

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Budgetary Educational Institution of Higher Education

«SAINT-PETERSBURG STATE UNIVERSITY OF ECONOMICS» (UNECON)



APPROVED:

Vice-rector for study and methodical work

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SYLLABUS OF THE COURSE ANNOTATIONS

Specialty	<i>38.03.02 Management</i>
Specialization	<i>Business management and digital innovations</i>
Level of higher education	<i>Bachelor</i>
Form of training	<i>Full-time</i>
Year of enrolment	<i>2022</i>

Saint Petersburg

2022

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Name of discipline	Corporate governance and social responsibility in international companies
Department	Department of Management and Innovations
Objective	To develop knowledge, skills and abilities in the field of corporate governance and social responsibility in international companies.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1. Concepts and evolution of corporate governance as a science	The history of corporate governance. Signs of corporation classification and historical milestones in their development. Development of corporate governance in Russia. Trends in modern development of corporate governance. The emergence and development of the science of corporate governance. Separation of ownership and management rights. Agency conflicts as the basis for the emergence of corporate governance. Corporation, corporate governance, advantages and disadvantages.
Topic 2. Corporate governance mechanisms	Control in the system of corporate relations. External mechanisms of corporate governance. Internal mechanisms of corporate governance.
Topic 3. Corporate governance model	Joint-Stock Company. Holding. Financial and industrial group. Transnational corporation. Network Corporation. Other forms of corporations.
Topic 4. Corporate governance practices abroad	Features of corporate governance in countries of the Anglo-American economic model. Features of corporate governance in countries of the German economic model. Corporate governance in Japan. Formation of the corporate environment in the Russian Federation.
Topic 5. Economic efficiency of corporate governance and its assessment	Assessing the effectiveness of corporate governance from the point of view of integration efficiency. Assessing the effectiveness of corporate governance based on the criterion of protecting the interests of owners. Assessing the effectiveness of corporate governance based on the market value of the corporation.
Topic 6. Concepts and ideas of social responsibility	Social responsibility of business – economic, political, environmental, social aspects. Business ethics: economic, legal, epic and voluntary social responsibilities (A. Carroll’s model). Modern social legislation. Charity and business. Features of motivation of Russian enterprises. Social policy, social projects of enterprises. Principles, priorities, norms, formal and informal rules governing the social policy of enterprises. Mission of corporate social policy. The concept of social partnership. Advantages of companies pursuing an active social policy The state as an actor in corporate social policy is creating conditions for the development of social policy of enterprises.
Topic 7. Theoretical concepts of corporate social responsibility	Corporate governance. The concept of “corporate egoism” (T. Levitt, M. Friedman), “company of owners”. The concept of corporate altruism, “company of participants.” Organizational viability - the concept of the triple bottom line (D. Elkington). Interests of various interest groups (stakeholders) in formulating corporate social policy priorities. The ideology of industrial paternalism. Global inequality. Neoclassical, managerialist and statist interpretations of social responsibility. Corporate citizenship. Global corporate citizenship. Strategy for Creating Shared Value by M. Porter and M. Kremer: rethinking products and markets by searching for socially significant problems; reimagining productivity in the value chain by enhancing the social, economic and environmental capabilities of

	supply chain participants.
Topic 8. The concept of CSR and strategic management	Corporate mission. Corporate vision. Corporate strategy. Corporate image. Business reputation. Formation of business reputation, its assessment by contact groups. Types of business reputation. Business reputation ratings. Factors in the formation of business reputation of Russian organizations (according to Russia RepTrack monitoring data). Goodwill: assessment methods, areas for improvement. External and internal environment of corporate responsibility. Priorities of the company's social policy. Social investments. Socially significant industries. Corporate identity. Strategic level of CSR.
Topic 9. CSR and sustainable business development	Principles of sustainable development of the organization. CSR and anti-crisis development of the organization. Sustainable development concept. Key indicators of the company's sustainable development: Russian and foreign assessment methods and tools, development trends. Social entrepreneurship concept. "Reactive" and "strategic" forms of CSR. The role of corporate social responsibility at various stages of the organization's life cycle. Dow Jones Sustainability Index (DJSI); Global 100; GRI (Global Reporting Initiative). Behind the Brands. Trends in the field of sustainable development (based on the results of Sustainability and Reporting Trends in 2025: Preparing for the Future). Corporate power and social policy in the context of globalization. Social code of the corporation.
Topic 10. Building a CSR system	Typology of system representations. Main attributes of the corporate social responsibility system. Types of interactions in the system of corporate social responsibility. Principles for building a system of corporate social responsibility. Portfolio approach to the formation of a package of social programs. Risks of ignoring social responsibility. Forced forms of social responsibility.
Topic 11. Types, forms, specifics of internal and external social responsibility	Education and intellectual potential of an organization as factors of internal social responsibility. Knowledge management in an organization from the perspective of corporate social responsibility. Changing thinking as a factor of internal social responsibility in an organization. Development of a "smart organization": basic approaches. Types and forms of internal social responsibility. Development of a system of social responsibility in organizations. Personnel development and contribution to "human capital". Domestic policy. Income policy, housing policy, social security. Corporate volunteering: forms and types. Development of corporate volunteering (Pro bono) in Russia and abroad: barriers and prospects. External environment of social policy. Subjects - disadvantaged, vulnerable groups, culture, local community, environmental safety. Tools - social competitions, corporate charitable funds, local development funds (social investment funds), programs, maintenance of communal and public facilities, patronage. Support for both education and science as the basis for the formation of intellectual and innovative potential. Health care support as a necessity for the formation of a healthy lifestyle and labor potential. Social programs of the Russian business community. General approaches to the development of social and charitable programs.
Topic 12. Corporate brand and social responsibility. Foreign practice	Corporate brand: elements, methods of formation and social technologies of promotion in the communication field. The role of social responsibility in constructing the image of a modern organization. Problems of communication support of social programs of Russian organizations. Social advertising as a tool for communicating the social responsibility of companies: concept, principles, tasks and functions. Development of social and public service advertising (PSA) in Russia and abroad. Psychological methods of influencing the target audience in social advertising. Online games in social advertising: advantages and limitations. Criteria for assessing the effectiveness of social advertising.
Topic 13. International standards in	International standards in the field of corporate social policy: Account Ability 1000, ISO 14000 Management System Standards, Social Accountability 8000, Sunshine Standards for Corporate Reporting to Stakeholders), certification according to FSC

the field of corporate social policy	principles. Problems of application of international standards in Russia.
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Name of discipline	Data Analysis
Department	Department of Applied Mathematics and Economic-Mathematical Methods
Objective	Gaining skills in using methods and models of data analysis and appropriate computer tools to solve economic problems.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Exploratory data analysis	Types and methods of presenting data of various natures. Data visualization. Analysis of the basic properties of data, finding general patterns and distributions in them. Univariate and multivariate data analysis.
Topic 2 Basic statistical methods of data analysis.	Descriptive statistics. Testing statistical hypotheses. Correlation analysis. Analysis of contingency tables.
Topic 3 Processing of data of various natures.	Working with omissions and outliers. Normalization and standardization of data. Processing of categorical features.
Topic 4 Methods for reducing the dimensionality of source data	Principal component method. T-SNE method. UMAP method.
Topic 5 Cluster analysis.	Clusters. Proximity metrics. Methods for combining clusters. Hierarchical cluster analysis. Dendrograms. K-means method. DBSCAN method. Methods for assessing the quality of clustering. Silhouette method.

Name of discipline	Digital infrastructure for business
Department	Department of Marketing
Objective	Students master the theoretical and practical foundations of planning, organizing the execution of work, and completing the project in accordance with the assignment received.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1. Basic concepts and classification of information technologies	The essence, features, functions and advantages of business planning, classification of information technologies and digital products for business.
Topic 2. Modeling of business processes based on Case technologies	Purpose of Case technologies, HIPO technology, Varnier-Orr diagram, IDEF methodology, functional modeling methodology, data flow diagrams.

Topic 3. Project life cycle	Basic concepts of project management, structure of the project life cycle, patterns of the project life cycle, project management processes, schedule development.
Topic 4. Basic elements of business planning	Strategic and investment planning, economic content and main elements of strategic planning, classification of strategies, goals and strategies for project implementation.
Topic 5. Financial planning of the project	Primary documents of the financial plan, purpose, structure and calculation methods of the main documents of the financial plan, types of project financing strategies.

Name of discipline	Economic theory
Department	Department of General Economic Theory and History of Economic Thought
Objective	To provide students with a set of basic economic knowledge and skills necessary for studying and mastering special courses, the ability to analyze various economic processes in Russia and in the world and the formation of economic thinking that provides an understanding of the forms, methods, priorities and directions of functioning and development of the economy.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1. The subject and method of economic theory.	The subject, goals and objectives of general economic theory. Definition of the subject of general economic theory by representatives of different schools. The system of economic relations: socio-economic, technical-economic, organizational-economic, ecological-economic. Economic laws and categories. The structure of general economic theory. Nano-, micro-, meso-, macro- and mega-economics are components of economics and various levels of economic analysis. Economic entities and their goals. The relationship of general economic theory with other sciences. General economic theory is the methodological foundation of the system of economic sciences. Functions of general economic theory. Methodology of economic science. Methods of cognition of economic processes. Dialectical method, a method of scientific abstraction, analysis and synthesis, induction and deduction. A combination of historical and logical, economic and mathematical modeling, economic experiment. Cognition, construction and use of a system of economic laws and categories as a method of economic analysis. Economic policy.
Topic 2. Formation and development of economic theory as a science.	The emergence of economic schools. Economic schools in the twentieth century. Neoclassical direction. Monetarism. Neoliberalism. The Keynesian direction. Neo-Keynesians. Institutional and sociological direction. Neo-institutionalism. Economic globalism. Russian Economic thought and its contribution to the treasury of world economic science. Nobel Prize laureates in Economics and their ideas.
Topic 3. Material needs and economic resources of the society	Human needs and their classification. Material needs. The law of the elevation of needs. Ways and means of satisfying material needs. Economic benefit and its properties. Benefits are substitutes. Complementary good. Resources and their classification. Economic resources and their properties. Factors of production. The contradiction between unlimited needs and limited resources is the main problem of economic theory and practice. The company's production capabilities and the problem of choice. The curve of production capabilities and its properties. The concept of alternative cost. The concept of efficiency. Production efficiency and economic efficiency.
Topic 4.	The main forms of public economy and their models. Subsistence farming, its

Natural and commodity economy.	features and peculiarities. Relationships of personal dependence. Commodity economy: causes and conditions of occurrence, main features. Product. Various theoretical approaches to assessing the properties of a product: its use value, utility and value. Goods and public goods. The formation of relations of material dependence. Simple and capitalist commodity production. Separation of labor from property. The transformation of labor into a commodity
Topic 5. Property as the basis of economic systems. Types of economic systems.	Property as an economic, legal and historical category. The content of the property. Roman rights: possession, disposal, use. The laws of property and the laws of appropriation. The general economic theory of "property rights" by R. Coase and A. Alchian as a system of relations between people regarding their exclusion from access to tangible and intangible resources. Types of property. The objective necessity of a variety of forms of ownership. Conformity of ownership forms to the state of productive forces. Private and public property. Private property as the basis of a market economy. Private labor and private non-labor property of citizens. Intellectual property. The process of internationalization of property relations. Ownership of joint ventures. Economic forms of property realization. The economic system of society and the main directions of periodization of its socio-economic development. Criteria for the development of economic systems. Formational approach. Civilizational approach: types of civilizations, their similarities and differences. Theories of the change of civilizations. The evolution of economic systems. Developed, developing, transitional, scarce, socially oriented, corporate, mixed market economy. Traditional, team, market, mixed economy.
Topic 6. The content and functioning of the market economy.	The market as an economic system of relations between buyers and sellers. Evolution of views on the market. Russian economists about the market. Market typology. A free market or a system of perfect competition. Deformed markets. A system of imperfect competition. Regulated market. The variety of market forms. Market functions. Conditions of functioning of the market economy. Types of markets and their classification by economic purpose, commodity groups, spatial feature, degree of restriction of competition, types of subjects of market relations. Segmentation of markets taking into account geographical, demographic, psychological, behavioral factors. The boundaries of market relations. Market structure. Market infrastructure. Financial and commercial institutions as elements of the market infrastructure; their types, content of activities and role in the market economy. Market economy models. Characteristics of Russian, American, Japanese, German, Swedish, French, South Korean, Chinese models. Using the world experience of market functioning in the economic life of Russia. Conditions of transition to a market system of management in Russia and the specifics of its entry into the system of socially oriented market management. Stages of the formation of a market economy in Russia. The market mechanism as the interrelation and interaction of market elements: demand, supply and price. Market conditions. Demand as an integral element of the market. The law of demand, the demand curve. Factors affecting demand. Elasticity of demand in terms of price and income. Cross elasticity. Coefficient of elasticity. Determinants of individual demand (price, tastes, expectations, etc.). Individual and market demand. The offer is an element of the market. The law of supply, the supply curve. The coefficient of elasticity of the offer. Factors affecting the offer. Determinants of individual supply (resource prices, technology, expectations, and others). The interaction of supply and demand. The equilibrium price as a necessary condition for the emergence of market equilibrium. Overstocking and scarcity as evidence of market imbalance.
Topic 7. Entrepreneurial activity and entrepreneur	Economic content and mandatory conditions for entrepreneurial activity. The main forms of entrepreneurship organization. A firm as a basic form of entrepreneurial activity. Formation of entrepreneurial capital: methods and sources. Fixed and working capital. Material and moral depreciation of capital. Depreciation. Indicators

<p>al capital. Theory of the firm. Risk theory. Costs.</p>	<p>of effective use of the company's resources. Risk: definition, classification, management methods. Natural and cost estimation of the company's resource costs. Costs and their classification. The costs of society and the costs of the company. Accounting and economic costs of production. Explicit and implicit costs. Instant, short and long period. Costs in a short period. Total costs: fixed (fixed), variable, gross. Average costs: fixed (fixed), variable, gross. Marginal costs. Graphical representation of all types of costs. Costs in the long term. The curve of long-term average costs (wrapping curve). Positive, negative and permanent economies of scale.</p>
<p>Topic 8. Income in a market economy. The time factor.</p>	<p>Factor distribution of income. Profit is the main result of the company's functioning. Interpretation of the essence and sources of profit by mercantilists, physiocrats, A. Smith, D. Ricardo, K. Marx, modern economists. Types of profit. Factors determining the amount of profit. Profit functions. Accounting and economic profit. Profit maximization in conditions of perfect and imperfect competition. Monopoly profit and the conditions of its occurrence. The essence and structure of entrepreneurial income. Wages – remuneration for the work of employees. The evolution of economists' views on understanding the essence of wages: the interpretation of wages by A. Smith and D. Ricardo, the theory of the "wage fund" by T. Malthus and J. Mill, the Marxist theory of wages, the social theory of wages by M. Tugan-Baranovsky, views on the essence of wages by J. Case studies, modern theories of wages. Forms and systems of remuneration. The level and dynamics of wages. Nominal and real wages. Features of pricing in the labor market in conditions of perfect and imperfect competition. Judgment interest is a kind of income. Marxist interpretation of loan interest as a form of surplus value. The theory of interest in modern economic literature. The rate of interest and its trend the interest rate, the average interest rate, the market interest rate and the factors affecting it. Determination of interest based on the theory of supply and demand. Discounting. Economic rent and its types. The theory of rental relations. Land ownership and land use are the basis of the system of agrarian relations. The world experience of land ownership and land use, its features in Russia. A retrospective review of existing forms of land ownership in world practice. The role of private ownership of land in the development of market economy: positive and negative aspects. Land rent is the income of the landowner. Monopoly of private ownership of land and absolute rent; monopoly of land as an object of economy; differential rent I and II; dynamics of differential rent. Rent. Neoclassical theory of rental income: economic rent, quasi-rent and income on current investments. Monopoly rent. Features of pricing in the land market. The price of land: dynamics and factors determining it. Land cadastre. Formation of the land price in the conditions of the market economy of Russia.</p>
<p>Topic 9. Features of economic processes and phenomena at the meso-level.</p>	<p>"Meso-economics" and "meso-level" definition of concepts in economic analysis. Meso-level is the study of the industry or economic activity of regional economic complexes. Modern understanding of the meso-level of economics by representatives of institutional and evolutionary economic theory. Theory of regional relations. Signs of region allocation. Conceptual approaches to the study of the region. Donor regions and depressed regions: relationships, interrelations. Regional policy.</p>
<p>Topic 10. National economy. National accounting. The system of National</p>	<p>Features of the macroeconomic approach to the study of processes and phenomena. Macroeconomics is a branch of general economic theory that studies the functioning of the economy as an integral unity of all interrelated industries and sectors of the economy. Objectives and instruments of macroeconomic policy. Ensuring the main macroeconomic goals: stability of economic growth, employment of the population, social justice, improvement of living standards of the population. The main macroeconomic indicators and their measurement. The aggregate social product, its</p>

Accounts.	structure in value and natural-material form. Theoretical approaches to the analysis of the social product. Gross domestic product (GDP). Net economic well-being. Gross national product. The problem of double counting. Intermediate product and final product. Methods of calculating GDP. The GDP deflator (GNP). National income: production, distribution, redistribution, use. National wealth: content and structure. The essence, history of origin and stages of development of national accounting. Methodology of national accounting. The role and functions of national accounting. Contents of national accounts. Classification of economic transactions. Institutional units and sectors. Residents. Territorial and extraterritorial analysis. The main accounts of the National Accounting System (SNA).
Topic 11. Theory of consumption, savings, savings, investments.	General characteristics of consumption, savings and investments. Average propensity to consume (APC). Marginal propensity to consume (MPC). Average propensity to save (APS). Marginal propensity to save (MPS). Classification of investments. Real investments. Investment demand and the factors determining it. The essence and functions of investments. An investment trap. The relationship between investment and national income. Multiplier theory. Graphical analysis in multiplier theory. Two-way multiplier action. The paradox of thrift. Deflationary and inflationary gap. The principle of acceleration. The accelerator formula. The relationship between the accelerator and the multiplier.
Topic 12. Money. The role of monetary policy in the functioning of the economy.	Money as a special financial instrument. Money and its functions. Types of monetary systems. Circulation of metal, credit-paper and electronic money. Money supply, its structure and measurement. Monetary aggregates. Instruments influence of the banking system on the volume of money supply. Composition and mechanism of formation of bank reserves. The coefficient of depositing money. Monetary base and its structure. Deposit, cash and credit multipliers. Factors determining the change in the magnitude of the multipliers. The speed of money circulation. The quantitative theory of money and the price level. The problem of money neutrality. Monetary rule. Rational expectations and super-neutrality of money. The supply and demand of money, their dependence on the economic situation. Macroeconomic equilibrium in the money market. The impact of the money supply on the volume of production. The essence, functions and forms of credit. Commercial, banking, consumer, mortgage, government, international credit. Conditions and sources of capital release in the process of circulation. Credit redistribution of capital. Credit mechanism: content, dialectics of development. The market of credit resources. Monetary system, its structure and functions. Banks, their types and functions. Central bank, commercial banks, savings banks. Types and functions of financial and credit institutions. Banking services market. Banking crises in Russia. Macro-regulation of the monetary system. Objectives and types of monetary policy. Restrictive and expansionist policies. Loan interest and patterns of its dynamics. The rate and the rate of interest. Loan capital market.
Topic 13. The theory of inflation.	The concept and types of inflation. The intensity of the inflationary process. Conditions and causes of inflation. Demand inflation and the factors determining it: monetary and non-monetary. Supply (cost) inflation and its determining factors. The inflationary spiral. Socio-economic consequences of inflation: inflation tax. Projected inflation, I. Fischer equation. Types of social production costs. Adaptive and rational inflation expectations. Price level measurement. The rate of inflation and its determining factors. Nominal and real wages. Nominal and real interest rates. Models of "low" and "high" inflation.
Topic 14. Theory of employment. Inflation and unemploymen	Population movement and macroeconomic proportions in employment. Concepts of employment of the population. Able-bodied and economically active population. The composition of the economically active population. Unemployment and its types. The actual rate of unemployment. Full employment and the natural rate of unemployment. Factors determining the formation and change of the natural rate of

t.	unemployment. Conjunctural unemployment and its norm. The impact of macroeconomic proportions in employment on the final results of real production. Oaken's law. The labor market. Quantitative and qualitative certainty of labor resources. The role of man in ensuring economic growth. Labor force and human capital. The impact of STP on the qualitative improvement of the workforce. Factors of labor market formation. Internal and international migration, emigration of labor resources. Types of migration processes. Pendulum and shuttle migration. Social partnership and the nature of relations in the labor market. Patterns of human capital formation. Contradictions in the formation and use of human capital. The effectiveness of investments in the formation of human capital. The use of education, healthcare, and recreation services. Unemployment and inflation. Types of the Phillips curve. The impact of inflationary processes on the standard of living of the population, the redistribution of national income, the volume of the national product. The specifics of inflation at the present stage of economic development in Russia. Anti-inflationary policy.
Topic 15. Cycle. Large cycles and forecasting of economic development.	Cyclicity as a universal form of economic dynamics. Cyclicity is a form of reaction of the economy to non-equilibrium states, a way of balancing the structure and growth rates, an impulse to master technological progress and the basis for updating the economic system. Objective foundations of cyclic oscillations. Different approaches to the explanation of cyclic fluctuations. Types of cycles. The main characteristics of the economic cycle of business activity. Phase-by-phase dynamics of economic indicators. Forecasting business activity. Classification and frequency of recessions. Short-term economic fluctuations (fluctuations). Large cycles of N.D. Kondratiev's conjuncture. Quantitative and qualitative characteristics of long-wave oscillations. The main characteristics of the crisis of the economic system. Types of crises. Agrarian and structural crises. Economic reforms in Russia from the standpoint of the theory of cyclical social development. Features of the economic crisis in Russia. Anti-crisis and stabilization programs.
Topic 16. Economic growth.	Economic growth is an indicator of changes in the level of real output in a long-term interval. The essence of real economic growth. Indicators of economic growth. Objectives, efficiency, quality and social orientation of long-term economic growth. The contradiction between the pace of economic growth and its qualitative results. Direct and indirect factors of economic growth. Factors that directly affect economic growth and factors that slow down economic growth. Extensive and intensive types of economic growth. Models of economic growth. Ecological contradictions of economic growth. Instability of the equilibrium growth of the economy and the needs of its state regulation. Economic growth in the Russian Federation: Problems and contradictions.
Topic 17. Financial system and financial policy.	Society's finances, their essence and role in ensuring economic growth. Subjects of financial relations: economic entities, the population and the state. The basic principles of building a financial system. The financial policy of the state is a set of state measures to optimize the conditions for the use of centralized monetary resources. Control and distribution functions of financial policy. The State budget and its role in the distribution and redistribution of national income. Budget functions. The budget system. The budget of the central government and the budgets of the subjects of the federation (local budgets). Extra-budgetary funds. Budget revenues and expenditures, their structure. Budget deficit. Cyclical and structural deficits of the state budget. Inflationary and non-inflationary ways of financing the budget deficit. Budget surplus. Budget sequestration. Taxes as an economic base and a tool of the state's financial policy. Classification of taxes by the method of collection and use. Direct and indirect taxes. Laffer curve. Tax multiplier. Tax system, principles of taxation. The Tax Code. Static and dynamic tax systems. The level of the tax burden and its calculation. The shadow economy and the problems

	of measuring the extent of its influence. Fiscal policy of the state and its role in state regulation of economic processes. Types of fiscal policy (discretionary and automatic). Government spending and aggregate demand. Public debt. Internal and external public debt: ways of covering, regulatory concepts.
Topic 18. Social policy.	Social policy of the state: goals and tools. Social guarantees of the state under the conditions of the market mechanism of income generation. Total incomes of the population: types, structure and sources of formation. Nominal, disposable and real income. Functional and personal income distribution. Alternative economic theories of sources of income formation and dynamics. Income differentiation: causes and factors. Measurement of income differentiation and assessment of global trends in their dynamics. The main causes of income inequality. Types, indicators and consequences of population poverty. The Lorentz curve. Engel's law. The Gini coefficient. The level and quality of life: a system of indicators for their assessment. State income redistribution: alternative concepts, goals and tools. Economic efficiency. The system of social protection of the population of Russia. Socio-economic security as the most important qualitative characteristic of the economic system. The system of indicators, external and internal threats to socio-economic security. Global economic processes and economic security of the country. Internal threats to economic security, related and unrelated to cyclical patterns of development. The problem of self-sufficiency of the country. Food security. The fight against criminalization in the economic sphere. Shadow economy: causes and consequences of its development. The mechanism of ensuring economic security.
Topic 19. World economy.	The stages of formation and the main features of the world economy. The growth of economic interdependence. Internationalization of material and spiritual production. The role of STP and transnational capital in the internationalization of the economy, strengthening economic interdependence. International migration of labor and capital. World trade. The concept of the world market. International division of labor. Theories of absolute and comparative advantages of countries in international trade. Trade balance. Trade deficit: causes and ways to overcome. World prices and comparative costs. Interaction of global and national markets. Protectionism and free trade. Trade tariffs, quotas, licenses. Export promotion. International economic organizations. Regional markets of Europe, America, Asia. The European-Asian market. Problems of active inclusion of the Russian economy in the world market. The theory of the comparative advantage of free foreign trade by D. Ricardo. The Heckscher-Ohlin theory of foreign trade and the possibility of its use. Efficiency of foreign trade relations. The concept of currency. The role of currency in international trade. The balance of payments and its structure. The foreign exchange market: the essence, the main features. Currency quotation. Demand for currency, demand factors. Currency supply, its factors. The exchange rate. Fixed and floating rates. The evolution of the currency system. The gold standard. The Bretton Woods system. Currency convertibility. Modern currency system. Operations in the euro currency markets. The International Monetary Fund and its functions. Forms of international settlements: national currencies, special drawing rights (SDR), European currency unit (euro). The global gold market. Gold auctions. Factors affecting the price of gold. Quantitative and qualitative characteristics of globalization. Global integration and regionalization of national economic systems and trends in resource saving, cost reduction, product value, improvement of human capital. Scientific and technological progress and the information economy are the material basis of globalization. Contradictions of globalization of world economic relations and ways to resolve them.

Name of discipline	English for personal and professional growth
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Department	Department of English No. 2
Objective	Formation of meta-skills, professional skills necessary for successful self-realization in professional activities.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Self-presentation. Personal brand.	1. Activation of lexical and grammatical material. 2. Self presentation (information about yourself during acquaintance). Elevator pitch (prepared presentation). 3. Structure of self-presentation. 4. What is a personal brand. 4. SWOT analysis of a personal brand. 5. Technologies for promoting a personal brand.
Topic 2 Teamwork. Team building (team building).	1. Activation of lexical and grammatical material. 2. Formation of soft skills. Teamwork pros and cons. 3. Formation of active listening skills: "Building a successful team." 4. Improving combined reading skills: "Modern team building technologies" 5. Improving professional skills: "Conflicts and solutions."
Topic 3 Leadership qualities - innate or acquired.	1. Activation of lexical and grammatical material. 2. Improving critical thinking skills: "A modern leader - who is he?" 3. Improving active listening skills: "TED TALKS". 4. Improving discussion skills "Is it possible to acquire leadership skills or is it an innate talent to be a leader."

