultural segmentation.
6. Reference groups, family, and social class: Social influences on consumer behavior across countries.
7. Consumer ethnocentrism, cosmopolitanism, and global consumer culture: Effects on brand choice.
8. Country-of-origin and country-of-brand effects: Stereotypes and their impact on perceived quality and risk.
9. Attitude formation and change: Cognitive, affective, and behavioral components in international markets.
10. Symbolic consumption and identity: How consumers use brands to construct and express identities across cultures.
11. Diffusion of innovations: Adoption categories, opinion leaders, and cross-country differences in adoption speed.
12. Online consumer behavior: Cross-cultural differences in e-commerce adoption and digital trust.
13. Methods of studying consumer behavior in international markets: Qualitative and quantitative approaches.
14. Ethical issues in influencing consumer behavior: Vulnerable groups, manipulative practices, and persuasion limits.
15. Implications of consumer behavior insights for international segmentation, targeting, and positioning.

«Artificial Intelligence in the Professional Activity of a Marketer in a Digital International Environment»

1. Definition and key types of Artificial Intelligence relevant for marketing (machine learning, NLP, computer vision, etc.).
2. Applications of AI in customer insight generation: Predictive analytics, segmentation, and churn prediction.
3. Recommendation systems in digital marketing: Principles, data requirements, and impact on customer experience.
4. AI-driven personalization: Dynamic content, real-time offers, and marketing automation across international markets.
5. Chatbots and conversational agents: Roles in customer service, lead generation, and brand communication.
6. Programmatic advertising and real-time bidding: How AI optimizes media buying and targeting.
7. AI in social media monitoring and sentiment analysis: Opportunities and limitations for international brands.

8. Data quality, data governance, and infrastructure requirements for effective AI in marketing.
9. Ethical and legal issues of AI in marketing: Privacy, algorithmic bias, transparency, and regulatory frameworks (e.g., GDPR).
10. Human–AI collaboration in marketing teams: Changing roles, skills, and decision-making processes.
11. Cross-cultural challenges of AI-driven marketing: Localization, bias across markets, and fairness in global campaigns.
12. A/B testing, experimentation, and uplift modeling supported by AI in digital campaigns.
13. Customer journey analytics with AI: Mapping and optimizing touchpoints in omnichannel environments.
14. Risks of over-automation in marketing: Loss of creativity, authenticity, and human connection with customers.
15. Future trends of AI in international marketing: Generative AI, predictive customer lifetime value, and autonomous campaign management.

«International Product Design Patterns»

1. Stages of new product development (NPD) and their adaptation in an international context.
2. Sources of new product ideas in global markets: Lead users, subsidiaries, local partners, and global R&D networks.
3. Standardization versus adaptation of products: Strategic trade-offs and key decision criteria.
4. Mandatory product adaptation factors: Legal, regulatory, technical, and safety requirements across countries.
5. Discretionary product adaptation factors: Cultural preferences, usage conditions, and competitive positioning.
6. Country-of-origin, country-of-design, and country-of-assembly effects on product perception.
7. Managing global product portfolios: Product line rationalization, global brands, and local brands.
8. Product positioning and value proposition design for different country segments.
9. International product testing: Concept tests, prototype tests, and market tests across cultures.
10. Packaging design for international markets: Linguistic, cultural, regulatory, and logistical considerations.
11. Sustainability in international product development: Eco-design, circular economy principles, and green product strategies.
12. Coordination between headquarters and subsidiaries in global product development projects.
13. Role of digital technologies (e.g., CAD, digital twins, virtual testing) in international product development.
14. Managing intellectual property (patents, trademarks, designs) in global product innovation.
15. Common reasons for failure of new products in international markets and lessons for product development strategy.

Typical practical questions (case) for conducting the state interdisciplinary examination in the specialty " International Marketing Management »

Case 1: a Russian ice cream “Chistaya Linia” company wants to introduce a new brand to the Brazil market. It is known that Brazil is gaining a positive attitude to

Russian chocolate and sweets. “Chistaya Linia” ice cream also has one important competitive advantage in the foreign markets : it is considered environmentally friendly and practically healthy, which creates additional promotion opportunities in an era of increased attention to healthy lifestyles. The manufacturer assumes that this will help them in entering the market.

1. What international marketing strategies can potentially be applicable here, keeping in mind the “healthy” orientation of the brand?
2. What distribution patterns can be applicable at this section of Brazil FMCG market?
3. What conditions of the external economic environment should a company study in order to make a conclusion about the attractiveness of the Brazil market. Give some possible indicators.

Case 2. You have received a task to assess the market conditions and future potential (marketing conjuncture) for passenger cars in Bulgaria. For this:

- a) Give a detailed definition of what can be accounted as the market conditions
- b) What factors would you include in your assessment of the Bulgaria car market potential?
- c) What is the most widely used supply chain patterns in auto market? Are they applicable to a small country like Bulgaria?

Case 3. The Belgian Alpro firm introduces a new brand of alternative almond milk "Amilk" in CIS countries. The product is new on the market, and aims to meet the needs of middle class customers who lead a healthy lifestyle. They have hired a Russian based advertising company to launch and develop an advertising campaign at target markets.

1. Specify the possible priority 1st year goals of such advertising campaign for this new brand "Amilk" (possible indicators are welcome)
2. Name 3 primary stages of a development of such an advertising campaign?
3. What can be the patterns of advertising healthy products?

Case 4. The Chinese auto spare parts company ordered a Russian consulting agency to develop its corporate strategy at Russian market. Based on the methods of the Boston matrix and the "product-market" matrix by Ansoff, the agency recommended a strategy of business diversification due to risks and uncertain car growth potential.

1. Specify what is the Boston matrix and the "product-market" matrix of Ansoff, and also the advantages and disadvantages of each of them
2. Give the examples and specify the risks of corporate diversification strategies in machine engineering industries?
3. Taking into account the close cooperation between Russia and China, the current global economic depression and defragmentation of international trade, should this diversification be done in the form of Greenfield FDI?

