Federal State Autonomous Educational Institution of Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA
NAMED AFTER PATRICE LUMUMBA
RUDN University

Faculty of Economics

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

COURSE SYLLABUS

Corporate governance

(name of the discipline/module)

Recommended by the Didactic Council for the Education Field of:

38.04.02 «Management»

(code and name of the training area/specialty)

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

International marketing and business

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

2025

1. COURSE GOALS

The aim of the course is forming the students understanding of the role of organizational and behavioral factors effective in functioning of the organization, content and psychological mechanisms of regulation of the interaction between the individual and the organization and development of practical skills in the field of study of behavioral problems of management of the organization.

Objectives of the course:

- to form an idea about the basic concepts of the theory of organization;
- to study theoretical and methodological bases of research organizations;
- describe organizational and socio-psychological factors of organizational performance;
- to develop a knowledge of the analysis of behavioral problems in the functioning of organizations;
- to develop skills in macro and micro analysis of organizations in their development and interaction with the environment.

2. REQUIREMENTS FOR LEARNING OUTCOMES

The development of the discipline "Corporate governance" 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-5	Able to analyze and take into account the diversity of cultures in the process of intercultural interaction	UC-5.1 Interprets the history of Russia in the context of world historical development UC-5.2 Finds and uses in social and professional communication information about cultural characteristics and traditions of various social groups UC-5.3 Takes into account, in social and professional communication on a given topic, the historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, including world religions, philosophical and ethical teachings UC-5.4 Collects information on a given topic, taking into account ethnic groups and confessions most widely represented at the points of research UC-5.5 Substantiates the specifics of project and team activities with representatives of other ethnic groups and (or) confessions UC-5.6 Adheres to the principles of non-discriminatory interaction in personal and mass communication in order to fulfill professional tasks and enhance social integration

Code	Competence	Competence achievement indicators (within this course)
GPC-2	Able to apply modern techniques and methods of data collection, advanced methods of data processing and analysis, including the use of intelligent information and analytical systems, when solving managerial and research problems	GPC-2.1 Owns modern techniques and methods of data collection, methods of searching, processing, analyzing and evaluating information to solve management problems GPC-2.2 Analyzes and simulates management processes in order to optimize the organization's activities GPC-2.3 Uses modern digital systems and methods in solving management and research problems

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

The discipline "Corporate governance" 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 "Corporate governance".

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-5	Able to analyze and take into account the diversity of cultures in the process of inter-cultural interaction		Corporate marketing at global markets / Корпоративный маркетинг на мировом рынке International logistics / Международная логистика
GPC-2	Able to apply modern techniques and methods of data collection, advanced methods of data processing and analysis, including the use of intelligent information and analytical systems, when solving managerial and research problems	Management Research Methodology	Marketing Metrics (Marketing project effectiveness) / Маркетинговые метрики (эффективность маркетинговых проектов) Trade Marketing / Торговый маркетинг International Marketing / Международный маркетинг

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

4. SCOPE OF DISCIPLINE AND TYPES OF ACADEMIC WORK

The total labor intensity of the discipline "Corporate governance" is 3 credits.

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

Types of academic activities during the period of the HE program mastering	Course workload, academic hours	Semesters		1	2
Contact academic hours	108			108	
Lectures LTR	18			18	
Lab works LW					
Seminars SS	36			36	
Self-study, academic hours	27			27	
Evaluation and assessment	27			27	
Course workload — academic hours	**108**			**108**	
Course workload — credits	**3**			**3**	

5. COURSE CONTENT

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

Course part topics	Work type
Topic 1. Historical and theoretical foundations	LTR, SS
Modern theory of organization. Taylorism. Fayol principles of management. M.Veber and burocracy concept. Human relations model. The contribution of A.Barnard to the modern theory of organization. A model based on resources: key issues, limitations. The institutional model of the organization. The model of transaction costs. The rational model of randomness (situational theory). Conceptualization of new organizational forms. Limitations of traditional approaches in the analysis of inter-firm networks. The concepts of Miles and Snow. Neotaylorism.	LTR, SS
Topic 2. Organization structure – Defining the organizational structure. Functions of the organizational structure. Mechanisms and tools of the components integration of the organizational system. Differentiation and integration as a structuring force. Mechanical and organic organization structure. Positive and negative effects of formalization for the organization of joint activities. The measurement of formalization.	LTR, SS
Topic 3. Organization structure: Context characteristics–	LTR, SS
Contextual characteristics of the organization. The objectives and strategies of the organization: concept, types of goals, multiplicity of goals. Mission,	LTR, SS

Course part topics	Work type
strategy, operational plans as management tools. The size of the organization. Large and small organizations: the problem of efficiency. Technology organization. Types of technologies, their characteristics. Organizational culture: concept, functions, types. External environment: concept, structural characteristics, types of environments. Interrelation of structural and contextual characteristics.	
Topic 4. Organization structure plans Classification of organizational structures. Functional structure: characteristics, conditions, effectiveness, restrictions on the use. Divisional structure: characteristics, conditions, effectiveness, limitations of use. Matrix structure: characteristics, conditions, effectiveness, limitations of use. A network organization. The virtual organization. The diversity of structures in the organization. The ratio of different categories of staff as a structural feature of the organization.	LTR, SS
Topic 5. Organization design	LTR, SS
Symptoms of structural inconsistencies. The relationship of orgprojecteconomica with strategic planning. The goals and objectives of organization. Stages of organizational designing. The impact of strategic choice on the structure of the organization. The relationship of the size of the organization and its structure. The relationship of technology with other characteristics of the organization. The impact of technology on structure. The structure of the environment. The influence of external environment on organization structure. The influence of contextual characteristics on organizational relationships.	LTR, SS
Topic 6. Organization effectiveness The concept of efficiency of the organization. Efficient and cost effective. Approaches to evaluating the effectiveness of the organization. Goal approach to effectiveness. Resource approach: provisions, indicators, indications and contraindications. The approach "healthy system": the nature, targets, advantages and disadvantages. The approach of strategic groups. The concept of strategic groups, interest groups. The indicators used in the approach, limitations. System model of efficiency. Four multiple criteria of organizational effective-	LTR, SS