Name of discipline	Safe living Basics
Department	Department of Safety of Population and Territories from Emergency Situations
Objective	Formation of a professional safety culture, i.e. the individual's readiness and ability to use in professional activities the acquired body of knowledge, skills and abilities to ensure safety, character of thinking and value orientations, in which safety issues are considered a priority.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Basic concepts, axioms and objectives of the discipline "Life Safety".	Basic concepts and definitions. Life activity and its safety. Exchange of matter, energy, information between a person and his environment; the intensity of these exchange flows. The triad "danger – causes – damage". Sources of hazards and objects of their influence. Evolution of habitat and conservation of life; positive and negative aspects of scientific and technological progress. Axioms of "Life Safety" (LS). Goals and objectives of the Belarusian Railways, its place in the modern world.
Topic 2 Classification of hazards and their sources, causes and damage.	Classification of hazards: by origin, by scope of action, by time of manifestation of consequences, by localization of energy, etc. Classification of sources of hazards: by power, by time of action, by position in space, etc. Classification of causes: by nature, in relation to the object (subject) impact, etc. Classification of damage: by scale, by area of manifestation, etc.
Topic 3 Quantitative description of hazards.	Risk as a quantitative characteristic of danger. Risk of event, risk of defeat, risk of damage. Types of risk: individual and group, technical and socio-economic, professional, etc. Risk assessment methods. Statistics and risk perception; ways and experience of eliminating discrepancies. The concept of acceptable risk. Hazard source field and its description. Conditional (parametric) and coordinate laws of destruction.
Topic 4 Principles, methods and means of	Security principles. Concept and examples. Orienting, technical, organizational and management principles. Security methods. Concept and examples. Homosphere and noxosphere. Safety features. Concept, classification, examples. Technical safety equipment and indicators of their reliability.

ensuring safety.	
Topic 5 Analysis and management of life safety.	Systematic approach to security analysis and management. Logical operations used in security analysis. Graphic representation of cause-and-effect relationships in risk analysis and emergency investigation: “event tree”, “tree of hazards and causes”, “failure tree”. Analysis methods: direct and inverse, a priori and a posteriori. Forecasting the situation and forecasting tasks. The essence of security management. Functions (stages) of security management. Decomposition of subject activity. Approximate design diagram of a heavy-duty railway.
Topic 6 Characteristic s of the main forms and conditions of activity. Organization of the labor process (elements of ergonomics) and labor protection.	Basic forms of life activity. Physical and mental work; the severity and intensity of work. Operating conditions: safe (optimal, acceptable), harmful, traumatic. Performance and its dynamics; phases of work activity. Basic principles of ergonomics. Directions for establishing compliance (compatibility) between the environment and humans. Dangerous and harmful production factors. Causes of industrial injuries and occupational diseases. Registration, investigation and recording of industrial accidents. Injury indicators and damage assessment. Accident prevention. Organization of labor protection at the enterprise. Types of safety briefings. Legislative and regulatory acts in the field of labor protection; state supervision and public control over their compliance. Responsibility for violation of labor protection legislation.
Topic 7 Sanitary, hygienic and psychophysiological aspects of safety.	Human sensory systems. Weber-Fechner law of perception. Microclimate. Microclimate parameters and their normalization. The influence of deviations of microclimate parameters from standard values on the efficiency of activity and human health. Providing standard microclimate parameters: ventilation, air conditioning, heating, etc. Natural and artificial lighting. The influence of workplace illumination on labor safety and efficiency. Basic requirements for illumination of premises and workplaces, principles and parameters of regulation. Sources of artificial light. Mental processes, properties and states. Mental stress and their influence on human condition and behavior. Special mental states of individuals and groups of people and their assessment from the point of view of life safety. Psychological testing.
Topic 8 Special assessment of working conditions.	Labor legislation. Occupational Safety and Health. Industrial sanitation, safety precautions. Dangerous and harmful production factors. The procedure for conducting a special assessment of working conditions. Classification of working conditions.
Topic 9 Biological hazards. Social dangers.	Sources and causes of biological hazards. Poisonous mushrooms, plants and animals. Infectious diseases and their causative agents. Features of the course and spread of infectious diseases. Protective measures: vaccination, use of antibiotics, observation, quarantine, disinfection, etc. Concept, causes and classification of social dangers. Types of social dangers: blackmail, robbery, hostage, terror, drug addiction, alcoholism, socially significant diseases, suicide, etc. National, religious, intra- and interstate disagreements and mutual claims and their consequences.
Topic 10 Man-made hazards.	Mechanical active (kinetic) and passive (potential) hazards: moving bodies (vehicles, machine tools and other equipment), height, inclined and slippery surfaces, etc. Parameters of mechanical hazards. Organizational and technical measures to protect against mechanical hazards. Ensuring safety during the operation of technical systems, including containers with abnormal values of the main parameters of the environment. Pressure vessels (cylinders, boilers), compressors, pipelines; vacuum devices. Heating devices and furnaces; refrigerators and cryogenic installations. Technical and organizational protective measures.

	<p>Hazards associated with mechanical vibrations: vibration, noise, infra- and ultrasound. Sources, types, parameters and normalization of mechanical vibrations of various frequencies. Negative effects, methods and means of protection from noise, vibration, infra- and ultrasound. Electromagnetic radiation hazards: radio frequency electromagnetic fields, visible light, infrared and ultraviolet radiation; laser technology. Sources and parameters, negative impact and regulation, methods and means of protection from electromagnetic radiation and fields of various wavelengths. Electric current as a negative factor. Damage effect and factors determining it; types of electric shock and first aid for electric shock. Parameters and regulation, principles, methods and means of protection against electric current. Static electricity: sources and protective measures. Atmospheric electricity: lightning and protection against it.</p>
<p>Topic 11 Environmental hazards.</p>	<p>Pollution of the atmosphere, hydrosphere and lithosphere. Main types, sources and consequences of pollution. Standardization and control of air, water and soil quality. Active and passive methods of protecting humans from emissions of harmful substances. Dry and wet methods for removing dust from atmospheric emissions. Sorption, thermal and biological methods of purification from gaseous pollutants. Types of wastewater and their treatment by mechanical, physico-chemical and biological methods. Solid and liquid waste and their processing. Emission dispersion, sanitary protection zones. Waste-free and low-waste technologies: concept and basic elements.</p>
<p>Topic 12 General information about emergency situations.</p>	<p>The concept of an emergency situation (ES) and its signs. Conditions and causes of emergencies. Emergency zone and lesion; accident and disaster. Classification of emergencies: by nature of occurrence, by scale, by speed of development; by types of impact zones, etc.</p>
<p>Topic 13 Man-made emergency situations in peacetime and war.</p>	<p>Radioactive substances and ionizing radiation. Natural and artificial radiation. Parameters and regulation, consequences and protection from exposure to ionizing radiation. Radiation hazardous objects for peaceful and military purposes. Nuclear weapons and means of their use. Accidents at nuclear power plants, their categorization and damaging factors. Nuclear explosions, their types and damaging factors. Comparison of the radiation situation during a nuclear power plant accident and during a nuclear explosion. Zoning of the territory and criteria for making decisions on protective measures in case of a radiation accident and nuclear explosion. Harmful and toxic substances, hazardous chemical substances, chemical warfare agents. Parameters and classification of hazardous substances for peaceful and military purposes. Regulations, consequences and protection from exposure to hazardous substances. Chemically hazardous objects, their categorization and accidents on them. Chemical weapons and means of their use. Zones of chemical contamination, their parameters and factors influencing them. Protection of the population and territories during chemical accidents. Combustion and fire. Essence, conditions of occurrence and types of combustion process. Fire hazard characteristics of substances. Classification of premises according to the degree of fire hazard, buildings and structures - according to the degree of fire resistance. Incendiary weapons and means of their use. Fires: their main causes, damaging factors and phases of occurrence. Rules of conduct and means of rescuing people in case of fire. Principles and methods of extinguishing fires; fire extinguishing agents and fire extinguishing agents. Fire alarm and notification equipment. Fires in populated areas: their types and factors influencing their spread; fire protection measures. Landscape fires: their types, features and methods of control. Explosions. Explosion power, TNT equivalent. Damaging factors of explosions and their parameters. Features of explosions of fuel-air mixtures. Explosive objects for</p>

	peaceful and military purposes. Explosive ammunition and means of their delivery. The degree of injury to people, the degree of destruction of buildings and structures, the zone of destruction in populated areas during explosions. Preventing explosions and reducing damage from them.
Topic 14 Natural emergencies (natural hazards).	Concept and main causes, affecting factors and parameters of natural hazards. Methods and possibilities of protection against natural hazards. Lithospheric hazards and emergencies: geophysical - earthquakes, volcanic eruptions and geological - landslides, mudflows, avalanches. Hydrospheric hazards and emergencies: floods, floods, tsunamis, rough seas. Atmospheric hazards and emergencies: cyclones, anticyclones, hurricanes, tornadoes, fogs, showers, hail, heavy snowfalls. Space hazards: cosmic bodies and radiation. Features of manifestation, negative consequences and protection from cosmic dangers.
Topic 15 Protection of the population and territories in emergency situations.	Legal and regulatory acts in the field of protecting the population and territories from natural and man-made emergencies. Unified State System for Prevention and Elimination of Emergency Situations (RSChS). Objectives, structure, modes of operation and areas of activity of the RSChS. Hazardous production facilities: their registration and licensing. Examination and declaration of safety of hazardous production facilities. The structure of civil defense of an economic object and the tasks of civil defense organizations. Planning activities and training of management and facility personnel, as well as the population in the field of civil defense. Methods and means of protection in emergency situations. Evacuation measures. Collective protective equipment: their types and requirements for them. Personal protective equipment: their classification, principle of operation and capabilities.
Topic 16 Elimination of consequences of emergency situations.	Basics of organizing emergency rescue and other emergency work. Priority, staging and sequence of liquidation of consequences of emergency situations. Determination of the composition of forces and means for carrying out work. Features of work in zones of contamination (radiation, chemical, bacteriological), in zones of destruction and fires (during explosions, earthquakes, etc.), in flood zones. Methods of providing first aid to victims. Disaster medicine as an element of the emergency response system in extreme situations.
Topic 17 Sustainability of the functioning of economic facilities in emergency situations.	The concept of sustainability of an economic object in emergency situations. Factors influencing the sustainability of the facility. Organization of research into the stability of an object. Assessment of the security of workers and employees, the physical stability of buildings and structures, the stability of equipment, communications, technologies, the reliability of the control system and logistics. Ways to increase the sustainability of the functioning of production facilities, taking into account the likelihood of emergency situations. Preparation for an accident-free shutdown of production and rapid restoration of disrupted production.

Name of discipline	Business and management in a global context
Department	Department of International Business
Objective	Studying modern changes in the management system of companies in a global environment to develop and implement the company's international strategy with justification for its choice.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Globalization and localization of global	Theories of globalization and localization. Theoretical approaches to the analysis of global markets.

markets.	
Topic 2 Global business environment.	Global business environment concepts. Macro environment of international business. Tools for studying the global business environment.
Topic 3 Strategic business decisions in a global environment.	Strategies for companies to enter global markets. Business decisions in strategic change of companies.
Topic 4 Strategies for changing business management in a global environment.	Modern approaches to changing the business management system when developing strategies for the company's work in global markets.

Name of discipline	Business Analytics
Department	Department of Project Management and Quality Management
Objective	Formation in students of a system of fundamental theoretical knowledge, skills and abilities in the field of business analytics, methodology for using the results of data analytics in the formation of an organization's strategy, methods of statistical and data mining in order to extract information and generate knowledge that increases the business value of the organization.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Introduction to business analytics. Main directions of development of business analytics. The role of business analytics in the activities of organizations.	Business Analytics Knowledge Area. The concept of business analytics and related terms (business analysis, business intelligence). Business analytics tasks. Main types and directions of development of business analytics. Modern aspects of the development of business analytics, the impact of digitalization. The role of business analytics in the activities of organizations. Results of business analytics in creating organizational value.
Topic 2 Strategic decisions. Projection of decisions made onto data. Methods of strategic analysis.	Business analytics as the basis for successful strategic decisions. Strategy and strategic decisions in the organization. Projection of strategic decisions made onto information support. The relationship between strategy and tactics. Balanced Scorecard. Methods of strategic analysis.

Topic 3 Confidence intervals. samples. Testing statistical hypotheses.	Statistical foundations of successful business analytics. Types and types of data. Distribution and its visualization. The concept of sampling. Sampling in market research and organizational performance. Extending the results and conclusions drawn from sample measurements to the general population. Testing statistical hypotheses.
Topic 4 Analysis of relationships.	The concept of the relationship of factors. Cause and effect in the analysis of organizational activities. Visualization of the relationship between two factors, scatterplot. Correlation analysis. Paired and multiple regression model. Linear and nonlinear dependencies. Selecting variables to include in the model. Multicollinearity. Analysis of variance. Interpretation of analysis results. Forecasting.
Topic 5 Time series analysis.	The concept of a time series. Dependence of a factor on its state in the past. Autoregression. Analysis of trends and seasonality. Modeling cyclic behavior using ARIMA models. Visualization of results. Interpretation of results. Forecasting.
Topic 6 Big data. Organization of storage. Big data analytics.	Concept of Big Data. Features of Big Data. Multidimensionality of Big Data. Big Data Storage. NOSQL database. Distributed computing. Basic techniques for analyzing Big Data. Cross-industry standard data mining process. Main directions of development of Big Data analytics.
Topic 7 Data mining methods.	The role of data mining in business analytics. Concept of Data Science, Data Analytics, Machine Learning, Artificial Intelligence. Classification of data mining methods. Typical machine learning tasks in solving business analytics problems. Problems of regression, classification, clustering, rule search, dimensionality reduction. General concept of deep machine learning and scope of application in business analytics. Application in forecasting.
Topic 8 Modern data visualization capabilities. OLAP MS BI.	Modern data visualization capabilities. Multidimensional databases. OLAP technologies in data analysis and visualization. Demonstration of the capabilities of MS Azure ML Studio (or analogues). Application of the package for solving typical regression and clustering problems. SQL capabilities in MS Azure ML Studio. Training opportunities in MS Azure ML Studio.
Topic 9 Big Data software systems.	General information about the Python language. Examples of code templates for data analysis. Loading data, primary data processing, filling in missing values, creating new variables. Demonstration of the possibilities of using Python libraries in solving business analytics problems. Division into test, working and validation samples. Construction of several models. Assessing the quality of the constructed models.

Name of discipline	Business analytics of innovative projects
Department	Department of Marketing
Objective	Formation of a theoretical basis and practical skills in analyzing quantitative and qualitative information characterizing market processes and the activities of market entities, with the aim of developing and justifying management decisions in the implementation of innovative projects.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Business analytics as a methodology for assessing	Reasons for the emergence and stages of development of business analytics. The structure of modern business analysis. The role of a business analyst in evaluating innovative projects. The place of business analytics in project methodologies.

the market potential of innovative projects.	
Topic 2 Analysis of trends in the macroenvironment of an innovation project.	PESTEL analysis: study of the influence of macro factors on the project and industry in the short and medium term. SWOT or SNW analysis. Skills in working with global databases.
Topic 3 Methods of competition analysis. Industry analysis.	The structure of information describing market processes and activities of the company and project stakeholders. Types and forms of competition. Problems of assessing the competitive environment. Market concentration indicators. Construction of a competitive market map. Strategic groups according to M. Porter. Competitor profiling. Analysis of M. Porter's five competitive forces as the basis for developing an organization's competitive strategy.
Topic 4 Methods for researching potential consumers and demand.	JTBD. Person method. Marketing research methods for innovative projects and their disadvantages.
Topic 5 Methods for assessing and forecasting market capacity.	Capacity, potential, market saturation. Problems of market assessment. Methods for assessing market capacity. Absolute and relative market shares. Parfitt-Collins method for forecasting market share of new products.
Topic 6 Key factors for the success of an innovative project.	Customer value and competitive position as the main sources of acquiring key success factors.

Name of discipline	Introduction to information systems
Department	Department of Information Systems and Technologies
Objective	Formation of knowledge in the field of information technology and systems, acquisition and consolidation of practical skills in MS Office.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Basic concepts and definitions.	Study of basic concepts: information, information processes, information technologies, information systems.
Topic 2 Historical aspects of the development of information systems and technologies.	Stages of information technology development.

Topic 3 The impact of information technology development on human activity	Information society as the next stage in the development of humanity. Definition and characteristic features of the information society.
Topic 4 Consequences of informatization	Information resource, product, service. Digital universe, big data. Changes in the labor market.
Topic 5 Classification of information.	Properties of information. Classification of information.
Topic 6 Information processes	Review of basic information processes.
Topic 7 Structure of information systems	Concept of IP. Goals of creating IP. Supporting IS subsystems.
Topic 8 Classification of information systems	Classification of IP according to various criteria.
Topic 9 Stages of IC design	Structure of the IC design process. Stages of IC design. Documenting the IC design process.
Topic 10 IS life cycle	IS software life cycle. Software life cycle models.
Topic 11 Information systems architecture	The concept of information systems architecture. Types of architectures. Microarchitectures and macroarchitectures. Architectural approach to the design of information systems.
Topic 12 Editing text	Learning how to edit a text - font, font size, alignment, indentation, use of styles.
Topic 13 Development of forms	Obtaining the skills necessary to develop forms in Microsoft Word, namely: allocating space on the form; creating a header in a document; creating empty lines in a document; creating a signature strip; use of headers and footers; adding a background; creating a substrate.
Topic 14 Tables	Learning how to create tables, how to edit them, and how to present them in documentation.
Topic 15 Drawings and figures	Learn different ways to work with pictures, shapes, and text fields. Registration in documentation.
Topic 16 Flowcharts and formulas	Studying the principles of constructing flowcharts and formulas. Registration in documentation.
Topic 17 Creating a	Learning the Microsoft Power Point tools needed to create presentations, namely creating, deleting and adding slides, adding text and drawings to a slide, creating a

presentation	background, adding animations.
Topic 18 Using built-in formulas in Microsoft Excel	Studying the principles of creating spreadsheets, data types, principles of entering numerical and text data, building simple formulas. Building formulas containing various built-in functions. Formatting tables.
Topic 19 Building charts in Microsoft Excel	Study of different types of diagrams, ways of constructing and using them.

Name of discipline	Introduction to artificial intelligence
Department	Department of Applied Mathematics and Economic-Mathematical Methods
Objective	Demonstrate to students the capabilities of modern artificial intelligence methods for solving applied economic problems, present basic machine learning methods and their areas of application.

STRUCTURE AND CONTENT OF DISCIPLINE

Topic 1 Principles of artificial intelligence. Areas of application of artificial intelligence. Algorithm for constructing predictive models.	Introduction to modern artificial intelligence methods. Main classes of problems. Review of areas of application of artificial intelligence. Classes of machine learning models. Methods for assessing the quality of predictive and predictive models.
Topic 2 Metric methods of machine learning and their practical application.	Nearest neighbors method. Areas of application of the nearest neighbors method. Selecting the number of neighbors in a metric classifier. Selecting the distance function in various applied data analysis problems.
Topic 3 Linear models in classification and regression problems. Probabilistic approaches to building predictive models.	Linear regression model. Logistic regression model. Areas of application of linear models. Features of training linear predictive models. Probabilistic approaches to data mining problems. The simplest text classification model based on the naive Bayes approach.
Topic 4 Decision trees.	Introduction to logical methods in machine learning. Elements of a decision tree. Basic principles of decision making based on logical methods. Advantages and

Basic principles of automation of decision making in data analysis tasks.	disadvantages of decision trees.
Topic 5 The simplest model of a neuron. Elements of neural networks. Areas of application of artificial neural networks.	Areas of application of artificial neural networks. The concept of neural network architecture. Neuron concept. Principles of operation of artificial neural networks. The simplest model of a neuron. Advantages and disadvantages of artificial neural networks.

Name of discipline	Higher mathematics / Linear algebra
Department	Department of Higher Mathematics
Objective	To provide students with the necessary supply of information on a number of sections of higher mathematics (basic definitions, theorems, rules), most relevant to their future professional activities, as well as a mathematical apparatus that helps them pose in mathematical form and solve professional problems.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Coordinate method, its applications	Cartesian coordinate system, calculating the length of a segment, dividing a segment in a given ratio.
Topic 2 Vectors on the plane and in space	Geometric and algebraic definition of a vector. Actions on vectors.
Topic 3 Equation of a line on a plane	Derivation of the equation of a straight line on a plane, its use for solving problems.
Topic 4 Equation of a plane. Equation of a line in space	Derivation of the equation of a plane in space. Derivation of the equation of a straight line in space. Problems on the relative position of a plane and a line in space.
Topic 5 Matrices, actions on them.	Matrices, their types. Actions on matrices.
Topic 6 Determinants of square	The concept of the determinant of a square matrix. Properties of determinants, methods of calculating determinants. Inverse matrix. Calculation of the inverse matrix. Solving matrix equations.

matrices	
Topic 7 Systems of linear equations	Systems of linear equations, basic definitions. Matrix method for solving systems of linear equations. Cramer's method. Gauss method.
Topic 8 Linear dependence and independence of vector systems	The concept of linear vector space. Study of vector systems for linear dependence and independence.
Topic 9 Fundamentals of differential calculus	The concept of function. Basic elementary functions, their graphs. The concept of the limit of a function. Continuous functions. Derivative of a function. Studying functions using derivatives.
Topic 10 Basics of integral calculus	The concept of antiderivative function and indefinite integral. The concept of a definite integral, its geometric interpretation. Methods for calculating indefinite and definite integrals, their applications.

Name of discipline	Design thinking and business modeling
Department	Department of Marketing
Objective	Development of knowledge and skills of design thinking methodology when creating innovative business models
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Introduction to business models	Introduction. Course structure. The concept of "business model". Different levels of understanding of business models. Osterwalder Business Model Template
Topic 2 Design Thinking and Value Proposition Development	Business modeling and design thinking. Design thinking and its role in value creation. Value Proposition Template
Topic 3 Design Thinking Tools	Stages of design thinking. Methods of empathy. Focusing methods. Idea generation methods. Prototyping methods. Test methods
Topic 4 Areas of application of design thinking	Product design. UX/UI. Service design. Operational Marketing
Topic 5 Platforms and digital ecosystems as business models	The concept of a digital platform. Types of platforms. Network effects. Business ecosystems. Business Ecosystem Structure
Topic 6	How to look for business ideas. How to quickly test business ideas (cusdev). How to

Creating business models	create business models (Osterwalder + Gassman). How to launch business models (lean startup)
Topic 7 Design Thinking in Action	How to explain to management what design thinking is and why you can't do without it. Flexibility and feedback (agile). How to shift a company's focus from the product to the customer

Name of discipline	Investments
Department	Department of Finance
Objective	Formation in students of theoretical and applied competencies that allow them to develop and analyze investment projects implemented by enterprises in the real sector, timely exit from ineffective projects and make informed management decisions on the implementation, participation or exit of investment projects.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Investment activities of corporations	Features of investments and investment activities in the real sector. Market of resources for financing the investment activity of enterprises and corporations, traditional participants. Features of instruments used to finance projects.
Topic 2 Financial planning and investment modeling	Cost of capital as a determining factor in the implementation of investment projects. Methods for assessing the effectiveness of projects. Modern approaches to managing the investment process.
Topic 3 Managing the financial results of investment activities	Approaches to forecasting and assessing the financial results of projects. Features of the formation and assessment of the financial results of projects in the energy industry.
Topic 4 Investment financing risk management	Sources of risks when financing investment projects. Financial consequences of terminating projects. Risk minimization methods.

Name of discipline	Foreign language (second)
Department	Department of Romance-Germanic Philology and Translation
Objective	Development of foreign language communicative competence (speech, language, sociocultural, compensatory and educational-cognitive), in the field of administering diplomatic, economic and other relations of government bodies, business organizations and public organizations of the Russian Federation with representatives of the relevant countries and regions of the world.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 First contacts. Acquaintance.	Teaching the basics of oral communication in a foreign language during first contacts. Training in the basics of written communication and the peculiarities of filling out personal documents (business cards, visa applications, etc.) in a foreign language.
Topic 2 Interpersonal relationships.	Teaching students reading, the peculiarities of constructing written communication in a foreign language in the region of specialization. Development of monologue (message) and dialogical speech (dialogue) skills, oral communication.

Family.	
Topic 3 Country, city, apartment, house.	Training in the basics of oral business communication in a foreign language when organizing trips and while staying in the country of specialization. Training in business communication in a foreign language, interaction with partners.
Topic 4 Daily routine, working day. My university.	Development of monologue (message) and dialogical speech (dialogue) skills, oral communication in professional activities. Improving the ability to use knowledge of a foreign language for business communication in professional activities.
Topic 5 Sports. My preferences.	Studying the linguistic features of oral communication in a foreign language. Training in the peculiarities of composing written documents in a foreign language within the framework of interpersonal communication.
Topic 6 Food, restaurant food, diet, healthy eating.	Studying the linguistic features of oral communication in a foreign language. Training in the peculiarities of composing written documents in a foreign language.
Topic 7 Health, visit to the doctor.	Training in business communication in a foreign language, interaction in various situations in a language environment. Improving the ability to use knowledge of a foreign language for business communication in professional activities.
Topic 8 Leisure, vacation, plans for entertainment .	Teaching the basics of oral communication in a foreign language during first contacts. Training in the basics of written communication and the peculiarities of composing texts of the required volume in a foreign language.
Topic 9 Clothes, shopping.	Teaching students reading, the peculiarities of constructing written communication in a foreign language. Development of monologue (message) and dialogical speech (dialogue) skills, oral communication.
Topic 10 Eco-fashion.	Training in business communication in a foreign language, interaction in various situations in a language environment. Improving the ability to use knowledge of a foreign language for business communication in professional activities.