Case 5. A Russian 12storeez fashion company, which seeks to implement a new product range and quickly (within 1 year) double the sales at a specific niche of Chinese market, has ordered a marketing research agency to review the target market.

1. Specify the types of marketing research methods applicable in modern world
2. Justify the choice of specific types of marketing research when implementing the above sales goal in fashion market?
3. When the agency presented the results of their study, 12storeez commented that too little field research methods were used. Would you consider this as a proper comment? What types of field research of the fashion market could be done quickly enough?

Case 6. Many experts consider the current situation in the global economy to be turbulent and capable of causing drastic changes for many companies. WTO and IMF are pointing out the rise of defragmentation of international trade. What does this mean for international marketing of transnational companies, for example, Unilever?

1. Explain the international marketing macro environment for a transnational company
2. Which of the macro environment elements change most rapidly and unpredictably today, and why?
3. In case of Unilever with many factories around the world, what would be the impact of current changes in international marketing environment bring to their marketing patterns and business structure?

Case 7. One of the important trends in the modern economy is a great attention to environmental protection, the so-called "green marketing". What opportunities and risks does this create for Russian food companies?

1. What are the main examples of "green marketing"?
2. What adjustments do food companies make to their product strategy, promotion strategy, and branding, when switching to "green"?
3. What could be your recommendations for rebranding to a Russian company Slavyanka aiming to sell chocolate sweets products abroad aiming to utilize "green marketing" trends.

Case 8. A Russian company has created a unique superhard material and entered the Chinese market with a new generation of metal cutting tools. It meets the demand for cutting of hard structural materials and also utilizes the trend for high-performance machining of parts. On the Chinese market the product turned out to be quite competitive: in terms of technical parameters the cutting inserts made of innovative composite significantly surpassed their Western analogs, and in terms of price they were cheaper. However, it also turned out that there are few industrial areas with the need of a monolithic tool that can work in harsh conditions and cut very deep. But there are far more areas where you also need to cut fast, but only cut a fraction of a millimeter." The company also plans to further expand geographically.

1. Given the complexity of the product, what seems to be the more logical way to enter the Southeast Asian markets?
2. What needs to be done to ensure technological leadership going forward?
3. Should the company expand its product line for smaller cutting, or should it focus on its traditional specialization (what determines this decision)?

Case 9. Natura Siberica is an actively developing Russian cosmetics company with more than 70 stores in Russia. The products are free of parabens, synthetic colors and fragrances, sulfates, silicones and petroleum products, and the company offers an optimal price in the segment of organic cosmetics. The eco-trend is currently very popular in Russia and the company is considered to be the first such domestic brand. Natura Siberica plans to enter India, where this market is growing due to the growing awareness of personal care and increasing variety of choices. Despite major competitors such as Unilever and P&G, Natura Siberica's key competitor will be Dabur, which is India's largest Ayurvedic medical company producing natural consumer products.

1. What are the main instruments for competition landscape analysis?
2. Explain the possible competitive advantages that Natura Siberica can focus and rely on in India, taking into the account the Dabur specialization?

What are the marketing features of India as a Bottom-of-the-Pyramid market?

5. Final Thesis requirements and its defense sequence

Final Thesis is a completed by the student (several students together) work demonstrating the level of the work performed by a student (several students together), which demonstrates the level of preparedness of the graduate to independent professional activity.

The list of topics of graduate qualification works, proposed students to perform, is approved by the order of the head of the educational program, implementing the educational program of higher education, and is brought to the attention of the program manager students graduate course no later than 6 months before the date of the start of the GIA. It is allowed to prepare and defend the Final Thesis on the topic proposed by student (students), in the prescribed manner.

To the defense of the final thesis is allowed to the student who passed GE (if there is a GE as part of the GIA). as part of the GIA).

To the defense is allowed only fully completed final thesis, signed by graduate (graduates), its accomplished, supervisor, consultant (if any), the head of the graduating faculty and chair, passed the procedure of external review (for the master's degree). the

procedure of external review (for Master's and specialization courses obligatory) and checked for the volume of borrowings (in the system "Anti-Plagiarism"). The final thesis admitted to the defense should have the feedback supervisor's review attached of the graduate's work in the preparation of the MCD.

To identify and promptly address deficiencies in the structure, content, and presentation of final qualifying work (FQPs), pre-defenses are held in several stages:

- The first pre-defense is the presentation by students of the results of their completed FQP (mandatory Chapters 1 and 2);
- The second pre-defense is held no later than 14 days prior to the defense date and consists of a rehearsal of the defense by the students in the presence of the FQP supervisor and other faculty members of the graduating department.

Final thesis defense is held at an open meeting of the State Examination Commission (SEC).

Attestation is held in the form of an oral report of students with a mandatory multimedia (graphic) presentation, reflecting the main content of the work. Upon completion of the report, the defenders give oral answers to questions raised by members of the GEC on the topic, structure, content or design of the final thesis and the profile of the educational program. The report and/or answers to the questions of the GEC members can be in a foreign language. The stages of final thesis execution, requirements to the structure, scope, content and design, as well as the list of mandatory and recommended documents to be submitted for defense are specified in the relevant methodological guidelines.