Course part topics	Work type
ness. Organization as sisters contradictions: a model of efficiency. Criteria and factors of organizational effectiveness	
Topic 7. Personality vs Organization: interaction aspects Personality characteristics: values, attitudes, their formation and change; ability and skills, the "big five" concept. The influence of personality characteristics on organizational behavior of the individual. Motivation as the basis of organizational behavior. The concept of motivation, motivation, stimulus, and incentives. The model of motivation as a process. Theories of motivation. Motivation and performance of the individual. The entry of a person into the organization. The theory of role behavior. Status and organizational behavior. Job satisfaction: the Concept of organizational commitment. Quality of work life. A study of satisfaction and organizational commitment.	LTR, SS
Topic 8. Behavior management in organization–	LTR, SS
Organizational management of motivation. Motivation through goal-setting. Feedback. Assessment of the work. A study of the effectiveness of the system of controlling the behavior of individuals in organizations.	SS
Topic 9. Group genesis and dynamics in organization The group in the organization. The group's influence on the behavior and effectiveness of individuals. Social facilitation and social inhibition. The concept of the group. The types of groups. The Genesis and development of small groups. Factors influencing the effectiveness of groups in organizations.	LTR, SS
Topic 10. Personality behavior regulation in a group Conformity as a factor of group interaction. The conformal factors of behavior. Norms and group effectiveness. The definition of the concept, mechanisms of formation, characteristics of group norms, functions in the group process. How to change group norms. The group cohesiveness. Factors group cohesion. The influence of group cohesion on the effectiveness of the group's activities.	LTR, SS
Topic 11 Group behavior management in an organization – Leadership in the group: the relationship between	LTR, SS

Course part topics	Work type
the concepts. Theory of leadership. Group decision-making. The process of group decision making. Characteristics of group tasks. The phenomena of decision-making process of the group. Ways to organize group discussions. The influence of minorities on the decision. The concept of team. Kinds of commands. Building an effective team	
Topic 12. Organization change management Innovation: concept, types. Types of reactions to innovations in the organization. The causes of resistance to innovations. Strategies to overcome resistance to innovations. Tactics of implementing change. Management support organizational changes	

* - 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	Ауд. 17. Моноблок Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, монитор 21" Мультимедиа проектор Casio XJ-S400UN Проекционный экран GEHA 244*244 MS Windows 10 64bit Microsoft Office 2021 LTSC
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	Ауд. 105. Моноблок Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, монитор 21" Мультимедиа проектор Casio XJ-S400UN Экран моторизованный Digis Electra MW DSEM – 1105 MS Windows 10 64bit Microsoft Office

Audience type	Equipping the audience	Specialized education-al/laboratory equipment, software and materials for the development of the discipline (if necessary)
		2021 LTSC
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.	4 зал. Библиотеки Моноблок Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio, монитор 21" Мультимедиа проектор Cactus CSC4.SG MS Windows 10 64bit Microsoft Office 2021 LTSC

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

7. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL SUPPORT OF THE DISCIPLINE

Main literature

1. Tyulin, A.E. Corporate Governance. Methodological tools : textbook / A.E. Tyulin, A.A. Chursin, A.A. Ostrovskaya. - 2nd ed., supplement. - Moscow : INFRA-M, 2024. - 291 c. - (Higher education). - DOI 10.12737/2125015. - ISBN 978-5-16-019504-9. - Text : electronic. - URL: https://znanium.ru/catalog/product/2125015
2. Dementieva, A. G. Corporate governance : textbook / A. G. Dementieva. - Moscow : Magister : Infra-M, 2024. - 496 c. - (Magistracy). - ISBN 978-5-9776-0431-4. - Text : electronic. - URL: https://znanium.ru/catalog/product/2096931

Additional literature:

1. Heather A. Haveman, The Power of Organizations: A New Approach to Organizational Theory, Princeton University Press, 336 pages, 2022, ISBN 0691241805
2. Integrated information systems of object management. Corporate information systems : textbook / A. A. Grigoriev, E. A. Isaev, V. V. Kornilov [et al.] ; edited by A. A. Grigoriev. - Moscow : INFRA-M, 2024. - 273 c. - (Higher education). - ISBN 978-5-16-018103-5. - Text : electronic. - URL: https://znanium.ru/catalog/product/2150445

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
- 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 "Znanium.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), Google (google.ru).

Information and reference portals:
1. www.advertology.ru
2. www.marketing.spb.ru
3. www.p-marketing.ru
4. www.4p.ru
5. www.advi.ru
6. www.cfin.ru
7. www.expert.ru
8. 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 "Corporate governance" is posted on the TUIS portal, Access mode: https://esystem.rudn.ru/enrol/index.php?id=13708

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 "Corporate governance" are presented in the Appendix to this Work Program of the discipline.

Developers:

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