Name of discipline	Foreign language
Department	Department of English No. 1
Objective	Further development of communicative competence in foreign language speech (linguistic, pragmatic (achieving a communicative goal), sociocultural, strategic).
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Brands	1.Characteristics of goods and services. Brands. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Stylistic design of foreign language speech: the concept of everyday literary, official business, scientific styles. Concepts about styles. Main features of the scientific style. Comparative characteristics of various styles. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 2.Brand promotion. Factors taken into account when creating a brand. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). Stylistic and

	<p>genre features of written statements. 3. Problems of creating a brand. Teaching students to read and summarize texts on educational and scientific topics. 4. Description of the main characteristics of a famous brand. Understanding dialogic and monologue speech in the field of everyday and professional communication. Perception of dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of monologue statements lasting up to 3 minutes 5. Concept of marketing mix. Development of skills in working with authentic works of speech based on linguistic and cultural material 6. Product positioning and rebranding. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes).</p>
Topic 2 Advertising	<p>1. Advertising as the main element of product promotion. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of writing skills. Stylistic and genre features of written statements. 2. Basic means of advertising. Teaching students to read and summarize texts on educational and scientific topics. 3. Methods and techniques of advertising. Development of dialogic and monologue speech in the field of professional communication. Perception of dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of monologue statements lasting up to 3 minutes 4. Features of advertising campaigns for various goods and services. Development of skills in working with authentic works of speech based on linguistic and cultural material 5. Stages of an advertising campaign. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes). 6. Sponsorship as a type of advertising. Development of dialogic and monologue speech in the field of professional communication.</p>
Topic 3 Organization	<p>1. Three sectors of the economy. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Types of organizations and their features. Teaching students to read and summarize texts on educational and scientific topics. 3. Organizational structure of companies. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes). 4. Characteristics of successful organizations. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 5. Description of the responsibilities of specialists in various departments. Development of dialogic and monologue speech in the field of professional communication. 6. Ways to motivate employees. Development of learning, introductory, search and viewing reading skills, development of skills in working with a dictionary</p>
Topic 4	<p>1. The concept of culture. Factors influencing culture. Familiarization with lexical</p>

Culture	<p>material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Intercultural communication. Teaching students to read and summarize texts on educational and scientific topics. 3. Features of the business culture of European countries. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes). 4. Intercultural features of negotiations. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 5. Business etiquette. Development of skills in perceiving dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes 6. Description of the culture of a particular country. Development of learning, introductory, search and viewing reading skills, development of skills in working with a dictionary</p>
Topic 5 Change	<p>1. Types of changes in everyday and business areas. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Change management. Development of skills in perceiving dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of monologue statements lasting up to 3 minutes 3. Perception of changes in companies. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes). 4. Main stages of change. Teaching students to read and summarize texts on educational and scientific topics. 5. Change strategy. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 6. Analysis of the company's reorganization. Development of learning, introductory, search and viewing reading skills, development of skills in working with a dictionary</p>
Topic 6 Innovation	<p>1. Innovation as a factor of economic growth. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Managing changes in the company. Development of skills in perceiving dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes 3. Characteristics of an innovative project. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes). 4. Main types of innovations. Product innovation. Teaching students to read and summarize texts on educational</p>

	and scientific topics. 5.Main types of innovations. Process innovation. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 6.Sustainable development. Development of learning, introductory, search and viewing reading skills, development of skills in working with a dictionary
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Name of discipline	Basics of Information Security
Department	Department of Security of Information Technologies and Computer Systems
Objective	Acquire the necessary theoretical knowledge in the field of information security, develop user skills and abilities to protect information in the operating environment.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Basic definitions and tasks of information security	The concept of security of an automated information system. The concept of information security. Confidentiality, integrity, availability. Subjects interested in ensuring information security. Levels of information security. Information security systems.
Topic 2 Risks and threats to information security	The concept of information security threat. Main types and sources of information security threats. Internal and external threats. The concept of vulnerability of an information system, attacks on the system. Concept of risk. Reasons, types, channels of information leakage and distortion. Basic methods of implementing threats to information security: methods of violating the secrecy, integrity and availability of information. Security policy. Information risks. Management of risks. Qualitative and quantitative risk analysis. Risk assessment methods. Risk assessment model. Economic consequences of attacks on information. Structure of damage to an enterprise from the implementation of information security threats.
Topic 3. Legal support of information security. Information security standards	Legal measures to protect information. State regulation in the field of information security. Doctrine of information security of the Russian Federation. Law 149 Federal Law “On Information, Information Technologies and Information Protection”. Legal regimes of access to information. Types of secrets. Personal Information. State regulatory bodies of the Russian Federation. Computer crimes. Information security standards. Basic international information security standards. Information security management processes. The organization's risk management process and its procedures. Problems of applying information security standards.
Topic 4 Ensuring information integrity. Antivirus protection	Stages of the process of carrying out an attack on an information system. Classification of attack detection systems. Deceptive systems. Integrity monitoring systems and log analysis systems. Event registration systems. Determination of methods and technologies for information security. Malicious software. Classification of malware. Computer virus concept. Trojan programs. Main types of computer viruses. The main classes of malware based on the nature of their impact on a computer system. Main trends in the development of virus technologies. Possible consequences of virus attacks. Methods and means of anti-virus protection.
Topic 5 Identification and authentication systems. Password systems.	Identification and authentication systems: basic definitions, types, scope, classification. Password protection. General approaches to building password systems. Selecting passwords. Password cracking methods. Methods for choosing passwords.
Topic 6 Ensuring	Fundamentals of modern cryptography. Concepts and definitions of modern cryptography. Cipher strength. Strength of encryption algorithms. Classification of

information confidentiality . Cryptographic and stenographic methods of protection.	cryptographic algorithms. Historical ciphers. Requirements for modern encryption algorithms. Symmetric encryption algorithms. Public key encryption algorithms. Historical methods of steganography. Digital steganography. Definitions and methods of digital steganography. Stegosystem. Areas of application of computer steganography.
Topic 7 Electronic signature technology.	Electronic signature algorithms. Hashing. Types of cryptographic hash functions. Secure digital signature. Digital certificates.
Topic 8 Access control. Secure operating systems. Document protection	Discretionary and mandatory access control. Access levels. Role-based access control. Two-level assignment of access rights. Operating system structure. Windows OS security configuration tools. Windows user authentication. Secure NTFS file system. Windows OS encryption tools. Secure data destruction. Methods for protecting system files in Windows. Protecting the user experience on a Windows network. Protection of office documents. Database protection technologies.
Topic 9 Methods of protecting network information technologies	Basic principles of organizing network protection. Typical security threats and vulnerabilities of network information systems. Classification of unauthorized access methods and attack life cycle. Methods to counter unauthorized network and cross-network access. Local network user authentication. Access control to the local network. Counteracting unauthorized network access. Using firewalls. Criteria for their evaluation. Tunneling. Virtual private network technology. Secure network protocols. Internet safety. Secure delivery of e-mail messages.

Name of discipline	Information technologies in business analysis of international companies
Department	Department of Management and Innovation
Objective	Formation of competencies among students in the field of information technology used in business analysis of international companies.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 General tasks of business analysis of enterprises.	Business analysis of enterprises. Enterprise management. Enterprise administration.
Topic 2 Information technologies used in business analysis of enterprises.	Digital transformation of the enterprise. Digital environment. Information Technology. The process of formation and development of modern information technologies in enterprises. Information technologies, their filling with IT products. Correlation of business analysis and information technology.
Topic 3 Basic approaches to the business analysis procedure. Domestic and	Existing templates for business analysis procedures. Transformation of business analysis. Features of business analysis in foreign countries.

foreign experience.	
Topic 4 Risk management and IT: analysis of market and specific risks for making management decisions.	Goal setting and planning, features of risk management in an enterprise, identification of key risk management factors and their monitoring, possible project risks and ways to overcome them.
Topic 5 Concept of business analysis of international companies. Technology foresight.	Cloud computing and services, Artificial intelligence, Machine learning, Internet of things, Digital twins, Big data analysis, BlockChain and others. Approaches to the selection of technologies for international business analysis.

Name of discipline	History
Department	Department of International Relations and Political Science
Objective	To form students' ideas about the basic patterns and directions of the historical process; show Russia's place in this process, highlight the general and special in the history of Russian civilization.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Historical knowledge, its origin and current state. The most ancient civilizations in human history.	The meaning and content of the concept "history". Stages of development of historical science. The place of history in the modern system of sciences. Essence, forms and functions of historical knowledge. Theoretical foundations of history as a science. Types of historical sources. Methodology and periodization of history. Basic concepts (interpretations) of the historical process. Concepts of world and Russian history in the works of great Russian historians - N. M. Karamzin (1766 - 1826), S. M. Solovyov (1820 - 1879), V. O. Klyuchevsky (1841-1911). Civilizational and formational approaches to the historical process. The history of Russia as part of world history, general and special in historical development. Civilizations of the Ancient World. The Ancient East and the first states in human history. Antiquity as the cradle of European civilization. Ancient Greece. Ancient Rome.
Topic 2 Ancient Rus' and Europe in the V – XIII centuries.	Middle Ages: concept and periodization. The fall of the Western Roman Empire and the formation of barbarian states. European Expansion: The Crusades and Internal Colonization (1096 – 1272). The genesis of feudalism in Europe. Europe in the V – mid-XI centuries: synthesis of the Roman and barbarian worlds. Political and state organization of feudal society in the early Middle Ages. Slavs and the Great Migration of Peoples (IV – VII centuries). Development of the Russian Plain by the Eastern Slavs in the 6th – 8th centuries. Formation of the Old Russian state. Rurikovich dynasty. Norman theory and its criticism in Russian historiography. The initial stage of Russian statehood. The Baptism of Rus' (988) and its meaning. Political fragmentation of Kievan Rus. Features of the development of Russian lands in the XII – XIII centuries. Vladimir-Suzdal Principality. Galicia-Volyn principality. Novgorod boyar republic. Novgorod's struggle with knightly orders. Alexander Nevsky (1221 – 1263). Battle of the Neva (1240) and Battle of the Ice

	(1242). Formation of the Mongolian state. Batu's campaigns against Rus' (1237 – 1240). Formation of the Golden Horde. System of management of conquered lands. The struggle of the Russian principalities against the Mongol-Tatars.
Topic 3 Rus' and Europe in the XIV – XVII centuries. The formation of the Russian centralized state.	Social structures and state-political development of Europe in the XIII – XV centuries. Renaissance (XV century - 90s of the XVI century). The era of the Reformation (1517 - 1648) and Counter-Reformation (XVI - late XVII centuries). Prerequisites for the process of unification of Russian lands. The rise of Moscow. The struggle for political leadership in northeastern Rus'. Moscow and Tver principalities. Politics of Moscow princes. The reign of Ivan Kalita (1328 – 1340). The reign of Dmitry Donskoy (1363 – 1389). Sergius of Radonezh (1314 – 1392) and the role of the Orthodox Church in the unification of Russian lands. Battle of Kulikovo (1380) and its significance. Reign of Ivan III (1462 – 1505). The Great Stand on the Ugra River (1480). Overthrow of the Horde yoke. The formation of autocracy as a specific form of government in Russia and its difference from European absolutism. Code of Law 1497. Reign of Vasily III (1505 – 1533). Completion of the political unification of Russian lands around Moscow. Russian centralized (Moscow) state. The theory "Moscow - the Third Rome". The reign of Ivan IV the Terrible (1533 – 1584). Reforms of the Elected Rada. Livonian War (1558-1583). Oprichnina (1565 – 1572): causes, essence, methods, consequences. Dynastic crisis. Russia in the 17th century Troubles. Zemsky Sobor (1613). The beginning of the Romanov dynasty. State and social development after the Time of Troubles. Cathedral Code (1649). Russian foreign policy in the 17th century. Russian exploration of Siberia. Church schism.
Topic 4 Russia and Europe in the 18th century. Enlightened absolutism.	Europe and Modern Times. Theory and practice of “enlightened absolutism”. Russia in the 18th century The era of Peter the Great (1682 – 1725). Foreign and domestic policy of Peter I. Northern War (1700 – 1725). Reforms of Peter I. Military reforms. Administrative reforms. Socio-economic transformations. Reforms in the field of culture. Foreign policy of Peter the Great. Results of the board. The place of the Russian Empire among European states The main directions of domestic policy under the successors of Peter I. Public administration and the service bureaucracy in the era of palace coups (1725 - 1762). The reign of Elizabeth Petrovna (1741 – 1761): strengthening absolute power, preparing conditions for further modernization of the state. Foreign policy of the Russian Empire in the second quarter of the 18th century. The reign of Peter III (1761 – 1762): main legislative acts. “Enlightened absolutism” in Russia: features, content, contradictions. The influence of the great French educators on public consciousness in Russia and the formation of the political views of Catherine II. The reign of Catherine II (1762 – 1796). Domestic policy of Catherine II. The main directions of foreign policy activities of Catherine II. Russian-Turkish War (1768-1774). Partitions of Poland (1772, 1793, 1795). The reign of Paul I (1796 – 1801): domestic and foreign policy.
Topic 5 Russia in the first half of the 19th century.	Main trends in world development in the 19th century. Napoleonic Wars. Congress of Vienna (1815). Holy Alliance. Bourgeois revolutions in Europe (1848 – 1849). The Industrial Revolution and its sociocultural consequences. The formation of world empires. Colonial expansion of the advanced countries of Europe in the last third of the 19th century. Reign of Alexander I (1801 – 1825). Domestic and foreign policy of Alexander I. The peasant question. Project of state transformation in Russia by M. M. Speransky. Russia in the European conflict of the early 19th century. Napoleonic Wars (1796 – 1815). Patriotic War (1812). Foreign campaigns of the Russian army (1813 – 1814). Congress of Vienna (1814 – 1815). The formation of the “Holy Alliance” and its role in international politics. Vienna system of international relations. Domestic policy of Alexander I in 1815 - 1825. Development of social thought. Decembrists: origins and formation of ideology, main program documents. Reign of Nicholas I (1825 – 1855). Domestic policy of

	Nicholas I. Social movement of the 1830s - 1850s. New phenomena in industry and agriculture. Development of bourgeois relations. Intensifying crisis of the serf system. Attempts to resolve the peasant issue. Decree on "free cultivators". Reform of P. D. Kiselev in the state village. Foreign policy of Nicholas I. Crimean War (1853 – 1856).
Topic 6 Russia in the second half of the 19th century. and the beginning of the 20th century	The objective need to modernize Russia in the second half of the 19th century. Personality and historical role of Emperor Alexander II (1855 – 1881). Reasons and prerequisites for the abolition of serfdom. Peasant reform (1861) and its results. Liberal reforms of the 60s - 70s of the XIX century. Russia in the system of international relations of the second half of the 19th century. Russian-Turkish War (1877 – 1878). Liberation of the South Slavs from the Turkish yoke. Social movement in the post-reform period. Populism: its ideological origins and main trends. The era of political terror and the assassination of Alexander II. Reign of Alexander III (1881 – 1894). "Counter-reforms" of Alexander III. Strengthening the position of the nobility. Politics in the peasant question. Labor legislation. The completion of the industrial revolution and its consequences. Features of Russian industrialization. Agriculture. Railway construction. Development of the domestic market. N. H. Bunge (1823 – 1895). S. Yu. Witte (1849 – 1915). Social movement in Russia. The world-historical process and its features in the first half of the twentieth century. Formation of a bloc system of international relations. The First World War (1914 – 1918): causes, stages, consequences. Russian autocracy at the turn of the 19th – 20th centuries. Foreign and domestic policy of Nicholas II. Causes of the First Russian Revolution (1905 – 1907). Events and main stages of the revolution. The evolution of the political system of the Russian Empire in 1905 - 1907. Duma monarchy. Results of the revolution. Reforms of P. A. Stolypin. Agrarian reform. Russia in the First World War (1914 – 1918). February Revolution (1917). Fall of the monarchy. The Provisional Government and its policies. The role of the Soviets in the political life of the country. Alternatives for social development after the February Revolution. October Revolution (1917). The Bolsheviks came to power.
Topic 7 The formation of the USSR and the strengthening of international contradictions in the first half of the twentieth century.	Civil War (1918 - 1922): causes, stages, opposing forces, results and consequences. "War communism". New Economic Policy (NEP): essence and goals. Education of the USSR. Forced industrialization: prerequisites, sources, pace and methods of implementation. Transformations in agriculture. Economic and social consequences of collectivization. Cultural revolution. Formation of the personality cult of J.V. Stalin. Results of the development of Soviet society by the end of the 1930s. The emergence of fascism in Europe. Domestic and foreign policy of Germany in 1933 - 1939. Causes and consequences of the Second World War (1939 – 1945). Foreign policy of the USSR in the 20s - 30s. XX century Soviet-German treaties (1939). Inclusion of new territories into the USSR. Soviet-Finnish War (1939 – 1940).
Topic 8 The Great Patriotic War: no statute of limitations	New Economic Policy (NEP): essence and goals. Education of the USSR. Forced industrialization: prerequisites, sources, pace and methods of implementation. Transformations in agriculture. Economic and social consequences of collectivization. Cultural revolution. Formation of the personality cult of J.V. Stalin. Results of the development of Soviet society by the end of the 1930s. Foreign policy of the USSR in the 20s - 30s. XX century Soviet-German treaties (1939). Inclusion of new territories into the USSR. Soviet-Finnish War (1939 – 1940). Great Patriotic War (1941 – 1945). Main periods of the Great Patriotic War. Ideological and institutional foundations of Nazi crimes against humanity in the occupied territories of the RSFSR. Racial theory and ideology of conquest of "living space". Nationalist and eugenic doctrines as the basis of the policy of extermination. History of the

	<p>policy of Germanization of the occupied territories. The reasons for the failures of the Red Army in the initial period of the war. Siege of Leningrad 1941-1944 A radical turn during the Great Patriotic War. Soviet rear during the war. War economy. A radical turning point during the Great Patriotic War. Crimes against civilians in the occupied territories of the RSFSR. Liberation mission of the Red Army during the Great Patriotic War. Genocide as an international crime. Results and lessons of the Great Patriotic War. Nuremberg trials.</p>
<p>Topic 9 USSR and the world in the second half of the twentieth century. Collapse of the USSR.</p>	<p>Features of the world historical process in the second half of the twentieth century. Disintegration and collapse of the colonial system. Bipolar system of international relations. The crisis of the world socialist system. German reunification (1990). Globalization of the world economic, political and cultural space. The struggle for power after the death of I.V. Stalin. XX Congress of the CPSU and its significance. Criticism of the cult of personality. De-Stalinization. Reform quests of N. S. Khrushchev in the field of economics. Agricultural Transformation Program. Development of virgin lands. Increasing socio-economic difficulties in the country. Removal of N. S. Khrushchev from power (1964). Power and society in the second half of the 1960s - the first half of the 1980s. L.I. Brezhnev and his entourage. Strengthening conservative tendencies in the political life of the country. Party-state nomenklatura and its role in the USSR. Economic reforms of the second half of the 1960s: goals, content, implementation, reasons for curtailment. Features of industrial development. The agricultural sector of the economy in the second half of the 1960s - the first half of the 1980s. Social policy and the situation in the social sphere. Party and state policy in the field of culture in the era of “stagnation”. Increasing crisis phenomena in the economy and social sphere. Foreign policy of the USSR in the second half of the 1950s - the first half of the 1980s. The main directions of the foreign policy of the USSR: relations with Western countries, socialist states and third world countries. Cuban Missile Crisis (1962). The peace program of the 1970s: goals and results. Relief of international tension. Entry of Soviet troops into Afghanistan (1979). USSR in the second half of the 1980s - early 1990s. Reasons and goals of M. S. Gorbachev’s “perestroika”. The main stages of “perestroika”. Inconsistency of economic reforms. Publicity. Revival of multi-party system. Development of democratization processes. XIX Party Conference (1988): attempts to update the political system. “New political thinking” and changes in the geopolitical position of the USSR. Exacerbation of interethnic contradictions. Sovereignization processes in the union republics. The growing crisis in the economy and social sphere. August Events (1991). Collapse of the USSR. Education CIS.</p>
<p>Topic 10 Russia and the world community in the 21st century.</p>	<p>Post-industrial civilization. Main trends in world development at the present stage. Global problems of our time. Russia in the post-Soviet period. President B. N. Yeltsin and his activities (1991 – 1999). The formation of a new Russian state. Constitutional crisis (1993) and dismantling of the Soviet system. Constitution of the Russian Federation (1993). Formation of civil society and the rule of law in Russia. Political parties and social movements. Problems of national state building in modern Russia. Federative Treaty (1992). The Chechen crisis and problems of combating terrorism. Liberal concept of transition to a market economy. The main objectives of market reforms, methods of their implementation. The results of market reforms and their social cost. Presidency of V.V. Putin. The main goals and directions of its activities. Strengthening the vertical of power. Legal reform. Reform of central executive authorities and local self-government. Stabilization of the country's economic development. The situation in the social sphere. Russian education, science and culture in a market economy. Ukrainian crisis (2014) and Russian foreign policy at the present stage. Russia in the system of the world economy and international relations.</p>

Name of discipline	Logistics
Department	Department of Logistics and Supply Chain Management
Objective	Formation of competencies in students to use logistics tools for making economically sound organizational and managerial decisions on the implementation of processes of moving inventory and intangible objects in space and time, taking into account existing restrictions
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Basic concepts of logistics, its goals and key tasks	The basic concept of logistics, types of functional areas. Key rules of logistics. The main goals of logistics, as well as its tasks. The essence of internal and external logistics, inbound and outbound. Types of costs in logistics.
Topic 2 Evolution of logistics in the global economy	The evolution of logistics and business approaches in the global economy, consideration of key values, business priorities. Evolution of approaches to cost analysis and optimization. Development of logistics as a tool to ensure the competitiveness of the organization.
Topic 3 Logistics processes and operations	Typology of flows in logistics. Flows and their classification. Logistics as a science of flow management. The concept of flow, its main parameters. Main types of flows, classification of flows according to alternative criteria. Material resources of the enterprise, main characteristics. Types of material resources. Information flows, their characteristics. Features of information flows. Interaction of material and information flows. The role of information support in logistics activities. The concept of reserves, types of reserves, their specific properties. The role and movement of inventories. Enterprise inventory management. Consideration of cases of flow management in various fields of activity (trade, IT industry, creative sphere, etc.) The essence of logistics processes, logistics operations.
Topic 4 Logistics systems and methods for their design	The concept of a system, the totality of its properties. Basic features of system classification. Examples. The concept of a logistics system. Main categories: logistics function, logistics operation, supply chain, logistics links. Types of logistics systems: macro-, meso-, micrologistics systems. Macrological systems, their hierarchy. Problems solved during the construction and management of macrologistics systems. Mesological systems. Micrologistic systems, their types. Principles of building logistics systems. Transportation of material resources outside and inside the logistics system. Warehousing processes in logistics systems.
Topic 5 Application of logistics tools when analyzing business processes	The essence of planning logistics operations with planning of enterprise activities. Key performance indicators in logistics. Approaches to the analysis of business processes in logistics. Basic information products designed to analyze key indicators characterizing the parameters of a business process. Using ABC and XYZ analysis in logistics
Topic 6 Application of logistics approaches for making organizational and management	The essence of the application of key approaches focused on making organizational and managerial decisions. Approaches to decision making with a focus on reducing the duration of product delivery, inventory levels, manual labor, cost of services provided, etc.

decisions	
Name of discipline	Macroeconomics
Department	Department of General Economic Theory and History of Economic Thought
Objective	To form in students a holistic understanding of the mechanism of functioning of the national market-type economy, basic macroeconomic problems and approaches to their analysis from the standpoint of the main macroeconomic schools and directions.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Subject and method of macroeconomics.	Correlation and interrelation of the subject of economic theory and macroeconomics. The role of microeconomic theory in macroeconomic research. Historical roots of the formation of macroeconomics. Key problems of macroeconomics. Main schools and directions of modern macroeconomic theory. Macroeconomics as a theoretical basis for developing state economic policy. Methodology and tools for macroeconomic research. General scientific and specific methods. Positive and normative analysis. Expectations in macroeconomics. Basic concepts and models for forming expectations. Types of functional dependencies studied by macroeconomics. Main types of macroeconomic models. Goals and objectives of using economic and mathematical models in macroeconomic research.
Topic 2 System of macroeconomic relationships in the national economy.	Main macroeconomic subjects: motivation of behavior and functional role in the economy. Plans and decisions of economic entities. The principle of rationality in decision making. A model of the circulation of income and expenses as a tool for analyzing the system of connections between macroeconomic entities. Money in the circulation model. The role of the state in the system of macroeconomic relationships. Functions of the foreign sector in the circulation process. Basic macroeconomic identities and their significance for macroeconomic analysis. Circulation equilibrium. Identification of equilibrium and nonequilibrium systems in the circulation model. Methods of adaptation to equilibrium and their economic consequences.
Topic 3 Results of functioning and main macroeconomic proportions of the real sector of the economy.	Macroeconomic characteristics of real production. Factors and results of production activities. Methods for calculating the results of real production. System of relationships between outcome indicators. Actual and potential volumes of national production. The shadow economy and the problems of measuring the scale of its influence on the real volume of the country's gross domestic product (GDP). The process of formation of real GDP. Cost-effective technologies. The concept of an aggregate production function and its types. Macroeconomic proportions established in the process of GDP formation. Proportions of GDP distribution. Proportions characterizing changes in GDP in the short and long term. Population movement and macroeconomic proportions in the sphere of employment. Working-age and economically active population. Composition of the economically active population. Unemployment and its types. Actual unemployment rate. Full employment and natural rate of unemployment. Factors determining the formation and change of the natural rate of unemployment. Current unemployment and its norm. The influence of macroeconomic proportions in the sphere of employment on the final results of real production. Okun's Law. Main trends in changes in macroeconomic proportions in the real sector of the Russian economy.
Topic 4 Monetary sector of the national economy and	Money supply and indicators of its measurement. Structure of the money supply. Economic significance of proportions between monetary aggregates. The main factors determining the volume and structure of the money supply. Instruments influence the banking system on the volume of money supply. Composition and mechanism of formation of bank reserves. Money deposit ratio. Monetary base and

nominal macroeconomic indicators.	<p>its structure. Deposit, money and credit multipliers. Factors determining changes in the value of multipliers. Speed of circulation of money. Quantity theory of money and price level. Measuring the price level. Inflation rate and its determining factors. Nominal and real wages. Nominal and real interest rates. Nominal and real exchange rates. Factors determining the dynamics of the real exchange rate. The problem of money neutrality. Monetary rule. Rational expectations and the superneutrality of money. Main trends in changes in macroeconomic proportions in the monetary sector of the Russian economy.</p>
Topic 5 Consumer decisions of households.	<p>Macroeconomic interpretation of the essence of consumer choice. The impact of consumer decisions on the functioning of the national economy in the short and long term. Optimizing consumer choice at the macro level. Factors determining consumption and savings. The nature of the influence of changes in income, accumulated wealth and real interest rates on the amount of consumer spending. Consumer decisions under exogenous income generation. Keynesian consumption and saving functions. Contradictions of consumption. Optimizing consumption over the life cycle. The theory of permanent income. The influence of permanent, temporary and expected changes in income on consumer choice. Relationship between the concepts of life cycle and permanent income. Consumer choice in the context of credit rationing. Active and passive borrowing restrictions. Modification of consumption and savings functions during credit rationing. Consumer decisions with endogenous income formation. Neoclassical functions of consumption and savings. Structural composition and dynamics of consumer spending and savings in the Russian Federation.</p>
Topic 6. Investment decisions of entrepreneurs .	<p>Economic content of the investment process. The impact of investment expenses on the functioning of the national economy in the short and long term. Types of investments Motives for entrepreneurial investment decisions. Methods of financing investments. The investment process accelerator principle. Induced investment function. Basic neoclassical theory of investment. Costs of use and costs of owning capital. Condition for optimizing the capital stock. Neoclassical investment function. Costs of capital regulation. The influence of regulatory costs on the speed of adaptation of entrepreneurs to the optimal capital stock. Model of a flexible accelerator of the investment process. Keynesian theory of investment. Marginal efficiency of capital. Keynesian investment function and its determining factors. Real investments and the stock market. Market and replacement cost of capital. Q-theory of investing. Investment demand curve. Factors determining the elasticity and shifts of the investment demand curve. Investment decisions in the context of credit rationing. The reasons for borrowing restrictions and their impact on the amount of investment. Sources of coverage, structure and dynamics of investments in the Russian economy.</p>
Topic 7 The impact of the state on consumer and investment decisions of the private sector of the economy.	<p>State revenues and expenses. The main sources of budget revenues. The impact of changes in tax rates on tax revenues. Laffer curve. Macroeconomic structure of government spending. Types of budget deficit and methods of financing it. Problems associated with monetary financing of the budget deficit. Inflation tax and seigniorage. Laffer curve for inflation tax. Problems associated with debt financing of the budget deficit. Quantitative relationship between budget deficit and public debt. Budget deficit management concepts. Burden of public debt. Debt-income relationship. Methods of managing public debt. The influence of the state on household consumer decisions. Intertemporal budget constraint of the state. Household response to tax cuts with debt financing of the budget deficit: Keynesian and Ricardian concepts. The influence of government spending and taxes on the investment decisions of entrepreneurs. The mechanism of crowding out private investment during debt financing of the budget deficit. The impact of tax cuts on the amount of investment while maintaining a balanced state budget. Problems of the</p>