The order of placement of texts of final qualifying works in the electronic library system of the RUDN

1. The texts of all final thesis students in the HE EP, based on the results of which a positive assessment was received, are subject to placement in the electronic library system of the RUDN (hereinafter – EBS), with the exception of final thesis texts containing information constituting a state secret.
2. The process of placing final thesis texts in RUDN EBS is organized in all DCS implementing HE EP.
3. Responsible for the timely placement of final thesis texts in RUDN EBS are the heads of the issuing BUPS implementing the corresponding HE EP.
4. The manuscript of the final thesis, drawn up and signed in accordance with the established procedure, is transmitted to the students (several students) to the secretary of the

exam committee on electronic media in the form of an archive (formats: *.zip or *.rar) with the following content:

- the text of final thesis in full (from the title page to the last page of the applications, with figures and tables, including an annotation to the work) in *.pdf and *.docx formats;
- scanned copy of the signed title page in *.pdf format;
- scanned copy of the final thesis assignment with signatures of the student and the head of final thesis in *.pdf format;
- a scanned copy of the application signed by the student for the placement of final thesis in RUDN EBS in *.pdf format ;

5. The name of the archive specified in clause 12.6. of this Procedure should look like: "Lastname, firstname, student ID number, final thesis, year of protection."

6. If necessary, the student and the head of final thesis prepare the text of the work for placement in RUDN EBS, taking into account the withdrawal of production, technical, economic, organizational and other information by the decision of the copyright holder, including the results of intellectual activity in the scientific and technical field, on ways of carrying out professional activities that have actual or potential commercial value due to the fact that they are unknown to third parties.

7. If final thesis contains confidential information to which access should be restricted in accordance with the legislation of the Russian Federation, the head of final thesis provides the secretary of the exam committee with a certificate of the availability of such information (in free form).

8. After receiving all the documents for each final thesis, the exam committee secretary verifies the identity of the text of the electronic and printed version of final thesis and the documents attached to it and prepares them for uploading to RUDN EBS (in addition to the above documents):

- a scanned copy of the certificate signed by the head of final thesis on the availability of confidential information in the work (if available) in *.pdf format;
- a scanned copy of the review of the head of final thesis in *.pdf format;
- a scanned copy of the review(s) for final thesis in *.pdf format;
- a certificate (protocol) on the results of the final thesis check on the amount of borrowing in *.pdf format;

9. To place final thesis texts in RUDN EBS, exam committee secretaries are granted access to a specific section of the specified system (for authorized entry of persons responsible for placing final thesis in RUDN EBS, the Office365 credentials of these employees are used).

10. The placement of final thesis in RUDN EBS is made within 10 calendar days after the completion of the GIA.

11. Access to final thesis texts uploaded to RUDN EBS and their safety are provided by RUDN database for 6 months. After the specified period, access to the texts of final thesis is terminated.

Evaluation materials and a point-rating system for assessing the level of competence formation based on the results of mastering the discipline HE EP "International Marketing Management (in English Language)" are presented in the Appendix to this GIA program.

6. Material and technical support of the discipline

17 Classroom Multimedia projector - 2 pcs., sound stand - 1 pc., screen - 2 pcs.

19 Computer Class Iru Intel i7 3160 MHz/16 GB/600 GB/DVD/audio System Unit - 21 pcs.,

23" Acer G236HL monitor- 21 pcs., Casio XJ-V100W multimedia projector - 1 pc. , motorized Digis Electra 200*150 Dsem-4303 screen-1 pc.

21 Computer class Iru Intel i7 3160 MHz/16 GB/600 GB/DVD/audio System Unit - 21 pcs.,

23" Asus VS239HV monitor – 21 pcs., Casio XJ-V100W multimedia projector - 1 pc., motorized Digis Electra 200*150 Dsem-4303 screen-1 pc.

23 Computer Class Iru Intel i7 3160 MHz/16 GB/600 GB/DVD/audio System Unit - 21 pcs.,

23" Acer G236HL monitor - 21 pcs., Casio XJ-V100W multimedia projector - 1 pc., motorized Digis Electra 200*150 Dsem-4303 screen - 1 pc.

25 Computer Class Norbelli Intel Intel i5 3200 MHz System Unit/8192 MB/500

GB/DVD/audio - 21 pcs., Philips 234E5Q monitor – 21 pcs., Casio XJ-V100W multimedia projector -

1 pc., Digis Electra 200*150 Dsem-4303 motorized screen - 1 pc.

27 Computer Classroom Monoblock Lenovo AIO-510-22ISH Intel I5 2200 MHz/8

GB/1000GB/DVD/audio, 21" monitor - 21 pcs., Casio XJ-V100W Multimedia projector - 1 pc.,

Digis Electra 200*150 Dsem-4303 motorized screen - 1 pc.

29 Computer Class Monoblock Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000

GB/DVD/audio, 21" monitor – 21 pcs.,Casio XJ-V100W Multimedia projector - 1 pc., Digis Electra 200*150 Dsem-4303 motorized screen- 1 pc.

7. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL GIA SUPPORT THE PROGRAM COURSE ANNOTATIONS

Managerial Economics

- Topic 1. The concepts of enterprise model
- Topic 2. Alternative models of firm behavior
- Topic 3 Demand and supply
- Topic 4 Elasticity issue
- Topic 5. Costs in Managerial Economics
- Topic 6. Production function and Capital investments

Main sources:

1. Burganov, R. A. Managerial economics : a textbook / R.A. Burganov. Moscow : INFRA-M, 2024. 190 p. + Additional materials [Electronic resource]. — (Higher education: Master's degree). — DOI 10.12737/textbook_58eb3de0530986.2821457. - ISBN 978-5-16-012523-7. - Text : electronic. - URL: <https://znanium.com/catalog/product/2111406>

Additional sources:

1. Dr. Reema Singh, Dr. Shiva Sharma, Dr. Somya Nagar, Mr. Manish Sharma, Managerial Economics: Economic Principles in Practice, Independently published, 2024, 220 pages, ISBN 979-8883866875

Management organization theory

- Topic 1. Historical and theoretical foundations
- Topic 2. Organization structure –
- Topic 3. Organization structure: Context characteristics–
- Topic 4. Organization structure plans
- Topic 6. Organization effectiveness
- Topic 7. Personality vs Organization: interaction aspects
- Topic 8. Behavior management in organization–
- Topic 9. Group genesis and dynamics in organization
- Topic 10. Personality behavior regulation in a group
- Topic 11 Group behavior management in an organization
- Topic 12. Organization change management