	budget deficit and public debt in the Russian Federation.
Topic 8 Market of goods and services.	Macroeconomic characteristics and structure of the market for goods and services. Features of the functioning of the market for goods and services in the short and long term. The mechanism of functioning of the market for goods and services at fixed prices. Income-expense model. Macroeconomic equilibrium and the multiplier effect in the “income-expenses” model. The paradox of thrift. Factors determining aggregate demand. The aggregate demand curve and the prerequisites for its construction. Comparative analysis of theoretical approaches to substantiating the form of the aggregate demand curve. Elasticity of the aggregate demand curve. The nature of the influence of non-price factors on shifts in the aggregate demand curve. Prerequisites for constructing short-term and long-term aggregate supply curves. Theoretical approaches to substantiating the type of short-term aggregate supply curve. Factors that determine the elasticity of the short-run aggregate supply curve. Short-term and long-term macroeconomic equilibrium in the “aggregate demand - aggregate supply” model. Reaction of macroeconomic subjects to imbalance. A mechanism for restoring short-term and long-term equilibrium when aggregate demand changes. Using the “aggregate demand - aggregate supply” model to interpret the processes occurring in the Russian economy.
Topic 9 Financial asset market.	The place of the financial assets market in the system of national markets. Macroeconomic structure of financial assets. Functional purpose of money and securities markets. Nominal interest rate as the opportunity cost of money. Synchronicity of equilibrium formation in the money and securities markets. The concept of demand for money. Real and nominal demand for money. Motives that determine the demand for money. Real income and nominal interest rate as factors determining the demand for money. Function and demand curve for money. Alternative theories of money demand: neoclassical, Keynesian and monetarist theories, Baumol-Tobin model. Comparative analysis of monetarist and Keynesian money demand functions. Money supply function. Tools for regulating the money supply. Money supply and interest rate as objects of regulation. Tactical objectives of monetary policy and types of money supply curve. Equilibrium of the money market and the mechanism of its establishment. Formation of a diversified portfolio of securities. Profitability and risk of financial assets. Portfolio return and portfolio risk. Choosing the optimal portfolio. Pricing in the securities market. Specifics of formation of prices of shares and bonds. The current and expected price of the bond. Price of a term bond. Factors influencing the dynamics of the current price of a fixed-term bond. Console price The price of the stock and the factors that determine its current exchange rate. Problems of development of the financial assets market in the Russian Federation.
Topic 10. Interaction between the market for goods and services and the market for financial assets.	Methodological basis for studying the relationship between the market for goods and services and the market for financial assets. The concept of joint equilibrium. Theoretical basis for constructing IS and LM curves. Dependence of the type of the IS curve on the investment demand function. Dependence of the type of the LM curve on the type of money demand and money supply curves. IS-LM model with fixed prices. The concept of effective demand. The mechanism for establishing joint equilibrium in the markets of goods and financial assets. Analysis of economic fluctuations based on the IS-LM model with fixed prices. Classification of factors determining fluctuations in economic activity. Economic consequences of a shift in the IS curve. Economic consequences of a shift in the LM curve. Possibilities of using political measures to neutralize the consequences caused by endogenous factors of shifts in the IS and LM curves. Construction of the aggregate demand curve based on the IS-LM model. Factors determining the elasticity of aggregate demand. Model IS-LM with flexible prices. A mechanism for achieving joint equilibrium under flexible prices. The stabilizing and destabilizing impact of

	deflation on the real volume of national output and the level of employment in the economy. Liquidity and investment traps in the IS-LM model.
Topic 11 Labor market.	Labor market and its structure. The role of the market in creating employment. Conditions for the functioning of the labor market in the long term. Features of the functioning of the labor market in the short term. Factors determining the rigidity of nominal and real wages. Neoclassical model of the functioning of the labor market in the long term. Individual labor supply and the optimal choice between work and leisure. Individual and aggregate labor supply curves. Marginal productivity of labor and the labor demand curve. Curve shift factors. The mechanism for establishing long-term equilibrium in the labor market. Neoclassical interpretation of the factors causing persistent imbalance in the labor market. Keynesian model of the functioning of the labor market in the short term. The labor supply curve at a stable nominal wage rate. Factors that determine shifts in the labor supply curve. The role of effective demand and marginal productivity of labor in the formation of labor demand. The demand curve for labor and the factors that determine its shifts. Features of the Keynesian interpretation of the mechanism for establishing equilibrium in the labor market and the reasons determining the stability of unemployment. The influence of a decrease in the nominal wage rate and an increase in the price level on changes in the level of market unemployment. Problems of formation and development of the labor market in the Russian Federation.
Topic 12 General macroeconomic equilibrium.	The concept of general macroeconomic equilibrium (GME) and its significance for analyzing the functioning of the national economy. Interdependence of national markets. Walras' law. General macroeconomic equilibrium in the long run. Specifics of the mechanism of interaction of national markets in the process of establishing equilibrium. The key role of the labor market. Classic dichotomy. Neoclassical version of the OMR model: logic of construction, economic-mathematical and graphical representation. Policy implications. General macroeconomic equilibrium in the short term. Features of the Keynesian interpretation of the mechanism of interaction of national markets. The determining role of markets for goods and financial assets. Overcoming the classical dichotomy. Keynesian version of the OMR model. Logic of construction, economic-mathematical and graphical representation of the OMR model. Policy implications. Comparative analysis of neoclassical and Keynesian OMR models. General macroeconomic equilibrium in the concept of neoclassical synthesis. Features of the interpretation of the mechanism of interaction between national markets. Theoretical background and logic for constructing a synthesized version of the OMR model. Economic, mathematical and graphical representation of the model. Policy implications.
Topic 13 Theory of inflation. Inflation and unemployment.	The concept of inflation. Main types of inflation. The quantitative equation of exchange and the condition for the development of inflation. Causes and development factors and costs of inflation. The relationship between inflation and unemployment in the short term. Theoretical justification, economic-mathematical and graphical interpretation of the short-term Philips curve. Practical meaning of the short-term Philips curve. The relationship between inflation and unemployment in the long run. Factors that determine the shift of the short-term Philips curve. Long-term Phillips curve. Features of the interpretation of the nature of the relationship between inflation and unemployment from the perspective of the new classical school. Dynamic AD-AS model as a tool for analyzing inflation processes in the economy. Dynamic functions of aggregate supply in the short and long periods. Dynamic aggregate demand function. Factors that shift the dynamic curves of aggregate supply and aggregate demand. Long-term and short-term equilibrium in the dynamic AD-AS model. Analysis of the development mechanism of demand inflation using the dynamic AD-AS model. Development of inflation under

	<p>monetary impulse. Features of the development of inflation under a fiscal impulse. Anti-inflationary policy of the state. Active and adaptive anti-inflationary policy. Methods and tools of anti-inflationary policy. The relationship between losses and results in the fight against inflation and its measurement. Inflation in the Russian economy. Domestic and foreign experience in regulating inflation and unemployment.</p>
<p>Topic 14 Cyclical development of the economy.</p>	<p>The essence of cyclic development and its characteristic features. Changes in economic indicators during the cycle. Criteria for classifying macroeconomic indicators depending on the relationship of their dynamics with the phases of the cycle. Features of deterministic and stochastic approaches to explaining the business cycle. Endogenous and endogenous cycle theories. Deterministic cycle models. Samuelson-Hicks model. Factors that determine the nature of economic dynamics and the stability of dynamic equilibrium in the long term. Classification of types of economic dynamics. Modification of the Samuelson-Hicks model taking into account the money market (T. Teves Model). The impact of the monetary sector on the parameters that determine the nature of economic dynamics. N. Kaldor's model as an example of an endogenous approach to explaining the business cycle. A real business cycle model as an example of a stochastic approach to cycle theory. Technological changes as a generator of economic fluctuations in conditions of flexible prices. Channels of propagation of economic fluctuations: capital accumulation and intertemporal labor substitution. Features of the development of the modern economic cycle.</p>
<p>Topic 15 Economic growth and dynamic equilibrium in the economy.</p>	<p>Characteristic features of modern economic growth. The concept of dynamic equilibrium and its significance for the theoretical analysis of economic growth. Stability and instability of dynamic equilibrium. Methodological prerequisites for studying unstable dynamic equilibrium in the national economy. Neo-Keynesian models of equilibrium economic growth: models of E. Domar and R. Harrod. Condition for equilibrium economic growth. Guaranteed and natural growth rate of real GDP and their ratio. Causes of instability of dynamic equilibrium in the Domar and Harrod models. Methodological prerequisites for the analysis of stable dynamic equilibrium. Model of equilibrium economic growth R. Solow. The concept of a sustainable level of capital-to-labor ratio. The impact of increasing population growth rates on the rate of equilibrium economic growth. Dependence of the sustainable level of capital-labor ratio and labor productivity on the savings rate. Savings rate and economic growth rate. Technological change in the Solow model. Types of technical progress. Conditions for equilibrium economic growth with technical progress. Economic consequences of technological progress. The "golden rule" of savings and the optimal savings rate. Concepts of dynamically efficient and dynamically inefficient economies. The dilemma of state policy for regulating economic growth in a dynamically efficient economy. The main problems of economic growth in the Russian Federation.</p>
<p>Topic 16. Fiscal policy and the mechanism of its impact on real and nominal indicators.</p>	<p>State fiscal policy and its types. Classification of goals and instruments of fiscal policy. Government spending multipliers and tax multipliers at fixed prices. Balanced budget multiplier. The impact of changes in interest rates on the effectiveness of fiscal policy. Modification of fiscal policy multipliers taking into account the interest rate effect. The influence of indicators of elasticity of demand for money and investment demand on the value of multipliers. Modification of fiscal policy multipliers when price levels change. Analysis of fiscal policy results using the IS-LM model with changing prices. Direct and indirect consequences of fiscal policy. Conditions for the occurrence and quantitative assessment of the effect of crowding out private investment. Features of changes in real and nominal indicators in the short and long term. Using fiscal policy instruments to solve problems of macroeconomic stabilization in the Russian economy.</p>

Topic 17. Monetary policy: content, tools and implementation mechanism.	Hierarchical structure of goals and objectives of monetary policy. Types of monetary policy. Keynesian and monetarist interpretations of the transmission mechanism of monetary policy. Monetary policy multiplier. The influence of elasticity indicators of money demand and investment demand on the value of the monetary policy multiplier. Modification of the monetary policy multiplier under conditions of flexible prices. Macroeconomic interpretation of monetary policy results using the IS-LM model with changing prices. The nature of changes in real and nominal indicators in the short and long term. Comparative effectiveness of monetary and fiscal policies in the short term: Keynesian and monetarist approaches. The use of monetary instruments to solve problems of macroeconomic stabilization in the Russian economy.
Topic 18 Combined and supply-side policies.	Combined policy as a way of combining fiscal and monetary policies. Conditions that determine the advisability of pursuing a combined policy. Policy goals and instruments. Analysis of the results of a combined policy using the IS-LM model with changing prices. Limits of aggregate demand management. The essence and features of supply policy. Policy Goals and Instruments Characterize the macroeconomic consequences of supply-side policies using the AD-AS model. Dynamics of real and nominal indicators when combining supply policy with policies aimed at stimulating aggregate demand. Possibilities of using combined and supply-side policy instruments to solve problems of macroeconomic stabilization in the Russian economy.
Topic 19 Stabilization policy in an open economy.	The mechanism for establishing the equilibrium exchange rate in the short and long term. Exchange rate regimes. Interest parity and purchasing power parity. The country's balance of payments and its macroeconomic purpose. Balance of payments items and accounts. Deficit, surplus and balance of payments equilibrium. Methods of restoring balance of payments equilibrium with floating and fixed exchange rates. Causes of the balance of payments crisis. Monetary approach to the balance of payments. Internal and external balance as goals of stabilization in an open economy. Types of nonequilibrium states. The dilemma of stabilization policy under a fixed exchange rate. A short-run dual equilibrium model for a small open economy with fixed prices. Balance of payments equilibrium curve. The influence of capital mobility on the elasticity of the curve, balance of payments equilibrium. The mechanism for establishing double equilibrium in a small open economy with fixed and floating exchange rates. Comparative effectiveness of fiscal and monetary policies in a small open economy with different exchange rate regimes. Contemporary debates on macroeconomic policy. Active and passive macroeconomic policies. The policy of a hard line and the policy of freedom of action. Problems of inconsistency of macroeconomic policies. Interconnection and coordination of macroeconomic policies at the global level.

Name of discipline	Marketing
Department	Department of Marketing
Objective	Formation of systematic ideas among students about the marketing activities of enterprises and organizations in competitive conditions.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Marketing and society.	Marketing concepts: historical and modern. The essence of modern marketing. Purpose, objects, principles, trends in marketing development. Functions and process of marketing. Types of marketing. Types of marketing depending on the state of demand.
Topic 2 Marketing	Marketing information system. Goals and objects of marketing research. Marketing research procedure. Sources of information for marketing research. Methods of

research. Analysis of the marketing environment.	collecting information, their advantages and disadvantages. Modern technologies for conducting marketing research. Classification of the marketing environment. Tools for analyzing the marketing environment: analysis of M. Porter's five competitive forces, PEST analysis, SWOT analysis, SNW analysis.
Topic 3 Strategic marketing analysis. Selecting the target market.	Stages of strategic marketing analysis. Market segmentation. Segmentation criteria. Targeting: choosing a target market. Positioning. Positioning process and strategies. Growth strategies of I. Ansoff, competitive strategies of M. Porter, strategies for the formation of primary and selective demand. BCG Matrix, McKinsey Matrix.
Topic 4 Product policy.	Multi-attribute model, product levels according to Kotler and Levit. Modern models of consumer value. Classification of goods. Competitiveness of a product and methods of its assessment. The relationship between product competitiveness and consumer satisfaction. Product life cycle, characteristics of product life cycle stages and corresponding marketing strategies. Concept and structure of the product mix. Assortment and nomenclature. Product line. Length, width, depth of the product line. Product strategies.
Topic 5 Pricing and sales policies.	Basic pricing policy decisions. Pricing methods. Price elasticity of demand. Price discrimination. Psychological pricing strategies. Basic decisions of sales policy. Characteristics of the distribution channel. Types of distribution. Organizational structures of sales.
Topic 6 Communicati on policy.	Complex of marketing communications. The concept of integrated marketing communications. Marketing communications tools. Concept and channels of advertising. Digital communications, modern methods of marketing communications. Formation of advertising message. Media plan. Methods for setting a budget for marketing communications.
Topic 7 Marketing management and evaluation of the effectiveness of marketing activities.	Marketing management: planning, organizing and controlling marketing activities. Communication and economic efficiency, system of performance evaluation indicators. Marketing monitoring. Marketing audit.

Name of discipline	International company strategies
Department	Department of World Economy and International Economic Relations
Objective	Comprehensive understanding of the international economic and financial environment and analysis of their impact on the activities of global business and citizen
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Fundamentals of the formation of international business strategies: prerequisites for the emergence of technologies for optimizing income and expenses, their development and application in international business.	The main sources for studying the company's international strategies: economic and statistical materials, financial reporting documents of transnational corporations and other international organizations; the ability to use the Internet to obtain information about international companies.
Topic 2 Fundamentals of revenue management and methods of use in international business.	The history of the emergence of revenue management. The use of revenue management as the main condition for increasing competitiveness and successful development of international business enterprises. Analysis of revenue management technology from the perspective of increasing the viability of an international enterprise and increasing profits: operations for collecting relevant data, their analysis, optimization and control. Achieving an optimal balance between demand for services and supply.
Topic 3 Clients, products/services and their promotion. Price policy.	Marketing analysis to determine customer segments and product lines. Pricing process. Principles and algorithms for the implementation of marketing tools in the organization of e-commerce and promotion in virtual markets based on the methodological platform "Revenue Management": "Internet marketing"; "digital technologies" in sales and promotion; "social network marketing".
Topic 4 Using technology to optimize income and expenses in international business: practical aspect.	An algorithm for forming the pricing policy of an international enterprise taking into account the principles of revenue management using the example of international TNCs: airlines and the hotel business.
Topic 5 Methods and means of	Heuristic and econometric models of the "overbooking" tool based on the implementation of appropriate strategies and technologies. Dynamic pricing. Consumer behavior, corresponding analysis and optimization of pricing policy.

introducing effective strategies for the development of TNCs in global markets	Models of strategic management.
Topic 6 International strategies in action: using the example of the service industry (international hotel business, international tourism business) and international logistics companies.	Four levels of optimization system for an international enterprise: the example of the international hotel business. Presentation and analysis of business processes using the example of the work of transnational corporations in the service sector.
Topic 7 Interactive project (work in groups) on the application of appropriate strategies and technologies in the operational activities of the enterprise.	Interactive project (work in groups) on the application of strategies for optimizing income and expenses, analyzing the effectiveness of various business models in the operating activities of an international enterprise.

Name of discipline	International Financial Markets
Department	Department of Finance
Objective	Study of general patterns, structure and principles of organization of the modern currency system, financial markets, features of the formation of the currency system
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Financial markets: nature, evolution, classification.	Concept of financial market. Functions of the financial market, its role in the economy. Financial market theories. Financial market models. Subjects and objects of the financial market. Financial market infrastructure. Approaches to determining the structure of the financial market: institutional and functional. Segments of the financial market: credit market, precious metals market, stock market, foreign exchange market, insurance market. The concept and functions of the credit, stock, foreign exchange, insurance and precious metals markets. Structure of the credit, stock, foreign exchange, insurance and precious metals markets. Subjects and objects of the credit, stock, foreign exchange, insurance and precious metals markets.

Topic 2 Instruments in financial markets	<p>Financial market instruments, their classification. Comparative characteristics of the most important financial market instruments: interest rates, exchange rates, financial transactions, etc. Credit market instruments. Money and payment documents, credit instruments. Characteristics of securities as a financial instrument. Instruments of the debt and equity securities market. Government and corporate securities. Types of corporate securities. Issue and non-issue securities. Derivative financial instruments. Foreign exchange market instruments: foreign currency, foreign exchange settlement documents. Derivative financial instruments in the foreign exchange market. Insurance market instruments. Insurance services as a financial market instrument. Types of insurance services. Co-insurance and reinsurance agreements. Instruments of the precious metals market.</p>
Topic 3 Operations in financial markets	<p>Classification of operations in the financial market. Basic operations in the credit market. Types of interest rates. Factors determining the level of interest rates. Credit market indicators. Issuing and investment activities in the securities market. IPO: technology, experience and prospects. Investment strategies in the stock market: speculative, arbitrage, hedging. Types of exchange transactions. Over-the-counter markets. Types of operations carried out on the foreign exchange market. Operations on the spot and derivatives markets. Technologies for hedging currency risks. Currency position and risks of commercial banks in foreign exchange transactions. Types of insurance services. Operations in the insurance market: active and passive. Investment operations of insurance organizations. Transactions on the precious metals market: purchase and sale transactions of precious metals and investment transactions.</p>
Topic 4 Financial and credit institutions	<p>Concept and classification of financial and credit institutions. Model of institutional infrastructure of financial markets. Credit organizations as the main participants in the financial market. Credit organizations: commercial banks and non-bank credit organizations. Microfinance organizations. Collective investment institutions. Currency exchanges. Features of the organization and activities of currency brokers and dealers. Mutual investment funds. Investment funds. Management companies. State and non-state pension funds in the financial market. Insurance organization as a financial and credit institution. Precious metals market participants: gold mining companies, mines, mines and mines, associations of gold producers. Professional dealers and intermediaries. Participants who form the market (market maker) and ordinary participants. Central banks. Precious metal exchanges. Investors.</p>
Topic 5 Regulation of financial markets	<p>The goals of regulating financial markets are: creating conditions for the stable development of markets, protecting the rights of investors, preventing systemic crises, ensuring economic growth. Government regulation: structure of government bodies, instruments and methods of regulation. Direct and indirect regulation. Legal regulation of the financial market. Control and supervision of financial market participants. Regulation of professional activities of participants in the stock, credit, foreign exchange, and insurance markets.</p>
Topic 6 International monetary relations and the international monetary system.	<p>The concept of currency relations. The connection between currency relations and reproduction. The essence of national and world monetary systems. Classification of the main elements of national and world monetary systems. The role of gold in international monetary relations. Reasons for demonetization of gold. Legal and factual aspects of gold demonetization. The role and functions of gold. Modern monetary policy strategies regarding gold. Requirements for the global monetary system. Causes of currency crises. The main stages of creating a new world monetary system. Cyclical and special currency crises. The connection between the currency crisis and the process of social reproduction. The concept of the financial market. Functions of the financial market, its role in the economy. Financial market theories. Financial market models. Subjects and objects of the financial market. Financial market infrastructure.</p>

Name of discipline	International marketing
Department	Department of Marketing
Objective	Lay the foundations for gaining competitive advantages for companies in the global market by ensuring undergraduates understand the success factors that influence global marketing strategies.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Contents and specifics of international marketing.	Subject and content of the course “International Marketing”. Interrelation with other disciplines of the curriculum. Functions and tasks of a specialist in the field of organizing international marketing activities in international markets. General characteristics of international marketing activities of firms and enterprises. Requirements and guidelines for studying the course. Bibliographical and software information support for the course.
Topic 2 The influence of globalization and internationalization processes on the development of international marketing.	The need for a strategic approach in the international marketing system. The influence of the processes of economic globalization and internationalization of entrepreneurship on international marketing. Motives for the internationalization of a company. Forms of firm internationalization and the evolution of international marketing. The essence of the EPRG model (ethnocentrism, polycentrism, regional centrism, geocentrism). The impact of international marketing activities on the economy. Modern trends and their impact on the development of international marketing: the consequences of BREXIT, prospects for the development of international markets and the European Union, the image of Russia in the international arena. Sanctions against Russia: impact on business and main threats to the Russian economy, impact of sanctions on business in other countries.
Topic 3 Marketing research in international markets.	Types of international marketing research. Technology of conducting and organizing marketing research of foreign markets. General and preliminary studies. Sources of secondary information. Market research of international markets. Tests (surveys). Special studies. An alternative to in-house or custom research. Segmentation and selection of target international markets. Profile analysis of markets.
Topic 4 Structure and characteristics of the international marketing environment.	The concept of “environment” in international marketing. Structure of the international marketing environment: economic factors, political, government regulatory factors, legal, socio-cultural and other (technological, geographical, demographic, scientific and technical), the composition of which depends on the characteristics of the market and the depth of research. Analysis of factors in the international marketing environment.
Topic 5 Environmental factors and their role in international marketing.	Economic factors and their influence on the company's activities in the field of international marketing. General characteristics of the economic system and market economy model. Classification of economic systems depending on the sectoral structure. Using the population income level indicator to assess future purchasing power and classify countries. Analysis of the country's macroeconomic indicators: GDP, income, inflation, foreign trade balance, etc. Economic factors, including indicators characterizing the state of market demand. Political factors: type of political system, political stability, political relations between countries, political-economic and regional unions. Factors of government regulation: tariff and non-tariff barriers, customs regulation, regulation of business activities. Legal factors: world legal practice in the field of foreign trade activities, the Russian legal system in the field of international purchase and sale, principles for the development of international commercial contracts. International legal regulation of marketing tools. Socio-cultural factors: cultural factors - language and communication, beliefs and

	attitudes, habits, traditions, values and norms, self-esteem and status in society, awareness of time. Human factors: physical characteristics of people, specific behavioral characteristics, attitudes towards work, towards group achievements, perception of colors, etc. Geographical, technological and other environmental factors and their influence on international market choice.
Topic 6 Ways to be present in international markets.	Characteristics of methods of entering the international market. Export (direct and indirect). Compensation transactions: countertrade, trading from a blocked account, clearing operations, payment for finished products, repurchase of used equipment, tolling. Joint ventures and direct investment. Licensing agreements and franchising, types of franchising (commodity, production, business. Management contracts. Trade of know-how. International engineering agreements. Advantages and disadvantages of methods. Conditions of choice and risk analysis.
Topic 7 Specifics of developing an international marketing mix.	Features of developing a marketing mix in the international market. Features of product and service markets. The importance of an integrated approach when developing a marketing mix in the international market.
Topic 8 Specifics of product and communication policies in international marketing.	International product strategy. Life cycle of an international product. Features of planning export packaging and the use of trademarks in foreign markets. Communication policy in international marketing: adaptation or standardization.
Topic 9 Specifics of pricing and sales policies in international marketing.	Pricing policy in international marketing. The main factors are pricing and price structure in international marketing. INCOTERMS 2020: basic delivery conditions. Pricing strategies for international marketing. Anti-dumping legislation. Trade wars. Sales policy in international marketing. Features of the formation of distribution channels in international markets. Free economic zones and their advantages. Sales channel management in international marketing. Types of international intermediaries. Communication policy in international marketing: adaptation or standardization.
Topic 10 Strategic planning of international marketing.	The need and essence of a strategic approach in international marketing. Stages of international marketing planning. Basic international marketing strategies: adaptation or standardization. Globalization strategy in international marketing. Multifactor classification of market strategies (in terms of market boundaries, market geography, time to enter the market, capital investments, method of exiting the market. International marketing tactics.
Topic 11 Key factors for the success of international business and assessing the effectiveness of solutions in the international marketing system.	Definition of the concept of “glocality”. Consideration of this approach as a way to achieve optimal results in international business. An approach to determining the company's financial performance indicators on the international market. KFU in the regional and international markets. Assessing costs and benefits in international marketing. Types of control of international marketing activities. Drawing up feasibility studies for international contracts. Risks of international marketing activities. The need for performance evaluation. Approaches to evaluating international marketing projects.

Name of discipline	Intercultural communication
Department	Department of Communication Technologies and Public Relations
Objective	Formation in students of knowledge about intercultural communication, skills and abilities of intercultural communication, ensuring the successful solution of professional problems in the management field.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Basics of communication theory	Concept of communication. Communicative approach to social phenomena. Goals and functions of a communicative act. Concept and typology of communicative acts. G. Laswell's communication model, Shannon and Weaver's model, George Gerbner's model.
Topic 2 Intercultural communication: concept and types	Dominant cultural groups in modern society. Concept and structure of intercultural communication. Models and types of intercultural communication. Cultural intelligence. Cross-cultural competence.
Topic 3 Classifications of crops	Classifications of crops by E. Hall, R. Lewis, F. Trompenaars, G. Hofstede. Cultural diversity of the business communication space. Typical situations of intercultural communication at the regional and local levels in the business environment.
Topic 4 Fundamentals of cross-cultural management	Features of cross-cultural communications. Paraverbal and nonverbal. Perception of culture by members of society: ethnocentrism, relativism. Models of cultural analysis. Language differences and language policy. Historical politics. Branding of territories. Interdepartmental communications for cross-cultural purposes. Cross-cultural management in media.
Topic 5 Specifics of the regional space of intercultural communications	Interethnic communication. Ethnocentrism. Methodology for research into interethnic communication. Regional features.

Name of discipline	Intercultural communication in professional activities
Department	Department of English No. 1
Objective	Studying the theoretical foundations and practical aspects of intercultural communication in organizations, the formation of intercultural communicative competence in professional activities and the formation of a mediator of cultures
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Interaction of communication and culture in a professional context	Personal and situational factors of professional intercultural communication. Communication strategies and tactics for achieving professional goals in a multicultural environment. Problems in intercultural communication and ways to solve them
Topic 2 Optimization of intercultural communication in a	Competence of intercultural communication; technologies for increasing intercultural sensitivity. Empathy and its importance for successful intercultural communication. Culture shock and ways to overcome it

professional environment, development of intercultural communication competence	
Topic 3 Diversity of sociocultural parameters in international business and their manifestation in the practice of business communication	Categorization of business cultures. Manifestation of sociocultural parameters of business communication in organizational behavior: leadership, motivation, decision making. Intercultural negotiations, presentations, meetings
Topic 4 National models of business culture	Interaction of national and corporate cultures. Russian business culture: formation factors, value system, intercultural interactions

Name of discipline	Management and social media
Department	Department of Marketing
Objective	Formation of professional competencies in students that allow them to participate in the planning, implementation and monitoring of promotion activities in modern communication channels - social networks and other social media.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Conducting market research on social networks.	Analysis of the market and potential demand (analysis of the needs of the target audience). Classification of competitors in the digital environment. Competitor analysis services. Media statistics services. Visitor statistics analysis systems.
Topic 2 Targeted advertising on social networks.	Classification of audiences in the digital environment. Finding an audience to target. Creating a client avatar. Creation of targeted advertising in advertising accounts of social networks. Retargeting audiences and finding retargeting audiences.
Topic 3 Content - social media strategies.	Copywriting on social networks. Working with hashtags and geotags. Situational marketing. Search for news leads. Hype analysis. Drawing up an integrated content plan. Social media account checklist. Features of promoting a personal brand.
Topic 4 Influencer marketing on social networks.	Advertising with bloggers. Selection of bloggers for advertising. Assessing the effectiveness of advertising among bloggers. Combined use of targeted advertising and advertising from bloggers.

Topic 5 Audit of the effectiveness of promotional activities on social networks.	Stages of working with a selling account on social networks. Choosing a social network to promote a specific product/service. Criteria for selecting performers. Evaluating the effectiveness of promotional activities on social networks.
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Name of discipline	Machine learning methods
Department	Department of Applied Mathematics and Economic-Mathematical Methods
Objective	Introduce students to modern machine learning methods for solving applied economic problems, develop skills in selecting the most appropriate models based on the formulation and specifics of the problem.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Fundamentals of machine learning. Types of machine learning problems. Algorithm for constructing predictive and predictive models.	Statement of the machine learning problem. Types of machine learning problems and examples of applied problems. Methods for assessing the quality of predictive models. Quality metrics in classification and regression problems. Generalization ability of machine learning models. Making decisions based on the analysis.
Topic 2 Nearest neighbors method for solving classification and regression problems. Metric methods in problems of image and text analysis.	Concepts of compactness and distance functions. Types of distance functions in applied economic problems. The nearest neighbors method for solving classification and regression problems. Determining the optimal number of neighbors. Computational complexity of metric algorithms. Application of the nearest neighbors method in problems of classification of images and texts.
Topic 3 Optimization formulation of the machine learning problem. Linear regression model.	Formulation of the optimization problem of training predictive models. Study of the influence of factors on the dependent variable. Theoretical justification of the linear regression model. Methods for training linear predictive models. Data processing methods for constructing linear models. Nonlinear regression. Regularization as a method for increasing the generalization ability of predictive models.

Topic 4 Logistic regression model. Solving the multi-class classification problem.	Logistic regression in classification problems. Quality functional in a logistic regression model. Application of a logistic regression model in a multiclass classification problem.
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Name of discipline	Management decisions
Department	Department of Management and Innovation
Objective	Studying the methodological foundations, concepts, principles, models and algorithms for making management decisions under conditions of risk and uncertainty in the information technology environment. The objective of the discipline is to study the technologies of innovative business education and the training of innovatively active personnel who can make effective management decisions.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Management decisions in the management system	Management decision (MD) as a process and phenomenon. The structure of the SD cycle. General concepts about goals when developing SD. Typology of management decisions. Basic approaches to the classification of SD. SD classification options. Requirements for SD. Conditions for fulfilling the requirements. Features of SD in the context of the introduction of modern information technologies and artificial intelligence systems.
Topic 2 Methodological foundations for the preparation and implementation of management decisions	Goals as the basis of PRUR technologies. Building a tree of goals. Initiative-target technology. Software-target technology. Regulatory technology. Conditions for the use of target technologies in organizations under PRSD. Processor technologies PRUR. Organization as a social system for preparing decisions. Systems of information and intellectual support for SD.
Topic 3 Organizational and socio-psychological foundations for the development of management decisions	Contents and stages (stages) of the PRSD process. Technology for preparing management decisions. Models, methodology and organization of the process of preparing management decisions. Technology of the process of preparation and implementation of decisions.
Topic 4 Features of developing management decisions under conditions of	Relationships between uncertainties and risks. Sources of objective and subjective uncertainties. Objects of insurance. Features of intangible assets as objects of insurance. Branches of legal entity insurance. Generalized diagram of the insurance industries of a legal entity. Management risk insurance. Generalized objects of insurance of an organization's management system. Management decision as an object of insurance.

risk and uncertainty	
Topic 5 Analysis of alternatives to management decisions	The main purpose of models and methods in the preparation of SD. Classification of economic and mathematical models and methods of preparation of SD. Individual and group methods.
Topic 6 Methods for monitoring the implementation of management decisions	Methodology and organizational aspects of control of management decisions; control systems; types of control. Features of choosing the type of control for the development, adoption and implementation of management decisions.
Topic 7 Responsibility in the system of making and implementing management decisions	Types of responsibility. The essence of professional responsibility. Interaction of social and legal responsibility.
Topic 8 Quality and efficiency of management decisions	The quality of the process of preparation and implementation of SD. Efficiency of management decisions and its components. Organizational effectiveness of SD. Social efficiency of SD. Economic efficiency of SD. Comparative economic analysis and methodological recommendations for assessing the effectiveness of management decisions. Methods for calculating the economic efficiency of the preparation and implementation of SD: indirect method of comparing various options, evaluation method based on final results, evaluation method based on immediate results of activities.

Name of discipline	Microeconomics
Department	Department of General Economic Theory and History of Economic Thought
Objective	The study of the first part of the main direction of modern economic theory, which reveals the mechanism of functioning of a market economy in the presence of various types of markets, the allocative (ensuring optimal use of limited factors of production) and distributive (distribution of wealth between members of society) role of prices of goods and factors of production, the economic role of the state in increasing efficiency of using the country's production potential in the event of market failures.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1. Utility of goods and individual demand function.	People's needs and the usefulness of goods. A quantitative approach to utility and demand analysis. Total and marginal utility. Gossen's first law. Marginal utility and individual demand. Demand price. Individual demand curve. Maximizing utility for a given consumer budget. Gossen's second law. An ordinal approach to utility and demand analysis. Axioms of consumer behavior in ordinal measurement of utility. Indifference curve and indifference map. Properties of indifference curves. Replacement rate. Limit rate of replacement. Budget constraint and budget line. Consumer equilibrium. "Corner solution". Factors and principles of changing consumer behavior. The influence of changes in money income on consumer equilibrium. Income-consumption curve. The impact of price changes on consumer

	equilibrium. Price-consumption curve. Engel curves, Engel's law. The income effect and the substitution effect according to J. Hicks and E.E. Slutsky. R. Giffen's paradox. Construction of an individual demand function for a good.
Topic 2 Market demand for goods and elasticity of demand.	Construction of the market demand function. Effects of fashion, snobbery, conspicuous spending (Veblen). The essence and role of consumer surplus. Direct price elasticity of demand. Factors determining the elasticity of demand. The relationship between the elasticity of demand, price changes and buyer costs. Cross elasticity of demand. Income elasticity of demand.
Topic 3 Supply of labor and capital by an individual.	Labor market: supply formation. Labor supply function. An individual's response to a change in wage rate. Substitution effect and income effect. A sloping labor supply curve. The capital market: an intertemporal choice problem for the individual. Two-period budget equation. Capital supply function. The income effect and the substitution effect.
Topic 4 Theory of production.	Production function and its properties. Cobb-Douglas function. The influence of the time factor on the production function. Production choice in the short run. Instant period. Total, average and marginal product of a variable factor. Elasticity of output by variable factor. Law of diminishing marginal productivity. Isoquant and the marginal rate of technical substitution. Elasticity of substitution. Substitutability of factors of production and isoquant. A long period. Production function and technical progress. Efficiency and change in production scale. Using statistically estimated production functions to measure economies of scale in production. Isocost and producer equilibrium. Broken isoquant and stability of technology when factor prices change. Long-term growth line. X-efficiency concept.
Topic 5 Cost Theory.	Individual and public costs. Accounting and economic approaches to determining costs. Production costs and costs of rejected opportunities (opportunity costs), explicit and implicit costs, sunk costs. Classification of costs depending on the influence of production volume on them. The cost function of a company in a short period, factors that determine its nature. Analytical and graphical representation of average and marginal production costs. The meaning of marginal costs in microeconomic analysis. The relationship between production functions and production costs. The company's costs in the long period, their difference from the costs in the short period. Factors that determine the nature of the cost function in the long run. The ratio of a company's costs in the short and long periods. The ratio of the average and marginal costs of a company in the short and long periods, the theoretical and practical significance of these ratios. New cost theory, excess capacity theorem. Transaction costs as costs for the functioning of the market mechanism.
Topic 6 Offer of benefits.	Total revenues. Average and marginal revenue. Total costs and economic profit. Line of equal profit, isoprofit and determination of maximum profit. Marginal analysis of profit maximization: a) at a constant price for the good; b) when the price of the good decreases as production occurs. Minimizing losses. -Break even. The moment of termination of a company's operations in a short period. -The firm's supply curve at a fixed price. Function of market (industry) supply. The essence and role of producer surplus. -Coefficients of direct and cross price elasticity of supply.
Topic 7 Demand for factors of production.	Peculiarities of demand in factor markets. Derivative nature of demand for factors. Interdependence of goods and factor markets. Marginal product of a factor. Marginal revenue from a factor's marginal product (MRP). Value of a factor's marginal product (VMP). Demand function for factors of production. The general rule for a company to select the optimal amount of factors. Economic rent: concept and meaning. The concept of stock and flow. Capital and rental prices of factors. Determination of capital factor prices as the present value of an income stream. Relationship between capital and rental prices. Discounting and reduction.

	Determination of capital prices (today's value) of objects with a limited service life. Land rent.
Topic 8 Perfect competition market.	Classification characteristics of market structures. Types of markets. Interaction of supply and demand in the market (in the industry). The equilibrium price and its role. Laws of supply and demand. Uniqueness and plurality of sectoral equilibrium. Stability of equilibrium according to Marshall and Walras. Equilibrium in instantaneous, short and long periods. Market dynamics. Web-like model. Taxes and subsidies as a tool for government market and price management. Consequences of taxation. Distribution of the tax burden. Consequences of the introduction of subsidies. Import quotas and tariffs. Consequences of the introduction of import tariffs and quotas. Consequences of prescriptive pricing. "Floor" and "ceiling" prices. Deficit and excess. Directive prices and product quality. "Black market" and prices. Perfect competition: concept and characteristic features. Firm and industry. Industry balance. Position of a competitive firm in the short run. Impact on the supply of a competitive firm: a) change in the price of a variable factor; b) change in the price of a constant factor. Changes in the supply of a firm and an industry over a long period. Equilibrium price in the long run. Adaptation to changes in supply and demand in the industry over a long period. Long-run industry supply curve. Firm size and number of firms in a competitive industry.
Topic 9 Monopoly market.	Pure monopoly: concept and distribution. Monopoly power and its sources. The price level when the monopoly strives for: a) maximum profit; b) maximum revenue; c) the maximum rate of profit, d) the maximum volume of output, e) the maximum volume of output. Lack of suggestion function. Equilibrium of monopoly in short and long periods. Monopoly and perfect competition. Damage caused by monopoly. Social benefits of monopolization of production. "Natural" monopoly. Marginal cost pricing and government regulation of natural monopolies. Fix price. Taxation and monopoly price. Price discrimination and its types (perfect price discrimination, price discrimination based on sales volume, price discrimination in a segmented market).
Topic 10 Market of monopolistic competition.	Monopolistic competition: concept and distribution. Broken line of demand. Price stability (inflexibility). Equilibrium of a monopolistic competitor in the short and long periods (Chamberlin and Gutenberg models). Non-price competition. Monopolistic competition and advertising activities. Product differentiation fee. Comparison of monopolistic and perfect competition.
Topic 11 Oligopoly market.	Characteristics of the oligopolistic market structure. Behavioral strategies of oligopolists. Oligopolistic price wars. Cartel. Broken demand curve for the oligopolist's products. Pricing based on the principle of "price leadership". Pricing based on the cost-plus principle. Pricing that limits entry into the market. Limit price. Isoprofits. Cournot duopoly model. Oligopolist reaction curve. Stackelberg duopoly model. Bertrand duopoly model. Non-cooperative game as a model of behavior of oligopolists. Oligopoly and efficiency.
Topic 12 Markets for production factors.	The optimal combination of "purchase volume - factor price" depending on the company's position in the good market and the factor market: 1 - a perfect competitor in both markets; 2 - a monopolist in the good market - a perfect competitor in the factor market; 3 - a perfect competitor in the good market - a monopsonist in the factor market; 4 - a monopsonist in the factor market and a monopolist in the commodity market. Bilateral monopoly in the labor market. Minimum wage and the consequences of its introduction.
Topic 13 General economic equilibrium.	The concept of general economic equilibrium. Walras' law. Performance criteria. Pareto efficiency. Edgeworth diagram. Efficiency in production. Efficiency in exchange. Efficiency of product output structure. Pareto efficiency and equilibrium. The first fundamental theorem of welfare economics. The second fundamental theorem of welfare economics. Preference aggregation and the social welfare

	function. The problem of social choice. Types of social welfare functions: egalitarian, utilitarian, Rawlsian. Efficiency and fairness. Efficiency and internal and external stability. Pareto efficiency and social desirability. Public choice. The difference between the economic method of analyzing political processes and the methods of other social sciences. Voting procedures. Arrow's impossibility theorem.
Topic 14 Market imperfections.	Reasons for market failures. Public goods. Characteristics of public goods: non-congestion and non-excludability in consumption. Determination of the optimal volume of production of public goods. The problem of "hares". Overloaded and excluded goods. Comparative analysis of production, provision and financing of various types of goods. External effects. The problem of internalization of external effects. Corrective taxes and subsidies. R. Coase's theorem and distribution of property rights. Asymmetry of information and its overcoming.

Name of discipline	Business-process modelling
Department	Department of Finance
Objective	Mastering the theoretical and methodological foundations of modeling and managing the cost (value) of a business and the formation of professional competencies that allow, based on the modeling results, to make effective decisions in the field of company management.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Business processes: basic concepts, types	Basic concepts, types of business processes. Corporate business process management.
Topic 2 Control business processes	1. Strategic management: concept, essence, stages; economic and commercial efficiency of the corporate strategy; indicators of synergetic balance of the portfolio of strategic business zones, its cyclical and investment balance; business strategy of the corporation, formation methodology. 2. Investment business planning: investment activities of the corporation, classification of investments in investment business planning; the concept of an investment project, the billing period of an individual entrepreneur, the economic efficiency of an individual entrepreneur, principles for assessing efficiency, indicators of the effectiveness of an individual entrepreneur; concept and standards of business planning. 3. Innovative business processes: concept and stages of the innovation process, business processes of innovation, management of the innovation process, financing of innovation activities.
Topic 3 Operational business processes	1. Production processes of the corporation. 2. Logistics business processes: production logistics, purchasing logistics, inventory logistics, intra-production logistics, distribution logistics, modern logistics business concepts. 3. Marketing: analysis of the marketing environment, selection of target markets, development of a marketing mix in the corporation.
Topic 4 Supporting business processes	1. Intellectual capital management: the place of intellectual capital in corporate governance; business processes for managing human, structural and social capital. 2. Financial management: the place of financial management in the system of business processes of the corporation; financial policy of the corporation, financial performance of the corporation; concept and types of cash flows of a corporation; the concept and essence of financial planning, types of budgets; management structure of financial management.

Name of discipline	International negotiations organization
Department	Department of World Economy and International Economic Relations
Objective	Mastering by students the theoretical foundations and practical skills of using the tools of the negotiation process.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1. The concept and meaning of international negotiations.	Concept of negotiations. Their importance in the organization of international activities. Structuring international economic relations by stages. The economic nature of the negotiations.
Topic 2. Content, types, stages of international negotiations.	Goals of international negotiations. Main signs of negotiations. Classification of negotiations. Organization of international negotiations by correspondence. Features of conducting international negotiations by telephone and video communication. Differences between telephone conversations and face-to-face conversations. Advantages and disadvantages of telephone conversations. Rules for conducting telephone conversations. Preparing for a phone call. Organization of international negotiations in the form of personal meetings. The main stages of international negotiations in the form of personal meetings. Organizational moments of preparation of negotiations. Preparation for negotiations. Conduct of negotiations. final stage of negotiations.
Topic 3. Strategies and tactics of international negotiations.	The concept of strategy and tactics of international negotiations. Strategies for positional and principled negotiations. Criteria for determining the degree of concessions and compromises in negotiations. Determination of the position that needs to be defended in the negotiations. Tactics in trade negotiations. Questioning technique. Rules for conducting international negotiations. Negotiation mistakes. Requirements for special training of participants in the negotiation process. Psychological aspects of international negotiations.
Topic 4. Non-verbal communications in international negotiations.	The value of non-verbal communication in the negotiation process. Kinesics, Takesics, Proxemics. National features of non-verbal communication.
Topic 5. Resolution of conflict situations through negotiations.	Signs of conflict. Forms of regulation of conflict relations of counterparties. Opportunities for negotiations depending on the stage of development of the conflict. The positions of the parties to the negotiations in the settlement of disputes. Stages of negotiations aimed at resolving the conflict. Mediation.
Topic 6. Confidentiality in international negotiations.	The concept of trade secrets. List of information that cannot be a trade secret. Channels of unauthorized access to confidential information. Requirements for documents intended for negotiators. Protection of confidential information in the process of international negotiations.
Topic 7. Etiquette and protocol in international negotiations.	International norms of business etiquette. Dress code for international negotiations in various fields of activity. Protocol events in the framework of international negotiations.
Topic 8. National	The influence of national characteristics on business communication. National styles of negotiation.

features of international negotiations.	
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Name of discipline	Basic public speaking skills
Department	Department of Communication Technologies and Public Relations
Objective	Formation and development of public speaking skills.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 From the history of oratory.	The subject of rhetoric. Famous rhetoricians of antiquity: Demosthenes, Plato, Aristotle, Pericles, Cicero, Sophocles. Types of eloquence: socio-political, academic, judicial, social and every day, spiritual. Types of eloquence: political speech, diplomatic speech, military-patriotic speech, scientific report, scientific review, prosecutorial or accusatory speech, public accusatory speech, advocacy or defensive speech, public defense speech, sermon, etc. Oratory in politics, spiritual, ideological, sociopolitical life of the state.
Topic 2 Neorhetoric. Laws and principles of modern rhetoric.	Basic laws and principles of modern rhetoric. Speaker's image. Features of modern speech communications. Synthetic and analytical assessment of public speaking. Speeches that changed the course of history. Rhetorical analysis of public speaking. The first law of rhetoric and principles of dialogization of speech behavior. Principles of attention to the addressee, proximity of information, specificity. The law of emotional speech. The law of promotion and orientation of the addressee. Law of pleasure. Interrelation of the laws of general rhetoric. The principle of communicative cooperation. The principle of discourse harmony. Strategies and tactics of speech behavior.
Topic 3 Preparation for public speaking.	Principles of speech composition. Invention of speech content (invention). Determining the topic of the speech. Determining the topic of the speech. Selection of material. Main sources of information. Types of preparation. Mastering the performance material. Emotions.
Topic 4 Speech: stages of speech preparation.	Stages of the classical rhetorical canon. Invention. "Common place" (top, topos) as a semantic model. Semantic models "Genus and species", "Whole-parts", "Definition", "Properties", etc. The use of semantic models in preparing speech. Disposition. Purpose of plans and their types. Models and reasoning schemes. Description of the subject of speech. Basic storytelling strategies. A classic example of reasoning speech (khriya). Elocution. Rhetorical top (metaphor, metonymy, irony, paradox, allegory). Rhetorical figure (antithesis, gradation, repetition, period). The role of rhetorical tropes and rhetorical figures in speech. Means of dialogization of speech (rhetorical exclamation, rhetorical question, introduction of someone else's speech). Various types of speech fragment analysis. Speech editing.
Topic 5 Speech culture and its normativity.	Aspects of speech culture. Norms of orthoepy, vocabulary, morphology, syntax of the literary Russian language. Functional speech styles. Conditions for effective conversation. Fundamentals of speech culture. Clarity, precision, emotion. Dialectisms. Jargonisms. Expressiveness of speech. Drawing up text concepts based on given texts. Features of compositions of texts of various types: descriptions, narratives, reasoning.
Topic 6 Orthoepic norms and vocabulary	Orthoepic norms of the Russian literary language. Features of the pronunciation of consonants and vowels in borrowed words. Peculiarities of stress in the Russian language. Variation of stress. Lexical norms. Homonyms. Synonyms. Paronyms. Antonyms. Morphological norms. Features of the gender of nouns. Endings of nouns. Number of nouns. Declension of nouns and numerals. Syntactic norms. Subject and predicate coordination
Topic 7	Rationale. Theoretical argumentation. Methods of persuasion. Traps of the tongue.

Theoretical argumentation.	Convincing evidence. Thesis. Argument. Proof. Proof architecture. Direct and indirect evidence. Types of indirect evidence. Refutation. Scope of applicability of evidence. Systemic argumentation. Compatibility condition. Compliance with general principles. The principle of simplicity. The principle of familiarity. The principle of universality. The principle of beauty. Methodological arguments. Criticism of methodologism. Limitations of methodological argumentation. Boundaries of justification.
Topic 8 Methods of manipulating consciousness	Techniques of persuasion and influence. Verbal and non-verbal means of the speaker. Language traps and black rhetoric as methods of manipulation Incorrect methods of argumentation. Direct and indirect evidence. Types of indirect evidence. Refutation. Laws of persuasion. Interpretation (reading) of the most common gestures and postures, characteristics of looks and facial expressions. Functions of gestures in professional communication (figurative, responsive, pointing, regulating). The use of verbal and non-verbal techniques of oratory by Russian speakers.
Topic 9 Culture of business communication.	Etiquette standards in the behavior of a modern lawyer. Business etiquette in national cultures. Business meeting, meeting, their features. Business meeting. Types of negotiations. Technologies and tactics in the negotiation process. Logicality in the negotiation process. Business telephone conversation. Written business speech.

Name of discipline	Principles of banking and finance
Department	Department of Banks, Financial Markets and Insurance
Objective	Obtaining by future bachelors a body of knowledge about the nature of the modern banking system of the Russian Federation, the activities of a commercial bank as its main link.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Modern banking system of Russia	The banking system, its role in the mechanism of managing a market economy, the structure of the banking system of the Russian Federation. Modern banking legislation. Central Bank of the Russian Federation (Bank of Russia): organizational structure, objectives, functions and role in the credit system. The status of the Bank of Russia as a mega-regulator of the financial market, its powers of supervision and control not only in the banking sector, but also in other sectors of the financial market. Tools used by the Central Bank of the Russian Federation for monetary regulation of the economy. General characteristics of the second level of the banking system of the Russian Federation. Credit organizations: definition, types. Types and content of basic banking operations and other transactions that credit institutions have the right to carry out in accordance with the law. Clustering of the banking sector by ownership criteria, by volume indicators of activity, by regional affiliation. Non-bank credit organizations: types (settlement, deposit-credit, payment), range of operations they perform. Banking groups and holdings, unions and associations. Problems and prospects for the development of the banking system of the Russian Federation.
Topic 2 Commercial bank as the main link in the banking system of the Russian Federation	Banks as a special type of financial intermediary in a market economy, their main differences from non-depository financial institutions, their importance in reducing risks in investing temporarily free funds in the personal sector of the economy and business entities of the market. Principles of activity and functions of commercial banks. Organizational and legal forms of activity of banks, features of their activity in the form of an open and closed joint-stock company, in the form of a limited liability company (share banks), in the form of an additional liability company. Management bodies of a commercial bank, powers of governing, executive and

	<p>control bodies, internal organizational structure of bank management, tasks of individual structural divisions. The procedure for opening, tasks, powers of separate structural divisions of the bank located outside the location of the head bank: branches, representative offices, additional offices, operating cash desks, exchange offices. The procedure for state registration and licensing of banking activities. Types of banking licenses. Grounds for revocation of a banking license. Procedure for revocation of license and liquidation of a commercial bank. Methods of bank liquidation (voluntary and forced), forms of bank reorganization: merger, accession, spin-off, division. Commercial bank reporting: types, preparation requirements, audit and analysis. Reserve requirements of the Central Bank of the Russian Federation: purpose, calculation procedure.</p>
<p>Topic 3 Resources of a commercial bank</p>	<p>General characteristics of the resources of commercial banks and their structure, classification in accordance with international standards. Own resources of banks: composition, characteristics of components, structure. The minimum amount of authorized capital for newly created credit institutions, the minimum amount of own funds (capital) for existing credit institutions. The main functions of the bank's own capital. Assessing the adequacy of the bank's equity capital. Factors influencing the amount of bank's own funds. Methods for increasing bank equity capital. The procedure for forming and increasing the bank's authorized capital. Deposit operations of banks. The concept of a deposit. Classification of deposits: by categories of depositors and forms of withdrawal of deposits. Features of a bank deposit agreement with an individual as a public agreement. Conditions for the return of bank deposits to individuals and legal entities. Characteristics of demand deposits (settlement and current accounts, correspondent accounts, account with overdraft rights). Bank account agreement. Time deposits and their varieties: with a fixed repayment period, with a conditional repayment period, with prior notice. Deposit agreement with the client, its content and procedure for execution. Bank certificates. Economic essence. Classification of certificates: by categories of depositors, by methods of registration, by terms of circulation, by terms of interest payment. Agreement on the assignment of the right to claim under a certificate (assignment), its execution. The procedure for issuing deposit and savings certificates. Registration of conditions for issuance and circulation of certificates in the State Technical Institution of the Central Bank of the Russian Federation. Advantages and disadvantages as a way to attract resources. Bank bill as a source of resources for commercial banks: legislative and regulatory framework for issue and circulation, multifunctionality of nature, types of bills, features of interest and discount bills. Borrowed funds. Loans from the Central Bank of the Russian Federation as a lender of last resort. Types of refinancing loans against market and non-market assets: pawnshop, overnight, intraday, loans secured by the rights of claims under loan agreements, against bills of bank borrowers, against guarantees of other credit institutions. Loans from the Bank of Russia secured by gold. Economic content and conditions for obtaining each type of loan. Agreement between the Central Bank of the Russian Federation and the bank for the provision of a loan: content and procedure for execution. Interbank loans. Necessity and methods of attraction. Direct interbank loan agreement: content and execution procedure. The procedure for issuing and repaying ICD with the participation of an intermediary. Commercial bank bonds as a means of attracting borrowed capital. Types of commercial bank bonds. The procedure for state registration of bond issues and their prospectus with the Central Bank of the Russian Federation. Methods of selling bonds. Their conversion into shares. The deposit insurance system for individuals in the Russian Federation: operating principles, the role of the Deposit Insurance Agency in its functioning, the procedure for the formation of funds from the insurance fund and the payment of insurance compensation to depositors from it.</p>

	The role of the DIA in the rehabilitation of problem banks and the liquidation of insolvent banks.
	<p>Topic 4 Organization of bank lending</p> <p>Economic and legal basis of bank credit. Subjects of credit relations in market conditions. Types of bank loans and their classification. Principles of lending to a market economy: repayment, urgency, security, payment, differentiation. Forms of ensuring loan repayment. Pledge: concept and scope of application. Forms of pledge with property retained by the pledgor, their characteristics and the rights of the bank as a pledgee. Forms of pledge with the transfer of property to the pledgee, their characteristics and the bank's obligations in relation to the pledgor. Pledge agreement: its contents, registration procedure, registration. The procedure for foreclosure on property pledged to a bank. Termination of the right of pledge. Bank guarantee and surety agreement: content, execution procedure, confirmation of the solvency of guarantors and guarantors. Fulfillment of obligations by sureties and guarantors. Organization of the process of issuing and repaying a bank loan: the bank's work at the stage of preliminary negotiations with the client, characteristics of the documentation for obtaining a loan, the bank's work with the loan application of the borrower, the procedure for drawing up a loan agreement (content of the main sections), opening a loan account and issuing a loan, bank control over repayment of the loan and interest on it. Bank loan portfolio, its analysis and evaluation. Credit risk management. The procedure for creating and using reserves for possible losses on credit claims. The main methods of issuing and repaying bank loans: one-time term loan, lending in the form of opening a credit line to the client (revolving and non-renewable), lending in the form of an overdraft, syndicated loan, etc. Features of the design and provision of certain types of bank loans. Bill loans and their varieties: discount and collateral bill loans, banker's acceptances, bill of exchange loans. Factoring and forfeiting loans as loans that mediate trade and settlement operations of suppliers and payers: their essence, common features and significant differences. Mortgage loans and their types for corporate clients and individuals. Mortgage lending models in economically developed countries (one-tier and two-tier). Mortgage lending schemes for housing construction in the Russian Federation. Consumer credit as a means of satisfying the consumer needs of the population, types of consumer loans for current purposes and for capital costs, features of drawing up a loan agreement with individuals. Credit-lease (leasing). Essence. Types of leasing: operational and financial. Forms of financial leasing. Leasing agreement: content and procedure for execution. Calculation of lease payments and the efficiency of leasing operations. The procedure for determining the quality of a loan, the formation and use of a reserve for possible loan losses.</p>
<p>Topic 5 Organization of payments and settlements in the Russian Federation</p>	<p>A holistic view of the national payment system as a systemically important element of a market economy, the key principles of its functioning, participants, the role of the Central Bank of the Russian Federation in its organization, the risks of payment systems, the main directions of its development. Legal framework and principles of organizing payments and settlements in the Russian Federation. Basic approaches to the organization and functioning of the payment system of the Russian Federation in the light of the Federal Law of June 27, 2011. No. 161-FZ "On the national payment system". Current account of enterprises and organizations in a bank, the procedure for opening it and conducting operations. Bank account agreement: mutual rights and obligations of the client and the bank, their financial liability for failure to fulfill contractual obligations. Termination of a bank account agreement: features of its termination at the request of the client and at the request of the bank. Card files for the client's bank account, the order of debiting funds from the account if there are insufficient funds in the account to satisfy all the requirements presented to it. Inter-farm settlements. Basics of organizing money transfers across bank accounts and without opening an account. Transfers of funds across bank accounts and the</p>