Main sources:

1. Jesper Blomberg, Organization Theory: Management and Leadership Analysis Second Edition, SAGE Publications Ltd; Second edition, 2023, ISBN 1529605725, 376 pages
2. Heather A. Haveman, The Power of Organizations: A New Approach to Organizational Theory, Princeton University Press, 336 pages, 2022, ISBN 0691241805

Additional sources:

1. Reznik, S. D. Management. The first book. General management problems, human potential management in construction : selected articles / S. D. Reznik. — Moscow :

INFRA-M, 2024. — 277 p. — (Scientific thought),. - ISBN 978-5-16-006232-7. - Text : electronic. - URL: <https://znanium.ru/catalog/product/2125081>

Strategic analysis

Section 1. Introduction to "Modern strategic analysis"

Theoretical problems of competition and modern strategic analysis. International economic integration and strategic analysis problems.

Section 2. Methodology of strategic analysis.

General methodological issues of strategic competitive analysis. Assessment of conditions for entering international markets. Analysis of political, legal, economic, socio-cultural and technological environment of business.

Section 3. Tools for strategic analysis of modern business

Industry and competitive analysis. Resource analysis and competencies. Sources of competitive advantage

Section 4. Strategic alternatives and strategy formulation

Approaches to strategy development and selection process. Corporate strategy. Business strategies and industry life cycles. Modern trends in strategic management.

Main sources:

1. Zenkina, I. V. Modern strategic analysis : textbook / I.V. Zenkina. Moscow : INFRA-M, 2024. 288 p. (Higher education). — DOI 10.12737/2123833. - ISBN 978-5-16-019484-4. - Text : electronic. - URL: <https://znanium.ru/catalog/product/2123833> (date of request: 05.11.2025). – Access mode: by subscription.

Additional sources:

1. Moshlak Gabriel Alekseevna. Modern strategic analysis: higher education [Text/electronic resource] : Textbook / G. A. Moshlyak; Edited by V. M. Filippov. - Electronic text data. - Moscow : Publishing house of RUDN, 2018. - 108 p.: Il. - ISBN 978-5-209-08664-2 : 81.27.

COURSE ANNOTATION (specialized disciplines)

Marketing management in international companies

Topic 1.1. The role of marketing in the strategic management system of an international company

Topic 1.2. International marketing environment and competitive strategies

Topic 2.1. Product policy and brand management in international markets

Topic 2.2. Pricing and distribution channels in international marketing

Topic 3.1. International marketing communications and digital platforms

Topic 3.3. Marketing service organization and performance management in international companies

Main sources:

1. Grigoriev, M. N. Commodity movement management : a textbook for universities / M. N. Grigoriev, 6th ed., revised. and add. Moscow : Yurait Publishing House, 2025. 91 p. (Higher education). — ISBN 978-5-534-20436-0. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/569292> (date of request: 03/17/2026).

2. Hvorostyanaya, A. S. Strategic brand management : a textbook for universities / A. S. Hvorostyanaya. Moscow : Yurait Publishing House, 2026. 121 p. (Higher education). — ISBN 978-5-534-19360-2. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/589770> (date of request: 03/17/2026).

Additional sources:

1. Kozhevnikova, G. P. Information systems and technologies in marketing : a textbook for universities / G. P. Kozhevnikova, B. E. Odintsovo. Moscow : Yurait Publishing House, 2026. 444 p. (Higher education). — ISBN 978-5-534-07447-5. — Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/583434> (date of request: 03/17/2026).

2. Solovyova, Yu. N. Competitive advantages and benchmarking : a textbook for universities / Yu. N. Solovyova. — 2nd ed., ispr. and add. Moscow : Yurait Publishing House, 2026. 139 p. (Higher education). — ISBN 978-5-534-11498-0. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/583506> (date of request: 03/17/2026).

Consumer Behavior in International Markets

Topic 1.1. Basic models and types of consumer behavior

Topic 1.2. Internal factors of consumer behavior

Topic 1.3. External factors of influence

Topic 2.1. Marketing tools for influencing

Topic 2.2. Consumer behavior research

Topic 2.3. Organizational Buying Behavior (B2B)

Topic 3.1. International context

Topic 3.2. Consumerism and ethics

Topic 3.3. Current trends and challenges

Main sources:

1. Dengov, V. V. Theory of Consumer Behavior: textbook for universities / V. V. Dengov. — Moscow: Yurait Publishing House, 2026. — 117 p. — (Higher Education). — ISBN 978-5-534-18271-2. — Electronic text // Yurait Educational Platform [website]. — URL: <https://urait.ru/bcode/589548> (accessed: 19.03.2026).

2. Yampolskaya, D. O. Marketing Analysis: Technology and Methods of Conducting: textbook and workshop for universities / D. O. Yampolskaya, A. I. Pilipenko. — 2nd ed., rev. and exp. — Moscow: Yurait Publishing House, 2026. — 268 p. — (Higher Education). — ISBN 978-5-534-06305-9. — Electronic text // Yurait Educational Platform [website]. — URL: <https://urait.ru/bcode/586074> (accessed: 19.03.2026).