	<p>corresponding forms of inter-business settlements: payment orders, settlements with payment requests in the form of transfer of funds at the request of the recipient (direct debit of the account), settlements using collection orders, settlements under a letter of credit, settlements by checks. The essence of each form of payment, document flow. The concepts of irrevocability, unconditionality and finality of funds transfer. Bill of exchange form of payment. Current bill of exchange legislation. Promissory notes and bills of exchange: essence, features. Endorsement of a bill. Banking operations with bills of exchange: avalization, collection and domiciliation of bills. The procedure for completing the procedure for protesting a bill of exchange through a notary. Limitation periods for persons liable for payment of a bill of exchange. Electronic money and electronic means of payment: concept, main characteristics, payment procedure. Requirements for electronic payment systems and their brief characteristics. Interbank settlements (ICB). The concept and structure of interbank payments, correspondent relations of banks, types of correspondent accounts. Centralized system of MDBs through the settlement network of the Bank of Russia. General characteristics of the Bank of Russia payment system. (Regulations of the Central Bank of the Russian Federation dated June 29, 2012 “On the payment system of the Bank of Russia”). Correspondent bank account in the RCC: purpose, opening procedure, tariff policy of the Central Bank. The procedure for conducting MBR using paper technology and in electronic format. Types of electronic payment documents, features of the procedure for conducting intraregional and interregional electronic payments. Federal system of banking electronic urgent payments (BESP): purpose, types of participants, forms of participation, procedure for exchanging electronic messages. Concept for the development of the Bank of Russia payment system for the period until 2015. Decentralized systems of MDBs: interbank settlements based on direct correspondent relations of banks (through LORO and NOSTRO accounts), interbank settlements between divisions of one bank, interbank clearing. Retail (retail) payments. The concept of retail payments, their classification. Payment card as the main instrument of retail payments: types of bank cards, participants in card payments, features in the technology of payments in payment systems using magnetic cards and microprocessor cards. Regulatory regulation of card payments in the Russian Federation. (Regulations of the Central Bank of the Russian Federation dated December 24, 2004 No. 266-P “On the issue of bank cards and on transactions using bank cards.” Current account of an individual in a bank: procedure for opening and terminating a bank account agreement. Features of transfers of funds through the current account of an individual persons. Characteristics of individual forms of payment. Retail payment systems without opening a bank account for the client. System for collecting utility payments of Sberbank of Russia. Remote work of the bank with corporate and retail clients: concept and types of remote banking services, bank-client system, Internet banking, telephone banking.</p>
<p>Topic 6 Cash management services</p>	<p>The procedure for conducting cash transactions in the Russian Federation on the basis of current legislation. The bank's basic requirements for clients to comply with the rules for performing cash transactions. Cash balance limit: essence, calculation procedure. Spending cash from the enterprise's own cash receipts. The maximum amount of cash payments between legal entities. Bank operating cash desk, its limit. Forecasting the bank's cash turnover: form, structure, procedure for drawing up the forecast. The enterprise's cash application and its role in drawing up a forecast of the bank's cash turnover. The procedure for accepting cash from legal entities by bank cash desks during operating hours, cash and bags with cash during post-operational times, as well as accepting money from collection services. The procedure for the bank to issue cash from the bank's cash desks to legal entities. Features of accepting and issuing cash to individuals. Bank control over clients' compliance with cash</p>

	discipline and cash handling conditions. Financial liability measures applied to violating enterprises.
Topic 7 Bank operations on the securities market	Legislative and regulatory framework regulating the participation of banks in transactions with securities. General characteristics of the bank's activities as a non-professional and professional participant in the securities market. Bank investment operations with securities: essence, grouping. Direct investments of the bank in securities. Portfolio investments, types of bank securities portfolios: growth portfolio, income portfolio, risk capital portfolio, balanced portfolio, specialized portfolio, etc. Brokerage and dealer operations of banks with securities. Intermediary (agency) functions of the bank on the basis of a commission agreement and an agency agreement. Activity of the bank as an underwriter. Trust (trust) operations. The essence and legal basis of trust operations in Russia. The regulatory framework of the Central Bank of the Russian Federation for trust management. Objects and founders of trust management. Methods of property management: individually and through the general bank management fund (FBU). Basic conditions for organizing OFBU in a bank.

Name of discipline	Introduction to law
Department	Department of Theory and History of State and Law
Objective	Students acquire knowledge in the field of law to develop respect for the law, increase the level of legal awareness and legal culture.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 State-legal structure of the Russian Federation topics	Origin of state and law. The concept of the state, its characteristics and functions. Form of state. The mechanism of the state. Constitutional state. Concept, characteristics and functions of law. Lawmaking. System of law. Legal relationship. Realization of the right. Legal and illegal behavior. Legal liability. Legal awareness and legal culture.
Topic 2 Fundamentals of the constitutional system and the legal status of the individual in the Russian Federation	Fundamentals of the constitutional system of Russia. Constitutional and legal status of a person and a citizen of the Russian Federation. The system of government bodies in the Russian Federation.
Topic 3 Branches of private law	Civil law as a branch of law. Unity of civil law regulation of personal and business relations. Structure of civil legal relations: subjects, objects, content. Property rights. Correlation of the concepts transaction, contract, obligation. The concept of deadlines in civil law. Limitation of actions. Civil liability. Ways to protect civil rights. Inheritance law. Family law. The concept of marriage. The procedure for concluding and dissolving a marriage. Circumstances preventing marriage. Recognition of marriage as invalid. Personal and property rights and obligations of spouses. Labor law. Labor relations. Employment contract. Working time and rest time. Disciplinary and financial liability of the parties to the employment contract. Protection of labor rights of workers.
Topic 4 Branches of public law	Criminal legislation. Corpus delicti. Criminal liability. Concept and types of criminal penalties. Circumstances excluding the criminality of the act. Exemption from criminal liability and punishment. Subject and sources of administrative law.

	Administrative legal relations. Administrative offense. Administrative responsibility. Legal framework for combating corruption. Financial law: concept and system. Legal relations in the field of information law: types, subjects, responsibility for violations. The concept and types of secrecy. International law: concept and principles. Responsibility of states in international law.
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Name of discipline	Entrepreneurship
Department	Department of Marketing
Objective	Acquire theoretical knowledge and practical skills in creating an entrepreneurial product launched into the market environment in the format of an entrepreneurial project.

STRUCTURE AND CONTENT OF DISCIPLINE

Topic 1 Entrepreneurship as a special type of activity.	Entrepreneurship as a type of activity with increased risks. Business entities - who carries out business activities. The main components of entrepreneurship. Regulation of entrepreneurship. Business objects. Team is the key to success.
Topic 2 Study of consumer needs and problems.	Approaches to consumer research. Modeling consumer behavior and thinking. Mistakes in understanding the consumer.
Topic 3 Situational analysis of the market.	Analysis of existing supply and demand in the market. Market research methods. Analysis of competitors and their products.
Topic 4 Creation of a product as an object of entrepreneurship.	Creation of a unique product and unique selling proposition. Product as the main object of entrepreneurship.
Topic 5 Business planning.	Drawing up a plan for the implementation of entrepreneurial activities.
Topic 6 Promotion of a product - an object of entrepreneurial activity.	Basic approaches to product promotion. Creating an effective presentation. Product promotion in the Internet environment.

Name of discipline	Information systems 1C
Department	Department of Computer Science
Objective	Students obtain theoretical knowledge and practical skills in organizing automated processing of economic information using an information system, develop the ability to work with the modern information system "1C: ERP Enterprise Management" on the 1C: Enterprise platform at a high user level.

STRUCTURE AND CONTENT OF DISCIPLINE

Topic 1 Introduction	Features of the digital platform 1C: Enterprise. Architecture of the 1C: Enterprise 8 system. Types of architecture of the 1C:Enterprise 8 system. The concept of system
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to the digital platform 1C: Enterprise.	configuration (application solution) "1C: Enterprise 8". Types of configurations of the 1C: Enterprise 8 system. Concept - metadata objects. Purpose, features, technology of using objects.
Topic 2 Regulated accounting in the 1C system: ERP. Enterprise management.	Keeping records of the business activities of the enterprise and calculating financial indicators using the 1C: ERP configuration. Enterprise management". Setting up accounting parameters. Entering balances, purchasing and sales operations, mutual settlements with suppliers and customers, warehouse operations, production and personnel management in regulated accounting. generation of regulated reports.
Topic 3 Management accounting in the 1C system: ERP. Enterprise management.	Maintaining management accounting of trade and warehouse operations in the "1C: ERP. Enterprise Management" configuration. Setting up accounting parameters and pricing policies. Transactions with suppliers and customers. Setting up warehouses with regular and order document flow schemes. Carrying out warehouse operations. Closing the period, calculating the cost. Generation of management reports.
Topic 4 Personnel management in the 1C system: ERP. Enterprise management.	Maintaining personnel records and personnel management in the "1C: ERP. Enterprise Management" configuration. Setting up accounting parameters, production calendars, and company staffing. Technologies for hiring an employee under an employment and civil law contract. Formation of additional personnel and management documents. Calculation and payment of wages. Generating HR reports.
Topic 5 Production management in the 1C system: ERP. Enterprise management.	Maintaining production records in the "1C: ERP. Enterprise Management" configuration. Setting up accounting parameters. Operational accounting in production. Dispatching the production schedule. Dispatching route sheets. Cost accounting and formation of product costs. Production reporting.

Name of discipline	Data driven decision-making
Department	Department of Applied Mathematics and Economic-Mathematical Methods
Objective	Formation of theoretical knowledge and practical skills in students in the field of making optimal decisions based on data obtained under conditions of complete certainty, uncertainty and risk, using mathematical and statistical methods and models.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Data-oriented approach to data analysis.	Data-oriented approach to data analysis. Stages of data-driven decision making. A generalized decision-making algorithm using data-driven management principles, CRISP-DM. V-model of Big Data.
Topic 2 BI solutions for data analytics and decision making	Identifying patterns in data, building hypotheses and testing them using modeling. BI solutions for data analytics and decision making. Analytical dashboards.
Topic 3 Modeling based on	Modeling based on statistical inference. Assessing the importance of variables. Preparation and visualization of information and analytical reports.

statistical inference	
Topic 4 Data-Driven Marketing Management	Data-driven marketing management. Key performance indicators. Search for association rules. Market basket analysis.
Topic 5 Features of working with large volumes of data	Features of working with large volumes of data. Hidden patterns in big data. Dimensionality reduction methods. Application of the principal component method and its nonlinear analogues. Working with text data.

Name of discipline	Feasibility analysis of digital projects
Department	Department of Marketing
Objective	Develop abilities for project work, develop knowledge and skills in the field of feasibility studies of innovative digital projects.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Planning of work on the project.	Familiarization with the subject area. Setting the goal of the project work. Defining roles in the project team. Drawing up a project schedule.
Topic 2 Assessing the competitive landscape.	Identification of market development trends. Market structure. Characteristics of venture investments in the market: search in startup databases. Analysis of the competitive situation. Assessing the strengths and weaknesses of competing solutions.
Topic 3 Identifying target segments and justifying a unique value proposition.	Market segmentation. Client pain. Solutions currently used by customers. Matching the unique value proposition to customer needs. Verification of DRM with representatives of target clients.
Topic 4 Developing a market entry plan.	Proposal of a promising business model. Determination of cost structure and sources of income. Unit economics analysis. Market entry planning.
Topic 5 Preparation and defense of the presentation.	Preparing and defending a presentation in the presence of business representatives.

Name of discipline	Undergraduate Practice
Department	Department of Marketing
Objective	Consolidation of the student's knowledge, skills and practical skills and competencies acquired during the training process, mastery of production (functional) skills and modern management methods
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Preparatory	Kick-off organizational meeting; drawing up an individual assignment for practice, filling out a personal sheet, completing documents; undergoing safety training and

stage.	internal regulations
Topic 2 Main stage	Completing practice tasks: collecting, systematizing information; processing and analysis of factual material, report preparation
Topic 3 Final stage	Editing and finalization of the report, personal sheet and ind. assignments, report protection

Name of discipline	Technological Practice
Department	Department of Marketing
Objective	Consolidation of the knowledge acquired by students during the learning process, based on studying the work of the organizations where they are practicing, as well as mastering production (functional) skills and modern management methods.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Preparatory	Drawing up an individual assignment for practice, filling out a personal sheet, completing documents. Instruction on safety precautions and internal regulations.
Topic 2 Main	Completing the practice task. Processing and analysis of received information, preparation of a report.
Topic 3 Final	Preparation for defense, defense of practice report

Name of discipline	Business Foreign Language
Department	Department of English No. 1
Objective	Further development of communicative competence in foreign language speech (linguistic, pragmatic (achieving a communicative goal), sociocultural, strategic).
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 International Markets	1. International trade. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Stylistic design of foreign language speech: the concept of everyday literary, official business, scientific styles. Concepts about styles. Main features of the scientific style. Comparative characteristics of various styles. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 2. International markets and their types. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). Stylistic and genre features of written statements. 3. Free trade. Teaching students to read and summarize texts on educational and scientific topics. 4. Policy of protectionism. Understanding dialogic and monologue speech in the field of everyday and professional communication. Perception of dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes 5. The concept of competitive advantage. Development of skills in working with authentic works of speech based on linguistic and cultural tests 6. Problems of a company entering international markets. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes).
Theme 2	1. The concept of competition. Comparative and absolute competitive advantage.

Competition	<p>Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Stylistic design of foreign language speech: the concept of everyday literary, official business, scientific styles. Concepts about styles. Main features of the scientific style. Comparative characteristics of various styles. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 2. Types of competition: monopoly, oligopoly, monopsony. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). Stylistic and genre features of written statements. 3.Types of competition: perfect and imperfect competition. Teaching students to read and summarize texts on educational and scientific topics. 4. Features of competition using the example of individual industries. Understanding dialogic and monologue speech in the field of everyday and professional communication. Perception of dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes of sound 5. Types of competitive strategies of a company according to M. Porter. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature 6. Analysis of the competitive strategy of a particular company. Development of skills in working with authentic works of speech based on the material texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and browsing reading, working with a dictionary, transmitting brief content, detailed retelling, drawing up detailed plans and notes).</p>
Topic 3 Finance	<p>1. Factors of production. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Capital. Funding for companies. Development of skills in perceiving dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes of sound 3. Financing from one's own funds. Teaching students reading and summarizing texts on educational and scientific topics. 4. Financing through borrowed capital. Development of skills for studying, introductory, search and viewing reading, development of skills in working with a dictionary. 5. Types of investments. Training for studying reading and abstracting of texts on educational and scientific topics. 6.Description of graphs.Development of writing skills. Features of writing reports.</p>
Topic 4 Human Resources	<p>1.Functions of the personnel department. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Stylistic design of foreign language speech: the concept of everyday literary, official business, scientific styles. Concepts about styles. Main features of the scientific style. Comparative characteristics of various styles. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). 2.Analysis of job advertisements. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal,</p>

	<p>apology, claim, gratitude). Stylistic and genre features of written statements. 3. Stages of selection and recruitment of personnel. Teaching students to read and summarize texts on educational and scientific topics. 4. Features of writing a resume and cover letter. Understanding dialogic and monologue speech in the field of everyday and professional communication. Perception of dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes 5. How to prepare for an interview. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature 6. Theory of motivation. Types of motivation. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and viewing reading, working with a dictionary, transmitting brief contents, detailed retelling, drawing up detailed plans and notes).</p>
<p>Topic 5 Leadership</p>	<p>1. The concept of leadership. The role of the leader. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. 2. Leadership theories. Qualities of a leader. Stylistic design of foreign language speech: the concept of everyday literary, official business, scientific styles. Concepts about styles. Main features of the scientific style. Comparative characteristics of various styles. 3. Analysis of different leadership styles. Development of writing skills. Written implementation of communicative intentions (request for information/data, information, proposal, encouragement to action, expression of request, agreement/disagreement, refusal, apology, claim, gratitude). Stylistic and genre features of written statements. 4. Manager, leader and leader. Teaching students reading and summarizing texts on educational and scientific topics. 5. The concept of management. Principles of organization management. Understanding of dialogic and monologue speech in the field of everyday and professional communication. Perception of dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of a monologue statement lasting up to 3 minutes of sound 6. Interaction between the leader and the group. Development of skills in working with authentic works of speech on the material of texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, familiarization, search and browsing reading, working with a dictionary, conveying brief content, detailed retelling, drawing up detailed plans and notes).</p>
<p>Topic 6 Ethics</p>	<p>1. Ethics: essence, goals and objectives. Ethical principles of company work. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Basic ethical categories and concepts. Development of skills in working with authentic works of speech based on texts of a linguistic and cultural nature, including newspaper text, advertisements, text information obtained from the Internet (studying, introductory, search and browsing reading, working with a dictionary, conveying a summary, detailed retelling, drawing up detailed plans and notes). 3. The company's code of ethics and its basic principles. Development of skills in perceiving dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of monologue statements lasting up to 3</p>

	minutes 4. Analysis of the mission of the enterprise using the example of specific companies. Teaching students how to read and summarize texts on educational and scientific topics. 5. What is ethical business? Teaching students to read and summarize texts on educational and scientific topics. 6. Corporate social responsibility of business. Development of skills in studying, introductory, search and viewing reading, development of skills in working with a dictionary
Theme 7 Quality	1. The concept of quality of goods and services. Familiarization with lexical material on the topic to the extent necessary for reading and communicating in a foreign language. Development of business writing skills 2. Basic concepts of quality. Development of skills in perceiving dialogic and monologue foreign language speech at a natural pace in basic communicative situations (authentic monologue and dialogic texts, including professionally oriented ones), with varying completeness and accuracy of understanding their content; understanding of monologue statements lasting up to 3 minutes of sound 3. System of universal quality control. Teaching students reading and summarizing texts on educational and scientific topics. 4. Quality guru. Development of skills for studying, introductory, search and viewing reading, development of skills in working with a dictionary 5. Characteristics of quality goods and services. Training for studying reading and abstracting of texts on educational and scientific topics. 6. Quality assessment system. Development of writing skills. Features of writing reports.

Name of discipline	Sociology
Department	Department of Sociology and Personnel Management
Objective	Formation in students of the necessary competencies that contribute to understanding the patterns of social development, modeling personal and professional qualities, as well as readiness for communication to solve problems of interpersonal and intercultural interaction
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Sociology as a science of society	Sociological view of society Object and subject of sociology Sociology in the system of sciences Levels of sociological analysis Structure of sociological knowledge
Topic 2 Formation and development of sociology	Background and socio-philosophical prerequisites for the emergence of sociology Positivist sociology of O. Comte Organic theory of society of G. Spencer Sociological views of E. Durkheim "Understanding" sociology of M. Weber Sociological theory of Marxism Sociological thought in Russia. Main directions of modern sociology
Topic 3 Society as a social system	The concept of society in sociology and its main features Society as a social system, its structure and main elements Typology of societies "Modern society" and the main directions of its development
Topic 4 Social structure and stratification of society	The essence of the concept of "social structure" Historically established system of social stratification Marxist tradition in the class analysis of society Criteria for social stratification Social mobility and marginality Structural factors of social problems: poverty and inequality
Topic 5 Social institutions and social organizations	The essence of social institutions Institutional organization of society typology and functioning of social institutions Social organizations: essence, typology, functions Social regulation of social relations Social control and social sanctions
Topic 6 Culture as a social	Culture as an object of sociological knowledge Diversity of theoretical approaches to the study and understanding of culture Basic elements and functions of culture Forms and types of culture Development and spread of culture in modern society

phenomenon	
Topic 7 Personality and society. Socialization of personality	Concept, structure and types of personality Basic approaches to the study of personality Socialization of personality: essence, content, main stages, agents and institutions Social behavior and social control
Topic 8 Applied sociology	Applied and academic sociology: functions and scope of application General characteristics of sociological research methods Stages and types of sociological research Quantitative methods for collecting sociological information Methods for analyzing and interpreting data Qualitative strategies in sociological research

Name of discipline	Startup business
Department	Department of Management and Innovation
Objective	Formation of students' abilities to create and develop innovative entrepreneurial projects based on an assessment of consumer preferences, in teamwork conditions, with the involvement of investors, support tools and innovation infrastructure of the regions of the Russian Federation.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Project Ideas: Entrepreneurial Thinking and Networking	Features of entrepreneurship, goals of entrepreneurial activity. Essential characteristics of the entrepreneurial type of thinking. Definition of the concept of "startup", the essence and meaning of startups, the relationship between the concepts of "business" and "startup". The concept of "lean startup". Main characteristics of startups and principles of their creation. Approaches to searching and generating ideas. The concept of networking and its application in the process of generating innovative startup ideas. Domestic and foreign experience in creating startups.
Topic 2 Traditional and innovative startup business models	Concept, essence of a business model and aspects of its construction. Classification of traditional business models, definition of their features, examples of application and development. Classification of innovative business models, advantages and disadvantages, comparative characteristics of traditional and innovative models.
Topic 3 Assessing the competitive environment and strategic development of a startup	Methods of competitive analysis. Market segmentation, assessment of product demand in the market and consumer portrait. Competitive advantages of the product. Technology as a competitive advantage. Basic startup promotion strategies. Startup marketing. Product introduction to the market and product life cycle.
Topic 4 Value chain of an innovative product	The concept of the value chain and its specifics when creating a startup. Modeling the value chain of an innovative product. Involving consumers in the value chain.
Topic 5 Stages of creating a startup	The main stages of creating a startup and their characteristics. Idea formation (Pre-seed). Testing the idea and developing a prototype with minimal functionality (MVP). Alpha version of the product. Formulation of strategy, goals (seed). Confirmation of market availability (Product Fit). Polishing the idea, closed beta version of the product. Drawing up a business plan. Searching for investors, attracting financing. Formation of a management system. Scaling the business model (open beta). Transition from startup to business (Maturity).
Topic 6	Startup team: composition, roles, distribution of powers and responsibilities.

Organization of teamwork	Communication systems in the process of organizing teamwork. Methods of motivation and stimulation of work. Approaches to conflict management. Teamwork planning. Monitoring results and key performance indicators.
Topic 7 Sources of startup financing and working with investors	Features of using own and borrowed funds to create a startup. Receiving grants from support funds and on the basis of targeted programs, obtaining loans, subsidies, loans: opportunities, cost of financing, requirements, responsibility. Interaction with venture funds and business angels. Founding and crowdfunding. Startup investors: characteristics, interests, approaches to interaction. Investment pitching.
Topic 8 Infrastructure and digital support for a startup	The importance and objectives of infrastructure for the development of entrepreneurial initiatives. Acceleration and mentoring support. Support funds, business incubators, venture funds, associations, technology parks, technology transfer centers. Infrastructure facilities for personnel development and training, coworking spaces, conferences, business consulting, patent regulation. Issues of state support. Business services for a new startup. Available digital technologies for startups and their effectiveness.
Topic 9 Monetization of a startup and its promotion	Features of monetization as a process. Key monetization models. Strategy for promoting startup products on the market of goods and services. Opportunities and mistakes of startup promotion. Channels for bringing products to market.
Topic 10 Flexible startup management methods	The concept of flexible management methods, their classification and the possibility of implementation in the startup management process. Advantages and disadvantages of the Waterfall model. Organization of work based on Scrum and Kanban. Adaptation of flexible management methods to the specifics of the company's activities. Digital solutions that support flexible management methods.
Topic 11 Assessing the effectiveness of a startup and product quality	Business planning. Generation of forecast data. Key indicators of a startup's commercial performance. Statistical and dynamic performance indicators. Evaluation of a startup within the framework of acceleration and by a venture investor. Valuation of intellectual property. Assessing the investment attractiveness of a startup. Methods for assessing the quality of a product/service. Methods for assessing the quality of processes.
Topic 12 Barriers and risks of startup development	Barriers to development at the initial stage. Risks in the following areas: idea, prototype, market, business model. Management problems and team problems. Risks of strategic planning, incomplete information. Mechanisms for overcoming barriers. Methods of accounting, control and risk management.

Name of discipline	Statistics
Department	Department of Statistics and Econometrics
Objective	Familiarization of students with the main statistical categories, methods of collection, processing and analysis of mass socio-economic phenomena, taking into account their interconnectedness, dynamism and spatial variation.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Subject, method, tasks and organization of statistics in the Russian	Definition of statistics as a science. Types of accounting, features of statistical accounting. Objectives of statistics at the micro and macro levels. State and departmental statistics. Reforming Russian state statistics. Sources of statistical information. The concept of statistical regularity and the law of large numbers. Statistical population (general, particular), units of the population. Signs of a unit of aggregation.

Federation.	
Topic 2 Stages of statistical research.	The main stages of statistical research are observation, grouping, summary. Concept and forms of statistical observation; types of observation according to the degree of coverage of population units, according to the frequency of conduct, according to methods of obtaining information. Requirements for statistical data. The concept of observation errors, ways to identify them. Tasks and types of statistical groupings. Typological, structural and analytical groupings. Groupings are simple, combinational, multidimensional. Tasks and procedure for conducting the summary. Concept of indicator; principles for the formation of general and private systems of indicators characterizing socio-economic processes and phenomena. Absolute and relative statistical indicators. Visualization of statistical information. Rules for the design of statistical tables and graphs.
Topic 3 Descriptive characteristics of the population under study: average values, indicators of variation, analysis of structural changes and differences.	Descriptive statistics. The essence and meaning of average values. Types, forms of averages, general rules for constructing averages. Majority property. Simple and weighted average; rule for selecting a feature - weight. Mathematical properties of the arithmetic mean. Moderate reliability conditions. The role of averages and relative values in economic and statistical analysis. The concept and tasks of studying variation. Distribution series, their types, construction rules, graphical representation. Absolute and relative indicators of the size and intensity of variation. Range of variation, average linear and standard deviation, dispersion, coefficient of variation. Structural characteristics of distribution: mode, median, deciles, quartiles, etc. Their analytical significance, examples of practical use. Distribution shape indicators - skewness and kurtosis. Analysis of changes in the structure of the population. Generalizing indicators of structural changes (differences).
Topic 4 Selective observation.	The importance and features of sample observation when conducting statistical research. Reasons for using sample observations. The concept of sample and general population, types of sample observations; selection methods. Determination of sampling error, factors influencing the size of the average and maximum sampling error. Methodology for determining the required sample size at the stage of preparing a sample observation. Determining the probability of acceptable sampling error. Extension of sample observation data to the general population: determination of the boundaries of confidence intervals for the general average and the general share. Examples of the use of sample observations in Russian government statistics, in the marketing activities of companies, public opinion polls, etc.
Topic 5 Measuring connections. Application of correlation and regression analysis.	The concept of functional, stochastic and correlation relationships. Methods for measuring stochastic connections. Measuring connections based on analytical grouping. Empirical correlation relationship. Determination coefficient. Problems of correlation analysis and regression modeling. Pairwise correlation. Paired linear regression. Assessment of the relationship of non-quantitative variables based on association coefficients, contingency, rank correlation coefficients.
Topic 6 Index method of analysis.	The concept of indexes, their tasks. Types of indices depending on the level of generalization, the nature of the problems being solved, and construction methods. Aggregate indexes. Average indexes. Index analysis of changes in the weighted average, analytical significance of indices of variable, constant composition, structural changes. Examples of using indexes in domestic statistics. Features of constructing indices calculated using the Laspeyres, Paasche, and Fischer method.
Topic 7 Statistical study of	The concept and tasks of studying time series, their types. Elements of a time series, the main components of the time series level. Principles of constructing time series: the concept of a system of time series; ensuring comparability of time series.

dynamics.	Graphic representation of time series and their systems. The problem of periodization of time series, the procedure for its implementation. Indicators of dynamics series (chain, basic). Methodology for calculating average dynamics indicators, their analytical significance. The concept of extrapolation and interpolation. Techniques for identifying trends in time series; tasks and methods for studying seasonality; forecasting based on time series.
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Name of discipline	Probability theory and mathematical statistics
Department	Department of Higher Mathematics
Objective	To provide students with the necessary supply of information on a number of sections of probability theory and mathematical statistics (basic definitions, theorems, rules), most relevant to their future professional activities, as well as a mathematical apparatus that helps them pose in mathematical form and solve professional problems.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Random events. Definition of probability.	Random experiment. Random events, actions on them. Classic definition of probability. Statistical definition of probability. The concept of the axiomatic definition of probability.
Topic 2 Theorems of addition and multiplication of probabilities. Conditional probability.	Probability addition theorem. Probability multiplication theorems. Conditional probability. Independent random events.
Topic 3 Total probability formula. Bayes' formula.	Total probability formula. Bayes' formula.
Topic 4 Bernoulli scheme.	Bernoulli scheme. Bernoulli's formula.
Topic 5 Discrete random variables, their numerical characteristics.	Discrete random variables, distribution laws. Mathematical expectation and dispersion of a discrete random variable. Distribution function of a discrete random variable, its properties.
Topic 6 Binomial distribution law.	Binomial distribution law. Basic formulas.
Topic 7 Continuous random	Continuous random variables. Distribution function of a continuous random variable, distribution density.

variables, their numerical characteristics.	
Topic 8 Uniform distribution law. Normal distribution law.	Uniform distribution law. Normal distribution law. Basic formulas.
Topic 9 Fundamentals of mathematical statistics.	General and sample populations, their numerical characteristics.
Topic 10 Review of the main problems of mathematical statistics.	Point and interval estimation of population parameters. Problems of testing statistical hypotheses. Dependency research.

Name of discipline	Core management concepts
Department	Department of Management and Innovation
Objective	Students study fundamental ideas about management and the formation of management thinking as the basis for the activities of a modern manager.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Introduction to management	Definition of management. The relationship between management and management. Management categories. Approaches to management: process, system, situational. Subjects and objects of management. National management models: American, Japanese, European. Management in Russian conditions.
Topic 2 Evolution of management theory and management practice	Management before the era of industrial revolutions. USA as the birthplace of modern management. F.W. Taylor as the founder of modern scientific management. G.L. Gantt and scheduling. The Gilbreths (Frank and Lillian) and the rational labor movement. G. Emerson and the principles of productivity. G. Ford as a consistent supporter of Taylorism. School of Scientific Management. Classical school of management. The school of human relations as a reaction to Taylorism. School of Behavioral Sciences. Management in Russia (historical excursion). Taylorism in Russia. Management in Russia in the 50-70s of the twentieth century. Empirical school of management. School of Social Systems. New school of management (quantitative). Personalities of the second half of the twentieth century. The future of management. Paradigms of modern management.
Topic 3 Formation of goals and strategies of the organization	Systematics of management functions. Functions as interpreted by modern management gurus. School of St. Petersburg State University of Economics on the functions of management. Typification of management functions. Goal formation function. Basic concepts. Values, their hierarchy in specific organizations. Vision. Mission. Determining the goal. Systematization of the organization's goals. Tree of goals as a goal-setting tool. -Strategy. The goals of the organization and its strategy. Definitions of strategy. Classification of strategies. Organization of activities for the development and implementation of strategies.

Topic 4 Planning function	Definition of the planning function. Organization plans. Types of plans (by time, by subject, etc.). Interrelation of plans. Planning technology. Planning methods. Normative method. Extrapolation. Balance method. Scheduling methods (Gantt charts, network charts).
Topic 5 Organizing function	Definition of the organizational function. Types of organizational structures. Construction of management structures. Bureaucratic and adaptive model in management. Delegation. Authority. Responsibility. The principle of unity of command. Controllability standard. Effective and ineffective delegation. Degree of centralization of management. Integration and methods of integration.
Topic 6 Control function. Regulation function	Control function. Definition of the control function. The role of organized accounting. Assessment and analysis. Types of control. Control methods. Regulation function. Definition of the regulation function. Reactive and proactive regulation. Feedback as a condition for regulation.
Topic 7 Development and decision- making function	Definition of the development and decision-making function. Determination of management decision. Requirements for management decisions. Classification of management decisions. Stages of developing a rational management decision. Models and methods of development and decision making.
Topic 8 Function of establishing communicatio ns	Definition of the function of establishing communications. Typology of communications. Definition of communication. Manager's communicative competence. Forms of communication. Technology and effectiveness of communication. General scheme of the communication process. Criteria for choosing a communication channel. Goals of establishing communications. Results of the communication process.-
Topic 9 Motivation function	Definition of the function of establishing communications. Theories of motivation. Content and process theories. Motivation technology.
Topic 10 Management effectiveness	The evolution of management effectiveness. Technical and economic inefficiency of management. Quantitative assessment of management effectiveness. Indicators of management efficiency as a ratio of results and costs. Management efficiency criteria. Construction of a methodology for assessing management effectiveness. Manager's actions to improve management efficiency.

Name of discipline	Management and Innovation of E-Business
Department	Department of Marketing
Objective	Students master the theoretical and practical foundations of analysis, processing and presentation of data using digital technologies when making business decisions.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Innovation management as a mechanism for the management system of economic indicators of e-business activities	Competitive strategies, main types of market strategies, 12 fundamentals of competitiveness, models for assessing the impact of innovative technologies, criteria for classifying goods, works, services as innovative and high-tech products, indicators of enterprise innovativeness.

Topic 2 Methods for assessing and ranking innovative technologies	An algorithm for implementing the methodology for ranking innovative projects, an algorithm for optimizing the use of resources by cost, implementation time and emerging risks when implementing programs and projects for the innovative development of e-business, an algorithm for assessing the effectiveness of the project.
Topic 3 E- business models	Reducing e-business costs, advantages, limitations and risks of different pricing models, features of building a supplier and customer relationship management system (SRM and CRM), determining the type of business model for different market segments, taking into account industry characteristics.
Topic 4 The role of innovation in shaping the competitiveness of e- business products	The main factors influencing the competitiveness of products, the value chain, the dynamics of indicators of the competitiveness of products of the knowledge-intensive industry to ensure innovative development, stages of the investment process.
Topic 5 Organization and management of innovative activities of e- business	Management of innovative activities of e-business, efficiency of new equipment and progressive technology, plan for the development of new products and high production technologies, network planning and management.
Topic 6 E- business risk assessment	Basic principles of risk management, risk management scheme, management tasks for creating a risk management system, models for organizing the management of a risk management system.
Topic 7 Problems of e- business management	Methods for protecting information and personal data, ways to solve the problem of fraud on the Internet that affects the market activities of e-business.
Topic 8 Analysis and diagnostics of return on assets and equity capital of e-business	Assessment of economic efficiency, current and non-current assets, dynamics and technical condition of fixed assets, Monte Carlo method, NPV and IRR.
Topic 9 Prospects for the development of e-business	Internet of Things, customernomics and Big Data, machine learning, Industry 4.0 technologies.

Name of discipline	Innovation Management
Department	Department of Marketing
Objective	Develop a set of competencies for creation, content and quality management, promotion of technological and business innovations in the international environment
STRUCTURE AND CONTENT OF DISCIPLINE	

Topic 1 Crisis of the economic consumption model	Analysis of the current state of economic trends in various industries and countries. Justification of the crisis of traditional development models.
Topic 2 Innovation as a means of changing the economic paradigm	Justification of the need for innovation as changes in products and business models.
Topic 3 Types of innovations and management of their content	Product, management, marketing and financial innovations. The object of change in each type of innovation. Changes in the general economic situation under the influence of innovations
Topic 4 Gartner Cycle and Innovation Lifecycle	Gartner cycle. Specifics and content of each stage of the Gartner cycle. Innovation management at various stages of the cycle. Startup as a tool for testing innovations.
Topic 5 Promoting Innovation	Features of promotion and creation of a marketing mix of innovations. Compliance with marketing goals and objectives at each stage of the innovation life cycle.
Topic 6 Innovation project team and management	Personnel of the innovation project. Project team motivation management. Development of the internal potential of the project team.
Topic 7 Financing innovation	Financial management of innovations at each stage of the life cycle. Startup as an experimental platform for innovation. Economic efficiency of an innovative project.

Name of discipline	Project Management
Department	Department of Project Management and Quality Management
Objective	Students mastering theoretical knowledge and practical skills in project management at all stages of the life cycle.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 History of development. Project management methodologies and standards.	Project management as a professional field. Development of project management in Russia and abroad. International and national standards for project management. Modern project management methodology.
Topic 2 Basic concepts of project management.	Definition of the concept “project”, characteristics of a project. Interrelationship of the concept? “project”, “program”, “portfolio”. Modern project management concept. Definition of the concept of “project management”. Classification of projects.

Classification of projects.	
Topic 3 Project environment.	The influence of the enterprise on the project: factors in the immediate environment of the project. Assessing the organization's influence on the project. Characteristics of external environmental factors of the project.
Topic 4 Project participants.	The concept of “project participants”. Composition of project participants and their roles. The relationship between project participants and the project. Roles of project team members. Composition of the project team. Areas of responsibility and competence of the project manager. Interpersonal communication skills of the project manager.
Topic 5 Project life cycle.	The concept of “project life cycle”. Project life cycle structure. Project life cycle characteristics. Project phases: concept, characteristics. Predictive, iterative and adaptive project life cycles.
Topic 6 Project initiation.	Sources of projects. Project initiation processes. Identifying stakeholders. Development of a project charter.
Topic 7 Project planning.	Description of the process for developing a project management plan. Gathering requirements. Defining the scope of the project. Creation of a hierarchical structure of work. Definition of operation?, sequence of operation?. Estimation of operation resources?. Estimation of the duration of the operation? Schedule development. Estimating the cost of the operation? project. Determining the project budget. Planning for project quality management. Human resource management planning. Project communications management planning. Identification of project risks.
Topic 8 Project execution.	Project team recruitment. Ensuring project quality. Development of the project team. Project team management. Project communications management. Conducting project procurement. Managing stakeholder engagement.
Topic 9 Monitoring and control of the project.	Monitoring and control of project work. Integrated change control. Confirmation of the project content. Project content control. Schedule control. Project cost control. Project quality control. Communication control? project. Project risk control. Project procurement control. Monitoring stakeholder involvement.

Name of discipline	Risk-Management
Department	Department of Finance
Objective	Develop risk management and performance management skills, as well as skills in designing the implementation of specific tasks by determining the optimal solution methods and selecting resources to achieve the goal.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Theoretical foundations of risk management	Theoretical foundations of risk management. Identification and classification of risks of international companies.
Topic 2 Risks of financing international investments	Risks of financing international investments. Sources of financing for international activities of corporations. Financial risks. Risks of the real sector of the economy.
Topic 3 Risk management of financing cross-border investment	Risks of financing cross-border investment projects. Financial consequences of terminating projects. Methods for minimizing risks. Cost of capital as a determining factor in the risks of implementing investment projects. Modern approaches to risk management of investment processes.

projects	
Topic 4 Managing the financial results of an international company taking into account risk	Approaches to forecasting and assessing the financial results of projects taking into account risks. Features of the formation and evaluation of the financial results of projects. Methods for assessing the effectiveness of projects.

Name of discipline	HR Management in international companies
Department	Department of Economics and Management of Enterprises and Industrial Complexes
Objective	Formation in students of knowledge, skills and abilities in organizing human resource management, as well as the development, design and implementation of personnel development strategies.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Concept, principles, goals of human resource management	Etymology of origin and history of development of the concept of “strategy”. Strategic aspects of economic development. Strategic management in economic activity: areas, levels, sublevels. Strategy in the field of human resource management: goal, objectives, object, subject of HRM. The relationship between the mission of the organization, its strategic goals and general and personnel management. Strategy as a method of organizing systematic activities of people to achieve strategic goals. Organizational, staffing, social, role, functional structure of an enterprise as an object of strategic management. Laws of strategic human resource management (goal setting, required diversity, compliance). Principles of strategic HRM (the principle of unity of command; the principle of the optimal combination of centralization and decentralization; the principle of combining rights, duties and responsibilities for officials; the principle of a reasonable and conscious choice of goals and strategies for the development of the organization and its employees; the principle of compliance with the goals and strategies for the development of the functions and structure of the management system). Formation of an organizational portfolio of strategic alternatives (changes) in the field of people management.
Topic 2 Basic approaches to the formation and implementation of a human resource management system	Levels of HRM system development: for the organization as a whole (as a functional strategy at the corporate level); for certain areas of activity (as a functional strategy for a separate area of business). Basic approaches to the formation of HRM strategy: HRM performs a service function; HRM is a central independent function; The compliance of the business strategy with available human resources is determined. Algorithm for forming an HRM strategy: 1) determining the goals of people management, taking into account costs, results, needs and interests of employees, working conditions, and development of abilities; 2) formation of ideology and principles of personnel work; 3) determining the conditions for ensuring a balance between the economic and social efficiency of the use of human resources in the organization; 4) stages of development of the HRM strategy (analysis of the environment, formation of the mission and goals; development of the strategy, assessment and monitoring of the implementation of the strategy, adjustment of the strategy). Methods for developing and implementing HRM strategy (personnel strategy): survey methods; methods of analysis; methods for building a new HRM system; methods for updating the HRM system; methods of introduction (implementation) of a new personnel strategy and personnel policy. Analysis of the external and internal environment of the organization when forming

	<p>the HRM strategy. The purpose of the analysis is to identify strengths and weaknesses; opportunities and risks; key success factors in the organization's target market; designing a scientifically based business strategy and personnel strategy. Factors influencing HRM strategy. Signs of a strong and weak competitive position of an organization; their influence on the formation of HRM strategy. The process of studying the external environment of an organization (STEP analysis). Aspects of self-diagnosis of an organization (analysis of the internal environment): marketing, financial, production, organizational, personnel. Self-diagnosis methods (examination, analysis, personnel audit, identification of key competencies of employees). SWOT analysis (matrix of possible scenarios for the strategic development of an organization, taking into account external and internal factors). Conditions and tasks for the successful implementation of business and HRM strategy (the rule of five "Rs"). Procedures for the phased implementation of the HRM strategy: procedure for implementing the personnel strategy; strategic control procedure; procedure for coordinating HRM strategy. Composition of activities and factors influencing the procedures for implementing the HRM strategy.</p>
<p>Topic 3 Principles of formation and structure of personnel policy</p>	<p>Personnel policy as the general direction of personnel work, a set of principles, methods and forms for the preservation and development of the organization's personnel potential. Personnel policy in a broad and narrow sense. Principles for the formation of personnel policy: strategic orientation, complexity, systematicity, consistency, economic feasibility (accounting for the cost of labor resources), legality, flexibility, scientific validity. The place and role of personnel policy in the overall organizational policy of production and economic activities. Structure of personnel policy (policy of employment and labor relations; policy of training and development of personnel; policy of payment, motivation and stimulation of work).</p>
<p>Topic 4 Objectives and stages of formation of personnel policy, methods of its implementation</p>	<p>Objectives of personnel policy (alternative choice of possible ways to form the composition and structure of personnel). External and internal factors influencing the formation of personnel policy. Expected effects from the formation (change) of personnel policy: economic, social, compliance with labor legislation and labor regulations. Alternative approaches to the implementation of personnel policy (priority of production interests; taking into account social costs). Methods for implementing personnel policy in the field of employment; in the field of education; in the field of remuneration; in the field of welfare; in the field of labor relations. Stages of formation of personnel policy: coordination of the human resource management system with the strategic goals of the organization; development of a personnel change program; monitoring the personnel situation in the organization. Personnel activities and programs for the phased formation of personnel policy. Factors influencing the content and specificity of phased personnel activities and programs (regulatory restrictions; taking into account the situation on the labor market; the influence of professional and public associations; quantitative and qualitative composition of employees; level of staff turnover; level of wages and labor productivity; efficiency of use of human resources for workers places).</p>
<p>Topic 5 Principles and directions for the implementation of personnel policy</p>	<p>The principle of finding a compromise; direction of implementation of personnel policy (achievement of individual and collective goals). The principle of conformity, the principle of professional competence, the principle of practical achievements, the principle of individuality; direction of implementation of personnel policy (selection and placement of personnel). The principle of competition, the principle of rotation, the principle of individual training, the principle of suitability for the position, the principle of regular assessment of individual qualities and capabilities; direction of implementation of personnel policy (formation and preparation of a reserve for leadership positions). The principle of selecting indicators for assessing individual qualities, the principle of assessing employee qualifications, the principle of assessing performance results; directions</p>

	for implementing personnel policy (personnel assessment and certification). The principle of advanced training, the principle of self-expression, the principle of self-development; direction of implementation of personnel policy (personnel development). The principle of compliance (efficiency) of remuneration, the principle of an even combination of incentives and sanctions, the principle of motivation; direction of implementation of personnel policy (motivation and stimulation of personnel, remuneration for their labor).
Topic 6 Types of personnel policy	Types of personnel policy depending on the level of influence of the management apparatus on the personnel situation (passive, active, reactive, preventive). Types of personnel policy according to the degree of openness of the organization to the external environment (open, closed). Characteristic features of each type of personnel policy. Subtypes of active personnel policy (rational, opportunistic); their features.
Topic 7 Providing an HRM system for the implementation of personnel policy	The role and areas of activity of the HRM service (HR department) in the implementation of the personnel strategy and personnel policy of the organization. Structure, staffing and functional specialization of HRM service employees. Types of support for the HRM service for the implementation of personnel policy (scientific and methodological, financial, material and technical, personnel, legal, information, organizational). Documentation necessary for the implementation of personnel policy (internal regulations; regulations on a structural unit; job descriptions, personnel regulations; organizational and administrative documents on personnel in accordance with the requirements of state standards; documents characterizing the division of labor and labor relations in the organization (staffing table , organizational structure, collective agreement, employee employment contract).
Topic 8 Effectiveness of HRM in an organization	Efficiency as an evaluative category of the value of the result and the value of the costs. Methodological approaches to assessing the effectiveness of human resource management in an organization: economic efficiency of labor; social efficiency of labor; assessment of work activity based on final results; labor productivity management; quality of working life management; scoring of labor efficiency; assessment of collective and individual contribution to the final results of work; key performance indicator (KPI). Factors influencing the choice of criterion for assessing the effectiveness of human resource management. Indicators for assessing the effectiveness of human resource management in different methodological approaches.
Topic 9 Procedure for personnel planning and budgeting of personnel costs	Personnel planning as a process of developing a set of measures for the implementation of personnel policy. Levels of personnel planning (strategic, tactical, operational). Various approaches to personnel planning (management orientation towards high performance indicators; management orientation towards partnerships; management orientation towards expanding the commitment of the management system and the team to strategic goals). Objectives of strategic personnel planning. Types of management activities in the process of strategic personnel planning (distribution of human resources; adaptation of the team to the external environment; internal labor and personnel coordination; organizational strategic foresight (awareness of the need to form management plans for personnel development and strategic thinking of managers). Comprehensive plan (program) for personnel development according to the business strategy. Structure of personnel costs (basic expenses; additional expenses (based on tariffs and legislation; social expenses). Sources of covering personnel costs (employer expenses from profit; expenses attributable to the cost of products (works, services). Planning process (budgeting) of personnel costs. Budgeting goals (a tool for planning and forecasting personnel work; coordinating the activities of organizational units; monitoring and evaluating the performance of managers and departments of the organization)

	<p>Stages of planning (budgeting) of personnel costs (budgeting; budget execution (accounting and control of spending of funds); analysis of budget execution). Algorithm for designing a budget for personnel costs (taking into account the goals and mission of the organization for a specific period; determining the need for the necessary human resources in accordance with the business plan; development by the HR department of a plan for working with personnel, including measures to provide the organization with the necessary personnel; cost calculation for the maintenance of personnel, taking into account basic and additional expenses; coordination and approval of the budget for personnel costs; budget adjustments). Personnel cost management as a tool of personnel policy (planning control (key) indicators of the budget for personnel costs; coordination, coordination of budgets and plans of departments and areas of activity of the organization; delegation of authority to heads of structural divisions for the use of resources to pay personnel; authorization of expenses (decision making on the use of resources) by heads of departments within the approved budget; assessment of the effectiveness of activities in the use of funds for personnel maintenance (budgetary benchmarks) by managers at all levels; motivation of personnel in order to increase their interest in fulfilling the budget plan; compliance with legal requirements in regulating wages). Difficulties in implementing a budgeting system for personnel costs (complexity and cost; insufficient motivation to use budgeting as a means of monitoring and evaluating employee performance; insufficient economic training of HR department employees, their resistance to implementing a budgeting system). Limitations on the implementation of budgeting for personnel costs.</p>
<p>Topic 10 Case-study method for solving personnel problems of an organization</p>	<p>The case-study method in management as an analytical method for solving problems in the process of strategic planning. American and Western European schools of case development. Goal, objectives, subject of the case, style of presentation of the problem situation. Case structure (introduction with a brief summary of the problem situation; description of the company (what, for whom, in what volumes it produces, what are the results); description of the problem situation using a SWOT analysis of strengths and weaknesses, identified opportunities and risks; with a determination of what hinders the development of a company, department, project); an appendix to the description of the problem situation (statistics, interviews, press publications, reference material); solving the problem (what should be done, what results should be planned, in what time frame, with what resources). Possible sources of obtaining information for compiling a case. Preparation of non-text material (diagrams, graphs, tables, slides, computer simulation).</p>
<p>Topic 11 Strategic development and features of training strategic-level personnel</p>	<p>Strategic management of personnel development as a process and result of shaping the competitiveness of an organization. Organizational culture as a tool for personnel management. Planning organizational changes. The role of a modern leader in an organization (coordinator, informant, innovator, decision maker). Professionalism of a manager and forms of manifestation of professionalism. Features of training a strategic manager (strategic thinking, taking responsibility in conditions of risk, autopsychological competence). Problems of training strategically thinking managers.</p>

Name of discipline	Study Practice
Department	Department of Marketing
Objective	Obtaining and systematizing primary familiarization skills in the field of optimizing the activities of the management object; developing students' skills in collecting, processing and analyzing marketing data on the basis of desk and field research.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1	Drawing up and agreeing on an individual assignment for practice. Completion of

Preparatory stage	safety training. Familiarization with regulatory documents regulating the activities of the organization
Topic 2 Main stage	Carrying out practice assignments, processing and analyzing the information received, preparing and issuing a report.
Topic 3 Final stage	Preparation for defense, collection of necessary documents for the report, defense of the practice report.

Name of discipline	Accounting and financial analysis
Department	Department of Accounting and Analysis
Objective	Obtaining the necessary theoretical and practical skills in preparing accounting (financial) statements drawn up both in accordance with the requirements of Russian accounting standards and IFRS standards, analyzing and interpreting calculated analytical indicators, developing the necessary management decisions. based on the results obtained.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 The concept of financial accounting and its purpose.	Types of financial accounting and their differences. Stages of a company's accounting cycle. Accounting meters. Legal regulation of accounting: Russian and international approaches.
Topic 2 Methodological foundations of accounting.	Methods for generating accounting information of an economic entity. Accounting system. Double entry principle. Accounting registers and generation of reporting information.
Topic 3 Accounting for basic financial and economic transactions.	Basic principles of accounting for the process of supply, production, sales and determining the financial result of an organization.
Topic 4 Accounting (financial) reporting.	Types of accounting (financial) reporting in Russian and international accounting practice. Balance sheet and statement of financial position, income statement and statement of comprehensive income.
Topic 5 Basic principles of financial analysis.	Methodology and techniques for conducting economic analysis. Stages of constructing analytical work.
Topic 6 Analysis of the financial situation of the organization for making management decisions.	Assessment, calculation and interpretation of organizational performance indicators, the procedure for applying factor modeling techniques, assessment of the level and dynamics of financial independence, calculation of liquidity indicators, net assets, assessment of the probability of bankruptcy.
Topic 7 Analysis of the financial	Analysis of the composition and structure of the organization's income and expenses, calculation of the influence of factors on the dynamics of various indicators of financial results.