Additional sources:

1. Naumov, V. N. Consumer Behavior: textbook / V. N. Naumov. — 2nd ed., rev. and exp. — Moscow: INFRA-M, 2023. — 345 p. + Supplementary materials [Electronic resource]. — (Higher Education: Bachelor's Program). — DOI 10.12737/1014653. — ISBN 978-5-16-015021-5. — Electronic text. — URL: <https://znanium.com/catalog/product/1933143>

2. Dubrovin, I. A. Consumer Behavior: study guide / I. A. Dubrovin. — 6th ed., stereotype. — Moscow: Publishing and Trading Corporation "Dashkov i K°", 2023. — 310 p. — ISBN 978-5-394-05147-0. — Electronic text. — URL: <https://znanium.com/catalog/product/2083295>

Artificial Intelligence in the Professional Activity of a Marketer in a Digital International Environment

Topic 1.1 AI Technologies: Key Concepts for Marketers

Topic 1.2 AI-Driven Consumer Insights and Data Analytics

Topic 1.3 Ethical and Legal Dimensions of AI in Global Marketing

Topic 2.1 AI-Powered Content Creation and Personalisation

Topic 2.2 AI in Advertising and Campaign Optimisation

Topic 2.3 AI for Customer Experience and CRM

Topic 3.1 Building an AI-Driven Marketing Strategy for Global Markets

Topic 3.2 Cross-Cultural Adaptation of AI Marketing Tools

Topic 3.3 The Future of the Marketing Profession in the Age of AI

Main sources:

Sidorchuk R. R. Marketing planning. Artificial intelligence, tools, metrics, indicators : textbook / R. R. Sidorchuk. — Moscow : KnoRus, 2026. — 239 p. — ISBN 978-5-406-14846-4. — URL: <https://book.ru/book/959130> (date of request: 03/12/2026).

Additional sources:

Evstafieva, A. N., Tyukov, M. N. A. Artificial intelligence and neural networks: the practice of application in advertising : a textbook / V. N. A. N. Evstafiev, M. N. A. N. Tyukova. -3rd ed. — Moscow: ITK Dashkov & Co., 2025. - 426 p. ill. — ISBN 978-5-394-06175-2.

Distribution Chain Management

Topic 1.1. Distribution channels and their role in the marketing system

Topic 1.2. Design and configuration of distribution chains

Topic 2.1. Managing relations with intermediaries and conflicts in channels

Topic 2.2. Operational management of distribution chains: inventory, service and logistics

Topic 3.1. Multi-channel and omnichannel distribution in the context of digital transformation

Topic 3.2. Assessment of efficiency, risks and sustainability of distribution chains

Main sources:

1. Dybskaya, V. V. Designing a distribution system in logistics : a monograph / V.V. Dybskaya. Moscow : INFRA-M, 2024. 235 p. (Scientific Thought). — DOI 10.12737/24760. - ISBN 978-5-16-012614-2. - Text : electronic. - URL: <https://znanium.ru/catalog/product/2105348>

2. Supply chain Management in the digital Economy : a textbook for universities / edited by V. I. Sergeev. — Moscow : Yurait Publishing House, 2026. — 1005 p. — (Higher education). — ISBN 978-5-534-19672-6. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/589792> (date of request: 03/17/2026).

Additional sources:

1. Supply chain management : a textbook for universities / edited by V. V. Shcherbakov. — 2nd ed., revised and add. Moscow : Yurait Publishing House, 2026. 234 p. (Higher education). — ISBN 978-5-534-07036-1. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/584808> (date of request: 03/17/2026).

International Product Design Patterns

Topic 1.1. Internationalization and Innovation in a Global Context

Topic 1.2. Global Strategy and Product Portfolio Management

Topic 1.3. Global Market Research for Product Development

Topic 2.1. Cultural Dimensions and Consumer Behavior

Topic 2.2. Product Adaptation to Local Markets

Topic 2.3. Ethics and Social Responsibility in Global Development

Topic 3.1. International Market Entry Strategies for New Products

Topic 3.2. Global Marketing Communications

Topic 3.3. Global Pricing and Distribution Channels

Topic 4.1. Building Global Brand Equity

Topic 4.2. Global Customer Relationship Management

Topic 4.3. Post-Launch Strategies and Product Lifecycle Management

Main sources:

1. Vorobyeva, I. V., Pezoldt, K., Sutyurin, S. F. (eds.). International Marketing: Textbook and Practice Book for Universities. Moscow: Yurait, 2026. 398 p. (Higher Education). ISBN 978 5 534 02455 5. Text: electronic // Yurait Educational Platform. URL: <https://urait.ru/bcode/583222> (accessed: 19.03.2026).

2. Didenko, N. I., Skripnyuk, D. F. International Marketing. Practice: University Textbook. Moscow: Yurait, 2026. 406 p. (Higher Education). ISBN 978 5 9916 9796 5. Text: electronic // Yurait Educational Platform. URL: <https://urait.ru/bcode/584478> (accessed: 19.03.2026).

Additional sources:

1. Pogorletsky, A. I. et al. International Business. Theory and Practice: Textbook for Bachelors / ed. by A. I. Pogorletsky, S. F. Sutyurin. Moscow: Yurait, 2021. 733 p. (Bachelor. Academic Course). ISBN 978 5 9916 3256 0. Text: electronic // Yurait ELS. URL: <https://biblio online.ru/bcode/426103> (accessed: 25.03.2025).

2. Skorobogatykh, I. I., Sidorchuk, R. R., Andreev, S. N. (eds.). Marketing: Creating and Delivering Customer Value: Textbook. Moscow: INFRA M, 2024. 589 p. (Higher Education). DOI 10.12737/1003504. ISBN 978 5 16 019085 3. Text: electronic // Znanium. URL: <https://znanium.ru/catalog/product/2084406> (accessed: 25.03.2025).

Integrated Marketing Communications

Topic 1.1. Expanding the boundaries of marketing activities: the transition from the traditional to the personalized approach

Topic 1.2. Creating a visual and emotional identification of the brand.

Topic 2.1. Communicative mix as an element of the marketing mix

Topic 2.2. Applied tools of PR-technologies

Topic 2.3. Actual issues of advertising development

Topic 3.1. Strategic planning of an advertising campaign

Topic 3.2.. Creative advertising campaign planning

Topic 3.3.. Fundamentals of direct marketing and sales promotion management

Topic 4.1. Modern technologies of Internet communications Social Media Marketing

Topic 4.2. The program of consumer involvement in the communication process. Crowdsourcing technology

Topic 4.3. International aspects of marketing communications. Adaptation of the program of advancement to regional specificity

Main sources:

1. Golubkova, E. N. Integrated marketing communications : textbook and practice for universities / E. N. Golubkova. - 3rd ed., rev. and ext. - Moscow : Yurait Publishing House, 2025. - 363 c. - (Higher education). - ISBN 978-5-534-04357-0. - Text : electronic // Educational platform Yurait [website]. - URL: <https://urait.ru/bcode/560298> (date of address: 27.03.2025).

Additional sources:

1. Hussein, I. D. Digital marketing communications : a textbook for universities / I. D. Hussein. - Moscow : Yurait Publishing House, 2025. - 68 c. - (Higher education). - ISBN 978-5- 534-15010-0. - Text : electronic // Educational platform Yurait [website]. - URL: <https://urait.ru/bcode/568206> (date of address: 27.03.2025)..

International Marketing Strategies

Topic 1.1. International marketing: basic definitions

Topic 1.2. Company internationalization as a factor in the development of international marketing

Topic 2.1. The global marketing environment

Topic 2.2. Micro , meso and macro levels of the international marketing environment

Topic 3.1. Organization and methods of international marketing research

Topic 3.2. Penetration strategies and forms of consolidation in international markets; segmentation of international markets

Topic 3.3. Positioning strategies in international markets; product and distribution policy in international marketing

Main sources:

1. Vorobyeva, I. V., Pezoldt, K., Sutyryn, S. F. (eds.). International Marketing: Textbook and Practice Book for Universities. Moscow: Yurait, 2026. 398 p. (Higher Education). ISBN 978 5 534 02455 5. Text: electronic // Yurait Educational Platform. URL: <https://urait.ru/bcode/583222> (accessed: 19.03.2026).

2. Didenko, N. I., Skripnyuk, D. F. International Marketing. Practice: University Textbook. Moscow: Yurait, 2026. 406 p. (Higher Education). ISBN 978 5 9916 9796 5. Text: electronic // Yurait Educational Platform. URL: <https://urait.ru/bcode/584478> (accessed: 19.03.2026).

Additional sources:

1. Pogorletsky, A. I. et al. International Business. Theory and Practice: Textbook for Bachelors / ed. by A. I. Pogorletsky, S. F. Sutyryn. Moscow: Yurait, 2021. 733 p. (Bachelor. Academic Course). ISBN 978 5 9916 3256 0. Text: electronic // Yurait ELS. URL: <https://biblio online.ru/bcode/426103> (accessed: 25.03.2025).

2. Skorobogatykh, I. I., Sidorchuk, R. R., Andreev, S. N. (eds.). Marketing: Creating and Delivering Customer Value: Textbook. Moscow: INFRA M, 2024. 589 p. (Higher Education). DOI 10.12737/1003504. ISBN 978 5 16 019085 3. Text: electronic // Znanium. URL: <https://znanium.ru/catalog/product/2084406> (accessed: 25.03.2025).

Basic literature:

1. Philip Kotler. Marketing management] / F. N. Kotler, K. N.L. N. Keller; Translated from English by V. N.Cousin. - 14th ed. - St. Petersburg. Moscow: Peter, 2021. - 800 p. : ill. - (Classical foreign textbook). – ISBN 978-5-496-00177-9 : 1473.00.
2. Marketing in industries and fields of activity : textbook and workshop for universities / under the general editorship of S. N. V. N. Karpova, S. N. V. N. Mkhitarian. Moscow: Yurait Publishing House, 2025. 396 p . (Higher education). — ISBN 978-5-534-14869-5. - Text: electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/561097>
3. Zobov, A. N. M. N. Marketing M. N. Zobov, E. N. A. N. Degtereva, A. N. M. N. Chernysheva. Moscow : Peoples' Friendship University of Russia (RUDN University), 2021. 358 p. ISBN 978-5-209-10409-4
4. Chernysheva Anna Mikhailovna. Industrial (B2B) marketing [Text] : Textbook and practicalcourse for undergraduate and graduate studies / A. N.M. N. Chernysheva, T. N.N. Yakubova. - M. M.: Yurait, 2025. - 433 p. - (Bachelor and Master. Academic course). - ISBN 978-5-534-00628-5 : 1009.00
1. 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.
2. Chernysheva Anna Mikhailovna. Product policy management [Text] : Textbook and
3. practical course for undergraduate and graduate studies / A. N.M.N. Chernysheva, T. N.N. Yakubova. - M. M.: Yurait, 2025. - 187 p. - (Bachelor and Master. Module). - ISBN 978-5-534-01142-5 : 489.00.
4. Marketing: textbook and workshop for universities / L. N. A. N. Danchenok [et al.]; edited by L. N. A. N. Danchenok - Moscow : Yurait Publishing House, 2023. - 486 p. - (Higher education). — ISBN 978-5-534-01560-7. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/510866>
5. Yampolskaya, D. N. O. Marketing analysis: technology and methods of conducting: textbook and workshop for universities / D. N. O. Yampolskaya, A. N. Prize winner. Pilipenko. - 2nd ed. M., revised. and add. - Moscow: Yurayt Publishing House, 2025. - 268 p. - (Higher education). — ISBN 978-5-534-06305-9. - Text: electronic / / The Yurite educational platform [website]. — URL: <https://urait.ru/bcode/563876>
6. Chernysheva, A. N. M. Marketing research and situational analysis in 2 hours. Part 2: textbook and workshop for universities / A. N. M. N. Chernysheva, T. N. N.

- Yakubova. Moscow: Yurait Publishing House, 2024. — P. 219. - (Higher education). — ISBN 978-5-9916-8568-9. - Text: electronic // The Yurite educational platform [website]. — URL: <https://urait.ru/bcode/513274>
7. Chernysheva, A. N. M. Marketing research and situational analysis in 2 hours. Part 1: textbook and workshop for universities / A. N. M. N. Chernysheva, T. N. N. Yakubova. Moscow: Yurait Publishing House, 2024. 244 p. (Higher education). — ISBN 978-5-9916-8566-5. - Text: electronic // The Yurite educational platform [website]. — URL: <https://urait.ru/bcode/511992>
 8. Chernysheva, A. N. M. N. Product management: textbook and workshop for universities / A. N. M. N. Chernysheva, T. N. Yakubova. Moscow : Yurait Publishing House, 2025. 368 p
 9. Chernysheva, A. N. M. N. Branding: a textbook for bachelors for universities / A. N. M. N. Chernysheva, T. N. N. Yakubova. - Moscow : Yurait Publishing House, 2023. - 504 p. - (Bachelor's degree. Academic course). — ISBN 978-5-9916-2979-9. - Text : electronic // Educational platform Yurayt [website]. — URL: [tps://urait.ru/bcode/510075](https://urait.ru/bcode/510075)
 10. Karpova, S. N. V. N. International marketing: textbook and practice / S. N. V. N. Karpova. -7th ed. - Moscow: Publishing and Trading Corporation Dashkov & Co., 2023. - 296 p. - ISBN 978-5-394-05390-0. - Text: electronic. - URL: <https://znanium.com/catalog/product/2083025>
 11. Golubkova, E. N. N. Integrated marketing communications : textbook and workshop for universities. N. Golubkova. -3rd ed. M., revised. and add. Moscow : Yurait Publishing House, 2022. 363 p. - (Higher education). — ISBN 978-5-534-04357- 0. - Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/489088>
 12. Rebrova, N. In accordance with P. Strategic marketing: textbook and workshop for universities / N. In accordance with P. Rebrova. Moscow: Yurait Publishing House, 2025. 186 p. (Higher education). — ISBN 978-5-9916-9092-8. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/562142>
 13. Fundamentals of commercial activity : a textbook for secondary vocational education / Laureate of the M. N. Sinyayev Prize, O. N. N. Zhiltsov, S. N. V. N. Zemlyak, V. N. V. N. Sinyayev. Moscow : Yurait Publishing House, 2025. 394 p. (Professional education). — ISBN 978-5- 534-16956-0. - Text : electronic // The Yurite educational platform [website]. — URL: [tps://urait.ru/bcode/562293](https://urait.ru/bcode/562293)

Additional sources:

1. Chernysheva, A. N. M. N. Methods and practices of marketing research : textbook and workshop for a. universities. M. N. Chernysheva, T. N. N. Yakubova. Moscow : Yurait Publishing House, 2023. 373 p. (Higher Education). — ISBN 978-5-534-17920-0.
2. Gavrilov, L. N. In accordance with P. Electronic commerce: textbook and workshop for universities / L. N. In accordance with P. Gavrilov. — 4th ed. - Moscow : Yurayt Publishing House, 2022. - 521 p. - (Higher education). — ISBN 978-5-534-14897-8. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/489784> (date of request: 05/19/2022).
3. Marketing : creation and communication of consumer value: textbook / under the general editorship of the n. ed. n. Prize winner. Winner of the award named after Skorobogatykh, R. N.R. Sidorchuk, S. N.N. Andreeva. Moscow : INFRA-m, 2024. 589 p. (Higher Education). — DOI 10.12737/1003504. - ISBN 978-5-16- 019085-3. - Text: electronic. - URL: <https://znanium.ru/catalog/product/2084406>
4. Marketing in industries and fields of activity : a textbook / edited by n.d. doctor of Economics, prof. n .n.A. Nagapetians. - 2nd ed. M., reprint. and add. -Moscow : University textbook : INFRA-m, 2024. — 282 p. - (University textbook). - ISBN 978-5-9558-0163-6. - Text: electronic. - URL: <https://znanium.com/catalog/product/2079503>
5. Product management in THE B2B MARKET: A textbook / a. n. m. n. Zobov, E. N. A. N., Degtereva, A. N. M. N. Chernysheva. - Moscow : Peoples' Friendship University of Russia (RUDN University), 2022. - 167 p. – ISBN 978-5-209-11370-6. – EDN WDPELG
6. Didenko, N. Prize winner. International marketing: a textbook for universities / N. Prize winner. Didenko, D. N. F. N. Skripnyuk. Moscow : Yurait Publishing House, 2025. 409 p. (Higher education). — ISBN 978-5-534-05071-4. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/559942> (date of reference: 03/20/2025).
7. Dengov, V. N. V. N. Theory of consumer behavior: textbook for universities / V. N. V. N. Dengov. Moscow: Yurait Publishing House, 2025. 117 p. (Higher education). — ISBN 978-5-534-18271-2. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/568838>
8. Hussain, I. N. D. Digital marketing communications: a textbook for universities / I. N. D.

Hussain. Moscow : Yurait Publishing House, 2022. 68 p. (Higher education). — ISBN 978-5-534-15010-0. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/497224>

9. Naumov, V. N. N. Strategic marketing: textbook / V. N.N. Naumov. - 2nd ed. M., reprint. Moscow: INFRA-m, 2024. 356 p. (Higher education: Master's degree). — DOI 10.12737/1021445. - ISBN 978-5-16-015270-7. - Text: electronic. - URL: <https://znanium.com/catalog/product/2085051> -Access mode: by subscription

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
3. MSU Library – www.lib.msu.ru
4. Library of Economic and Business Literature – <http://www.ek-lit.agava.ru>
5. Kommersant newspaper – www.kommersant.ru
6. The newspaper "Economy and Life" – 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
11. Institute "Economic School". Gallery of Economists – <http://www.ise.spb.ru/gallery/main.html>
12. Institute of Transition Economics – www.iet.ru
13. Institute of Economics of the Russian Academy of Sciences – www.inst-econ.org.ru
14. Interfax News Agency – www.interfax.ru
15. Official Russia – 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
18. RosBusinessConsulting – <http://www.rbc.ru>
19. Russian State Library – www.rsl.ru
20. Rosstat – <https://rosstat.gov.ru>

8. ASSESSMENT MATERIALS AND SCORING AND RATING SYSTEM FOR EVALUATING THE LEVEL OF COMPETENCIES OF GRADUATES

Evaluation materials and scoring and rating system for assessing the level of competence formation at the end of mastering the discipline of vocational Education Program " International Marketing Management (in English language) " are presented in the Appendix to this GIA program.

Head of the Department

marketing _____ A.V. Lukina
 name of the department signature initials, surname

Developer, Program Manager

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

APPENDIX 1

FINAL STATE EXAM
(state examination commission name)

№ п/п	Name	Answer to 1 question max 25	Answer to 2 question max 25	Practical task max 25	Response to additional questions max 25	Total grade max 100

The total labor intensity of the state exam corresponds to 3 credits - 100 points.

The answer to the practical part of the state exam:

Grade	Min.	Max.	Grade	Min.	Max.
A (5)	48	50	D (3)	31	34
B(5)	43	47	E (3)	25	30
C (4)	35	42	F(2)	0	24

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

Grade	Min.	Max.	Grade	Min.	Max.

A (5)	95	100
B(5)	86	94
C (4)	69	85

D (3)	61	68
E (3)	51	60
F(2)	0	50

CRITERIA FOR EVALUATING A STUDENT'S ACADEMIC RESPONSE

Response Characteristic	points	ECTS grade	Assessment
A full, detailed answer to the question, a set of conscious knowledge about the object is shown, manifested in the free operation of concepts, the ability to identify its essential and non-essential features, cause-and-effect relationships. Knowledge about the object is demonstrated against the background of understanding it in the system of the given science and interdisciplinary relations. The answer is formulated in terms of science, set out in literary language, logical, evidentiary, demonstrates the author's position of the student.	24-25	A	(5) - Excellent
A full, detailed answer to the question, a set of conscious knowledge about the object is shown, the main provisions of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena disclosed. Knowledge of the object is demonstrated against the background of understanding it in the system of this science and interdisciplinary relations. The answer is formulated in terms of science, presented in literary language. There may be mistakes in the definition of concepts, corrected by the student independently in the process of answering.	22-23	B	(5) – Excellent
A full, detailed answer to the question posed, the main provisions of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena disclosed. The answer is written in literary language in terms of science. The answer has flaws, corrected by the student with the help of the teacher.	19-21	C	(4) - Good
A full, detailed answer to the question, the ability to identify essential and non-essential features, cause-and-effect relationships is shown. The answer is clearly structured, logical, stated in terms of science. There are some mistakes, corrected by the student with the help of "leading" questions of the teacher. There may also be 1-2 errors in the definition of basic concepts, which the student finds it difficult to correct independently.	17-18	D	(3) - Satisfactory
The answer is insufficiently complete and insufficiently detailed. The logic and sequence of presentation have violations. There are errors in the disclosure of concepts, use of terms. The student is	15-16	E	(3) – Satisfactory

unable to independently identify essential and non-essential features and cause-and-effect relationships. The student can concretize generalized knowledge, proving by examples their main points only with the help of the teacher. Speech formatting requires corrections, adjustments.			
The answer is incomplete, representing scattered knowledge on the topic of the question with significant errors in definitions, there is fragmentation, illogicality of presentation. The student does not realize the connection of the given concept, theory, phenomenon with other objects of the discipline. There are no conclusions, concretization and evidence of presentation. Speech is illiterate. No answers to the basic questions of the discipline.	0-14	F	(2) – unsatisfactory

CRITERIA FOR EVALUATING A STUDENT'S RESPONSE TO A PRACTICAL ASSIGNMENT

Response Characteristic	points
A full, detailed answer to the question, a set of conscious knowledge about the object is shown, manifested in the free operation of concepts, the ability to identify its essential and non-essential features, cause-and-effect relationships. Knowledge about the object is demonstrated against the background of understanding it in the system of the given science and interdisciplinary relations. The answer is formulated in terms of science, set out in literary language, logical, evidentiary, demonstrates the author's position of the student.	21-25
A full, detailed answer to the question, a set of conscious knowledge about the object is shown, the main provisions of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena disclosed. Knowledge of the object is demonstrated against the background of understanding it in the system of this science and interdisciplinary relations. The answer is formulated in terms of science, presented in literary language. There may be mistakes in the definition of concepts.	20-24
A full, detailed answer to the question posed, the main provisions of the topic are evidently disclosed; the answer has a clear structure, logical sequence, reflecting the essence of the concepts, theories, phenomena disclosed. The answer is written in literary language in terms of science. There are some flaws in the answer.	15-19
A full, detailed answer to the question, the ability to identify essential and non-essential features, cause-and-effect relationships is shown. The answer is clearly structured, logical, stated in terms of science. There are 1-2 errors in the definition of basic concepts.	10-14
The answer is insufficiently complete and insufficiently detailed. The logic and sequence of presentation have violations. There are errors in the disclosure of concepts, use of terms. The student is unable to independently identify essential and nonessential features and cause-and-effect relationships. Formalization of the answer requires amendments, corrections.	5-9
The answer is incomplete, representing scattered knowledge on the topic of the question with significant errors in definitions, there is fragmentation, illogicality of presentation. The student	0-4

does not realize the connection of the given concept, theory, phenomenon with other objects of the discipline. There are no conclusions, concretization and evidence of presentation. Speech is illiterate. No answers to the basic questions of the discipline.	
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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.

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	Content and design of the work :			Evaluation of the work by the supervisor/ reviewer 10 points	Student's report 25 points	Student's answers to questions 25 points	Total 100 points	Grade
		Relevance of the content of the work to the theme, purpose and objectives 10 points	Completeness of disclosure of the topic and logic of presentation of the material 20 points	According to Compliance with the Rules for the preparation, execution and defense of the final qualifying work of the issuing BUP 10 points					
1.									

Full name of the commission member: _____