results of the organization for making management decisions.	
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Name of discipline	Physical education (elective course)
Department	Department of Physical Education
Objective	Formation of physical culture of a student capable of implementing it in educational social and professional activities.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Organizational and methodological foundations for playing sports games	Means of physical culture, their classification. A sports game as an individual or team confrontation, in which the actions of opponents with a common subject of the game for all participants are aimed at achieving victory over the opponent. Variety of sports games. Features of organizing training places. Hygienic principles for ensuring sports activities. Contraindications for playing sports. Motor recreation using sports games.
Topic 2 Control and correction of load, taking into account health status and nosology of the disease when playing sports. Prevention of injuries.	Health: concept and components. The essence and fundamental approaches to health-improving activities. Solving the problems of correcting the physical and psychological state of persons with a special health status by means of physical culture and sports. Fundamentals of therapeutic physical culture (physical therapy). The simplest tests and methods for monitoring the current state of the body when performing physical exercises. Physical activity and conditions for its dosing during sports games. Taking into account indications and contraindications for physical education when planning organized and independent classes. Mastering the skills of measuring heart rate and blood pressure. Analysis of the data obtained regarding age norms. Causes of injuries and measures to prevent injuries in sports games.
Topic 3 Mastering methods of self-monitoring of physical development, physical condition and preparedness when playing sports.	The concept of self-control. Subjective and objective indicators of self-control. The simplest tests and methods of self-monitoring of the level of physical development. Methods for studying and assessing human physical development (anthropometry, index method, correlation method). Assessment of physical condition at rest. Exercise tolerance. Assessment of the level of development of physical fitness according to indicators of testing a person's physical qualities. Monitoring indicators when playing sports.
Topic 4 Basic technical techniques in basketball.	Basic rules of the game. Judging. Improving the technique of movements, stops, turns, stances. Defender stance. turns on the spot and in motion. Stopping with a jump, one or two steps after acceleration. Improving catching and passing the ball. Technique of passing the ball on the spot and in motion. Techniques for catching the ball on the spot and in motion. Improving the technique of dribbling the ball and throwing the ball. Throwing the ball around the ring. Technique of defensive actions.
Topic 5 Improving	Individual and team tactical actions in defense and attack. Technique of passing the ball: two hands from the chest, two hands with a rebound from the floor, two hands

technical and tactical readiness in basketball.	from the shoulder, two hands from above. Ball catching technique: after a rebound, a low or high flying ball, a rolling ball. Throwing the ball into the hoop: with two hands from the chest, with two hands from the chest after dribbling, with one hand from a place, with one hand after dribbling, with one hand after two steps, while jumping with one hand.
Topic 6 Development of special (game) endurance in basketball.	Mastering the game and comprehensive development of psychomotor abilities. Performing special exercises and tasks to develop special (game) endurance. Performing control tasks: dribbling the ball, passing the ball, throwing the ball into the hoop.
Topic 7 Mastering the technique of ball handling and tactics of playing volleyball.	Basic rules of the game. Fundamentals of refereeing. Mastering the technique of stances and movements of a volleyball player. Technique of passing and receiving the ball with two hands from above and below: individually above oneself, while moving with the right and left side, facing and back to the direction of movement, in pairs on the spot, in motion, through the net. Improving the technique of serving the ball. Attack technique. Improving the technique of defensive actions. Individual and group tactical actions: depending on the location, on the actions of the players of their team. Two-way educational game.
Topic 8 General and special (game) training in volleyball.	Comprehensive development of psychomotor abilities. Performing special exercises and tasks to develop gaming endurance: acceleration, tempo passes, game combinations. Performing training tasks: top gear over oneself and in pairs, bottom gear, bottom straight serve, top serve, serve into a given zone.
Topic 9 Improving the technical and tactical readiness of a volleyball player.	Mastering the technique of moving around the court: walking, running, side step, double step, cross step, skip, jump. Mastering blocking techniques: single against the wall, single in the game.
Topic 10 Mastering the technique of ball handling and tactics of playing football.	Basic rules of the game. Fundamentals of refereeing. Special and preparatory exercises without and with the ball. Mastering the technique of movements, stops, turns, stances. Mastering the technique of ball possession: moving, jumping, stopping the ball (with foot, body, head). Mastering the technique of kicking and heading the ball. options for stopping the ball with your foot and chest. Improving the technique of dribbling the ball with the outside and inside of the foot.
Topic 11 Improving the technical and tactical readiness of a football player.	Combinations of mastered elements of ball movement and ball handling techniques. Improving the technique of individual and group defensive actions. Actions against a player without the ball and with the ball (knocking out, tackling and intercepting the ball). An educational game with elements of student refereeing. An educational game with simplified rules (on a smaller court, with shorter halves). Mastering training standards: hitting the goal for accuracy (11 meters). Shot on goal while dribbling the ball (15-20 m).
Topic 12 Basics of table tennis technique	Techniques for playing table tennis. The main stance of a tennis player, player movements. Types of blows. Game tactics. Basic rules of counting games (singles and doubles). Carrying out training tasks to master the elements of technology. Special motor training of a tennis player.
Topic 13 Formation of individual physical	Means and methods of forming human motor potential. Individualization of approaches when choosing health-improving methods of physical education. Prevention of occupational diseases. Industrial physical training during working hours. Drawing up and performing sets of professionally applied exercises using

training routes using sports games.	general developmental exercises. Sports games within the framework of recreational and background physical education.
Topic 14 Organizational and methodological foundations of recreational aerobics classes.	Means of physical culture, their classification. Aerobics: sports, health and applied areas. A variety of health-improving techniques. Features of the organization of training places. Modern programs of health-improving aerobics. Basic aerobics: the defining features of the technique. Basic steps. Equipment (step platforms, fitballs, etc.) Contraindications for exercise.
Topic 15 Control and correction of load, taking into account health status and nosology of the disease during recreational aerobics. Prevention of injuries.	Health: concept and components. Essence and fundamental approaches to health-improving activities. Solving the problems of correcting the physical and psychological state of persons with a special health status by means of physical culture and sports. Fundamentals of therapeutic physical culture (physical therapy). The simplest tests and methods for monitoring the current state of the body when performing physical exercises. Taking into account indications and contraindications for physical education when planning organized and independent classes. Mastering the skills of measuring heart rate and blood pressure. Analysis of the obtained data regarding age norms. Selection of low-intensity recreational aerobics programs. Causes of injuries and measures to prevent injuries in recreational aerobics classes.
Topic 16 Mastering methods of self-monitoring of physical development, physical condition and preparedness during recreational aerobics classes	The concept of self-control. Subjective and objective indicators of self-control. The simplest tests and methods of self-monitoring of the level of physical development. Methods for studying and assessing human physical development (anthropometry, index method, correlation method). Assessment of physical condition at rest. Exercise tolerance. Assessment of the level of development of physical fitness according to indicators of testing a person's physical qualities. Monitoring indicators during recreational aerobics classes.
Topic 17 Mastering basic health aerobics programs.	Mastering basic options for health-improving aerobics. Using static-dynamic and breathing exercises. Elements of relaxation and stretching in health programs. Traditional health systems: yoga, wushu. Mastering techniques with a primary focus on improving the functional state of the body (Pilates, callanetics, isotone). Basic aerobics. Step aerobics. Dance aerobics (variety of stylized styles).
Topic 18 Diversification of motor skills in recreational aerobics.	Directions of development of modern aerobics: health, sports and applied. Performing complexes of health-improving aerobics of varying intensity. Familiarization with the variety of private methods of health aerobics. Aerobics of cyclic structure. Aerobics of acyclic structure. Basic aerobics. Dance styles (zumba, latina, salsa).
Topic 19 Associated development	Motor abilities. Development of endurance, flexibility and coordination abilities through aerobics. General developmental exercises with increased amplitude for various joints. Performing stretching exercises from various starting positions, in

of motor abilities in aerobics.	pairs, in a group, using equipment and objects. Selection of means for solving problems of associated development of motor abilities. Performing aerobics complexes using equipment, weights (step complex, slide aerobics, aerobics with dumbbells, with a skipping rope - skipping).
Topic 20 Formation of individual physical training routes using recreational aerobics.	Prevention of occupational diseases. Industrial physical training during working hours. Drawing up and performing sets of professionally applied exercises using recreational aerobics. Physical culture of recreational and background orientation in the mode of independent training. Development of individual programs for health-improving exercises with a strength focus. Techniques with a primary focus on figure correction. Drawing up individual training programs taking into account body features. Performing individualized shaping complexes and callanetics. Performing low and medium intensity aerobics complexes.
Topic 21 Organizational and methodological foundations of athletic gymnastics.	Means of physical culture, their classification. Athletic gymnastics as a traditional type of gymnastics with a health-improving and developmental orientation, combining strength training with comprehensive physical training, harmonious development and health promotion. Fixed assets and equipment. Features of organizing training places. Hygienic principles for ensuring athletic gymnastics classes. Contraindications to athletic gymnastics.
Topic 22 Control and correction of load, taking into account the health status and nosology of the disease during athletic gymnastics. Injury prevention	Health: concept and components. Essence and fundamental approaches to health-improving activities. Solving the problems of correcting the physical and psychological state of persons with a special health status by means of physical culture and sports. Fundamentals of therapeutic physical culture (physical therapy). The simplest tests and methods for monitoring the current state of the body when performing physical exercises. Taking into account indications and contraindications for physical education when planning organized and independent classes. Mastering the skills of measuring heart rate and blood pressure. Analysis of the obtained data regarding age norms. The choice of athletic gymnastics means in corrective classes. Causes of injuries and measures to prevent injuries in athletic gymnastics.
Topic 23 Mastering methods of self-monitoring of physical development, physical condition and preparedness during athletic gymnastics.	The concept of self-control. Subjective and objective indicators of self-control. The simplest tests and methods of self-monitoring of the level of physical development. Methods for studying and assessing human physical development (anthropometry, index method, correlation method). Assessment of physical condition at rest. Exercise tolerance. Assessment of the level of development of physical fitness according to indicators of testing a person's physical qualities. Monitoring indicators during athletic gymnastics.
Topic 24 Mastering training methods in athletic gymnastics.	Basics of choosing special physical exercises when doing athletic gymnastics. Development of strength and flexibility of various muscle groups, increase in muscle mass during strength training. Circular training as a method of special combinations of loads and rest with the sequential performance of specially selected physical exercises affecting muscle groups and functional systems. Performing sets of exercises based on the principle of circuit training (5-8 stations). Mastering complexes of circuit training with various rest intervals and load dosage.

	Independent selection and implementation of sets of circuit training exercises without and with the use of equipment and objects (weights, expanders, rubber bands).
Topic 25 Improving the technique of strength exercises for different muscle groups.	Modern approaches to the development of strength and speed-strength abilities. Technique of strength exercises with weights (barbell, dumbbells, rubber shock absorbers), on simulators for different muscle groups. Performing sets of exercises aimed at developing absolute and relative indicators of strength abilities.
Topic 26 Formation of individual physical training routes using athletic gymnastics.	Prevention of occupational diseases. Industrial physical training during working hours. Drawing up and performing sets of professionally applied exercises using athletic gymnastics. Physical culture of recreational and background orientation in the mode of independent training. Development of individual programs for health-improving exercises with a strength focus.
Topic 27 Organizational and methodological foundations of athletics.	Means of physical culture, their classification. Athletics as a sports and pedagogical discipline. A variety of athletics disciplines: cross-country events, race walking, technical events (jumping and throwing), all-around events, runs (road running) and cross-country (cross-country running). Means and methods of training. Hygienic principles for ensuring athletics. Contraindications for classes.
Topic 28 Control and correction of load, taking into account health status and nosology of the disease during athletics. Prevention of injuries	Health: concept and components. Essence and fundamental approaches to health-improving activities. Solving the problems of correcting the physical and psychological state of persons with a special health status by means of physical culture and sports. Fundamentals of therapeutic physical culture (therapeutic physical culture). The simplest tests and methods for monitoring the current state of the body when performing physical exercises. Taking into account indications and contraindications for physical education when planning organized and independent classes. Mastering the skills of measuring heart rate and blood pressure. Analysis of the obtained data regarding age norms. Selecting low-intensity recreational exercise programs. Keeping a self-monitoring diary. Causes of injuries and measures to prevent injuries in athletics.
Topic 29 Mastering methods of self-monitoring of physical development, physical condition and readiness during athletics.	The concept of self-control. Subjective and objective indicators of self-control. The simplest tests and methods of self-monitoring of the level of physical development. Methods for studying and assessing human physical development (anthropometry, index method, correlation method). Assessment of physical condition at rest. Exercise tolerance. Assessment of the level of development of physical fitness according to indicators of testing a person's physical qualities. Monitoring indicators during athletics.
Topic 30 Mastering and improving the	Mastering the basics of the technique of various running exercises: jogging, mincing running, running on various surfaces, running uphill and downhill. Elimination of excessive muscle tension, increasing coordination of movements in the running cycle. technique and tactics of long-distance running. Special running exercises

<p>technique of basic athletics exercises. Cross training.</p>	<p>(SBU) for an athlete. Jumping exercise technique: standing and running long jump.</p>
<p>Topic 31 Multi-competitive training in athletics.</p>	<p>Participation in sparring, control races, estimations and competitions in order to increase the athlete's functional and psychological readiness for responsible competitions. Elements of competition in physical education and sports: the use of sports and outdoor games, relay races.</p>
<p>Topic 32 Formation of individual physical training routes using athletics equipment.</p>	<p>Prevention of occupational diseases. Industrial physical training during working hours. Drawing up and performing sets of professionally applied exercises using athletics facilities. Physical culture of recreational and background orientation in the mode of independent training. Development of individual programs for healthy walking and running.</p>
<p>Topic 33 Organizational and methodological foundations of swimming lessons.</p>	<p>Means of physical culture, their classification. Swimming as a natural human skill and a sports and pedagogical discipline. Sports and applied methods of swimming. Features of the aquatic environment. Stages of learning swimming techniques. Basics of breathing in swimming. Healthy swimming. Contraindications for swimming.</p>
<p>Topic 34 Control and correction of load, taking into account the health status and nosology of the disease when swimming. Prevention of injuries</p>	<p>Health: concept and components. Essence and fundamental approaches to health-improving activities. Solving the problems of correcting the physical and psychological state of persons with a special health status by means of physical culture and sports. Fundamentals of therapeutic physical culture (physical therapy). The simplest tests and methods for monitoring the current state of the body when performing physical exercises. Taking into account indications and contraindications for physical education when planning organized and independent classes. Mastering the skills of measuring heart rate and blood pressure. Analysis of the obtained data regarding age norms. Selection of low-intensity recreational exercise programs. Keeping a self-monitoring diary. Causes of injuries and measures to prevent injuries in swimming.</p>
<p>Topic 35 Mastering methods of self-monitoring of physical development, physical condition and readiness during swimming lessons.</p>	<p>The concept of self-control. Subjective and objective indicators of self-control. The simplest tests and methods of self-monitoring of the level of physical development. Methods for studying and assessing human physical development (anthropometry, index method, correlation method). Assessment of physical condition at rest. Exercise tolerance. Assessment of the level of development of physical fitness according to indicators of testing a person's physical qualities. Monitoring indicators during swimming lessons.</p>
<p>Topic 36 Increasing the</p>	<p>Performing special tasks to master the aquatic environment: techniques of breathing into the water, relaxation, gliding, correct body position and coordination of</p>

functional capabilities of the body during swimming.	breathing and movements in the swimming cycle. Completing training tasks: diving for an object, swimming segments with different swimming styles (10 m, 15 m, 25 m, 50 m). Game tasks and outdoor games (individual and group) with a focus on improving the technique of swimming and increasing functionality (increasing tidal volume, developing respiratory muscles).
Topic 37 Mastering and improving crawl and breaststroke swimming techniques. Mastering applied swimming methods.	Mastering the basics of breathing in swimming. Mastering the basic elements of crawl and breaststroke swimming techniques. Studying the technique of starting and turning (pendulum). Water safety (rescuing a drowning person and helping a tired swimmer, overcoming water obstacles). Special preparatory exercises on land for mastering the elements of swimming techniques using the crawl and breaststroke methods (imitation exercises, detailing the technique of arm and leg movements, special exercises to increase the mobility of the joints of the upper and lower extremities). Studying the elements of technology with a fixed support (swimming pool side), with a movable support (swimming board), without support. Swimming in full coordination combined with breathing. Familiarization with original and combined methods of swimming (diving and moving underwater, applied diving, swimming with fins). Mastering applied swimming exercises.
Topic 38 Formation of individual routes of physical training using swimming equipment	Prevention of occupational diseases. Industrial physical training during working hours. Physical culture of recreational and background orientation in the mode of independent classes. Compilation and implementation of sets of professionally applied exercises using swimming equipment. Development of individual programs for recreational swimming.

Name of discipline	Physical education
Department	Department of Physical Education
Objective	Formation of physical culture of a student capable of implementing it in educational social and professional activities
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Federal standards for the discipline “Physical culture and sports”.	Goals and objectives of physical education at the university. Physical culture and sport as an academic discipline of higher professional education and holistic personal development. Regulatory framework: Federal Law “On Physical Culture and Sports in the Russian Federation” N 329-FZ dated December 4, 2007 (as amended on April 30, 2021)
Topic 2 Competency-based training vector.	Basic provisions of the organization of physical education in a higher educational institution. Model of competencies formed by the discipline. Requirements for the level of physical fitness of students.
Topic 3 Principles of physical training management.	Organization of the educational process in the discipline, taking into account didactic and methodological principles.
Topic 4 Choice of health technologies.	Characteristics of a healthy lifestyle and its determining factors.

Topic 5 Individual routes of physical training.	Physical exercise as a factor influencing the human body. The influence of physical activity on a person's adaptive potential. Requirements for the regulation of motor activity.
Topic 6 GTO – as a system-forming factor in the physical training of students.	Historical and modern aspects of the program of the All-Russian GTO complex.
Topic 7 Classes in special medical groups and with disabled people.	Problems solved when using therapeutic (therapeutic physical therapy) and adaptive (AFC) physical culture means. Clinical and biological substantiation of therapeutic physical culture. Indications and contraindications for exercise therapy. Medical control in therapeutic physical culture.
Topic 8 Physical recreation resources.	Resources for physical recreation and motor rehabilitation. Means of physical culture. Classification of physical exercises.
Topic 9 Methods of adaptive management of physical training.	Adaptation processes. Methods of adaptive management of physical training.
Topic 10 General, special and professionally applied training of students.	Basics of types of student training: general, special, professionally applied.
Topic 11 Technical training.	Mastering methods of teaching and improving motor actions. Diversification of motor skills.
Topic 12 Development of physical qualities.	Characteristics of human physical qualities. Methods of targeted influence on the development of speed, endurance, flexibility, agility, coordination abilities, strength. Sensitive periods of development of physical qualities.
Topic 13 Characteristic s of fitness programs	Problems solved during fitness classes. A variety of modern fitness techniques.
Topic 14 Specifics of playing team sports.	Types and content of team sports. Means of sports and outdoor games in the practice of physical recreation and background physical culture.
Topic 15	Contents of theoretical, technical, physical, tactical, psychological and special

Structure of athlete training.	competitive training.
Topic 16 Conditioning training.	Means and methods for developing physical qualities and increasing functional readiness.
Topic 17 Competitive practice.	Participation in competitions and “open” starts.
Topic 18 Physical training in the preparatory and main departments.	Norms of physical activity, individual physical training programs.
Topic 19 Physical training in special medical groups and disabled people.	Methods for correcting physical activity taking into account the nosology of the disease. Private methods of exercise therapy.
Topic 20 PPPP complexes taking into account the specifics of work.	General provisions of professional applied physical training. Personal and socio-economic need for special psychophysical preparation of a person for work. Selection and compilation of PPPP complexes taking into account the specifics of professional activity.
Topic 21 Methods of increasing performance.	Methods for increasing performance, taking into account the physical development and preparedness of students. Diagnostics and self-diagnosis of the body’s condition during regular physical education and sports. Pedagogical and self-control, indicators and self-control diary. Correction of the content and methodology of physical exercises based on the results of control indicators.

Name of discipline	Philosophy
Department	Department of Philosophy
Objective	To provide students with basic philosophical knowledge and to develop the skills of philosophical understanding of ideological problems.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Subject of philosophy	The concept of worldview and its structure. The formation of philosophy. Specificity of philosophical problems. The subject of philosophy in historical development. Philosophy, art, religion, science: comparative analysis. Scientific, philosophical and religious pictures of the world.
Topic 2 Structure of philosophical knowledge	Ontology, epistemology, logic, ethics, aesthetics in the structure of philosophical knowledge. Functions of philosophy. Main directions, schools of philosophy.
Topic 3 Philosophy of	Specifics of Indian philosophy: traditional and non-traditional schools. Natural philosophical and socio-ethical schools of Ancient China.

the Ancient East	
Topic 4 Ancient philosophy	Ancient polis and the originality of philosophical culture. Natural philosophy. Sophists and Socrates: the problem of man. Plato and Aristotle: basic ontological paradigms. Problems of ethics in Hellenistic schools. Neoplatonism.
Topic 5 Philosophy of the Middle Ages	Specifics of medieval culture. Religion, theology and philosophy. Apologetics, patristics, scholastics.
Topic 6 Philosophy of the Renaissance	Renaissance and humanistic worldview. Natural philosophical teachings. Social philosophy.
Topic 7 Philosophy of Modern Times	Scientific revolution and the problem of knowledge in philosophy. Rationalism, Descartes, Spinoza, Leibniz, Hegel. Empiricism: Bacon, Locke. Agnosticism: Berkeley, Hume, Kant. Ontological problem: solutions. Man, society, culture.
Topic 8 Modern philosophy	The main problems and directions of modern philosophy. The future of humanity. Global problems of our time. Globalization from the point of view of social synergetics.
Topic 9 Russian philosophy	Sociocultural conditions for the development of Russian philosophy and its originality. Problems of history, social ideal, morality. Slavophile-Western debate and the Russian idea. Russian personalism: N. Berdyaev, L. Shestov. Traditions of Russian cosmism.
Topic 10 The problem of being	The doctrine of being. Monistic and pluralistic concepts of being, self-organization of being. Concepts of material and ideal. Space and time. Movement and development, dialectics. Determinism and indeterminism. Dynamic and statistical patterns.
Topic 11 Problem of cognition. Philosophy and methodology of science	Consciousness and cognition. Cognition, creativity, practice. Faith and knowledge. Understanding and explanation. Rational and irrational in cognitive activity. The problem of truth. Reality, thinking, logic and language. The art of argument, the basics of logic. Scientific and extra-scientific knowledge. Scientific criteria. The structure of scientific knowledge, its methods and forms. Empirical and theoretical research. The role of creative imagination. The growth of scientific knowledge. Scientific revolutions and changes in types of rationality. Science and technology.
Topic 12 The human problem	The meaning of human existence. Violence and non-violence. Freedom and responsibility. Morality, justice, law. Moral values. Ideas about the perfect person in different cultures. Consciousness, self-awareness and personality. Personality in search of the meaning of life. Aesthetic values and their role in human life. Religious values and freedom of conscience.
Topic 13 Social philosophy	Man, society, culture. Human and nature. Society and its structure. Civil society and the state. A person in a system of social connections. Specifics of social reality. Functions of a social ideal. Man and the historical process: personality and masses, freedom and necessity. Formational and civilizational concepts of social development. The problem of progress: technical and spiritual progress. Social philosophy about the nature of the historical process. Culture and history. Culture and civilization. The future of humanity, global problems of our time, interaction of civilizations and future scenarios.

Name of discipline	Financial Planning
Department	Department of Finance

Objective	Formation of a knowledge system in the field of financial planning and budgeting, modeling and forecasting; formation of a system of financial responsibility at the enterprise; structure and organization of work of the financial bodies of the enterprise; principles of building an effective budgeting system; methods for monitoring the implementation of financial plans of an enterprise; infrastructure of the financial planning process.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 The essence, methods and types of financial planning in an enterprise.	The essence of financial planning and the evolution of the content of financial planning in organizations of various forms of ownership. Information base for the analysis of financial statements as the basis for financial planning. Cost and accounting approaches to the analysis of financial statements. Strategic, current and operational planning. Types of financial plans and their purpose. Methods of financial planning (normative and calculation-analytical, balance sheet methods of planning financial indicators). Fundamentals of organizing financial planning in Russian and foreign companies.
Topic 2 The role of the strategic plan of organizations in the financial planning system and the procedure for its development.	Objectives, objects of strategic planning, the main range of tasks solved during the implementation of strategic planning. Modeling a company's free cash flow. Characteristics of the organization's financial strategy and factors that determine its specificity. Key indicators of financial strategy. Risk assessment of forecast cash flows. Justification of growth rates and development of financial strategy matrices. Features of cash flow management depending on the stage of the enterprise's life cycle, organizational and legal forms of doing business. Financial plan indicators. Contents of the financial section of the business plan and methods for forecasting the main indicators of the financial section. The concept of a company's financial model.
Topic 3 Budgeting as the main tool for current financial planning.	The concept of budgeting and budgeting systems. Goals of building a budgeting system at an enterprise. The concept of budget, types of budgets. Determining the duration of the budget period. Main stages of the budget process. Basics of constructing BDR, BDDS and BBL. Principles of effective budgeting and criteria for assessing the quality of financial plans. Financial structure of an enterprise: The concept of financial responsibility centers and diagnostics of their types. Coordination of organizational and financial structures, options for constructing financial and budget structures. Relationships between responsibility centers. Management accounting and development of budget accounting policies.
Topic 4 Monitoring and analysis of the execution of enterprise budgets.	Current, intermediate and final control. Objects of control. Classification of internal reports. Drawing up a flexible budget and standardization as the basis for variance analysis. Estimation of the limit of permissible deviations. Monitoring the activities of responsibility centers. Control of enterprise cash flows, development of payment priorities. Goals and objectives of the treasury system as part of monitoring the execution of the enterprise's cash flow budget.

Name of discipline	Financial decisions in a risk environment
Department	Department of Banks, Financial Markets and Insurance
Objective	To form a holistic understanding of the principles of decision-making in the field of economics and finance in indeterministic conditions and to master the methods of rational choice in situations of uncertainty and risk.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1.	The concept of uncertainty. Reasons for uncertainty. The role of science in

Uncertainty and risk.	eliminating uncertainty. Subjective assessment of possible outcomes. An assessment approach to defining the concept of "risk". Subjective and objective in understanding risk. Risk structure: causes, event, consequences, factors. A measure of risk. Information approach to defining the concept of "risk".
Topic 2. The problem of decision making under conditions of uncertainty and risk.	Risk theory as a decision-making tool. Deterministic and indeterministic models. Decision making problem. Model elements. Decision maker. The concept of environment. Managed and environment settings. Implementation function. Alternatives (strategies). State of the environment. Evaluation structure and objective function. Types of uncertainty. Undefined parameters. The problem of assessing the result in models with uncertain parameters. Distinction between conditions of uncertainty and risk from the point of view of decision making.
Topic 3. Evaluation of decisions under conditions of uncertainty.	Approaches to decision making under conditions of uncertainty. Matrix games. Statement of the problem in terms of games with nature. The principle of successive reduction of uncertainty. Principles of dominance. Absolute dominance and dominance by state. The idea of applying selection criteria. Wald criterion. "Maximax" criterion. Laplace criterion. Savage criterion. Hurwitz criterion. Generalized Hurwitz criterion. Comparison of selection criteria.
Topic 4. Evaluating decisions under risk conditions.	Features of decision-making under risk conditions. Modeling a risk situation using a random variable: discrete and continuous distributions. Dominance by probability. Traditional criteria for comparing risky alternatives. Limit value criterion. Criterion of the most probable value. Expected value criterion. Variability criteria. Generalized criterion. Continuous distributions of a random variable. Constructing a histogram. Limit, most likely, and expected value tests for a continuous distribution. Value-at-Risk (VaR) criterion. Expected Shortfall (ES) criterion. Tail-Value-at-Risk (TVaR) criterion. Comparison of selection criteria under risk conditions. Assessing the value of information under risk conditions.
Topic 5. Implementation of a risk-based approach in socio-economic systems.	The concept of a risk management system (RMS). Evolution of approaches to risk management. Goals, objectives and logic for building a risk management system. Organizational risk management schemes according to domestic and international standards in the field of risk management. Concept of risk assessment. Identification, measurement and assessment of risks. Methods for measuring risks, their features and scope. Criteria for the significance of risks. Mapping the risk situation. Concept and classification of methods of influencing risk. Risk regulation and financing. Expanding the range of alternatives through the application of risk treatment techniques. Changes in the risk situation as a result of the application of risk treatment methods. Segregation of risks. Diversification of risks. Pooling risks. Principles for effective risk pooling.
Topic 6. Psychological aspects of decision-making under risk conditions.	Features of economic behavior under risk conditions and problems of its study. Types of human attitude towards risk. Theoretical approaches to describing the behavior of economic entities under risk conditions. Expected utility theory. A general approach to decision making using a utility function. Prospect theory.

Name of discipline	Formation of leadership potential
Department	Department of Project Management and Quality Management
Objective	Formation of the necessary theoretical knowledge and practical skills that allow you to effectively implement management decisions through the productive and coordinated work of personnel, using modern leadership tools.
STRUCTURE AND CONTENT OF DISCIPLINE	

Topic 1 Personality structure.	Concepts: person, individual, personality, individuality. Psychological structure of personality. Psychological structure and personality development in scientific approaches.
Topic 2 Types, models and forms of behavior. Self-esteem.	Types, models and forms of behavior. Types of social behavior. Types of human behavior in an organization. Behavioral models. Forms of behavior. Self-esteem. Types of self-esteem.
Topic 3 Definition and typology of leaders.	The nature of leadership. Theories of leadership traits. Formal and informal leadership. VUCA leadership.
Topic 4 Characteristic s of a leader.	Personal characteristics of a leader. Leader competencies. Leader communication skills.
Topic 5 Power as a source of leadership.	Typology of power. Sources of power. Power and influence.
Topic 6 Leadership potential.	Definitions of leadership potential. Psychological components of leadership potential. Management abilities. Leader's personal activity. Integrated indicator of leadership potential.
Topic 7 Leader and manager.	Comparison and distinctive features of a manager and a leader.
Topic 8 Leadership styles.	Situational model of effective leadership by F. Fiedler. Management grid by R. Blake and J. Mouton. Successful and effective leadership according to B. Bass. Leadership model of R. Tannenbaum and Schmidt. D. Bertram's model of corporate leadership. "Promotive" and "preventive" leadership styles.
Topic 9 Team building.	The concept of "team building". Groups and teams. Classification of commands. Methods and approaches to forming teams. Stages of team formation. Necessary factors for forming teams. Roles in the team. Features of the team formation process. Effectiveness of teamwork. Managing conflicts in a team.
Topic 10 Models of leader self- development.	D. Goldman's theory of emotional intelligence. The theory of "internal stimulation" of leadership by K. Cashman. The theory of mediated leadership by R. Fisher and A. Sharp. The theory of the "engine of leadership" by N. Tichy. Connective leadership theory and the concept of "hot groups" J. Lipman-Blumen.
Topic 11 Factors influencing the process of implementing management decisions.	Models of decision making. Practical cases.

Name of discipline	Digital Business Transformation
Department	Department of Project Management and Quality Management
Objective	Formation in students of a system of fundamental knowledge, skills and abilities in the field of digital technologies, ensuring the process of making management decisions in modern conditions and the practical use of the acquired knowledge, skills and abilities in developing strategies and tactics for introducing digital technologies into the activities of the enterprise.

STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Digital transformation of industry. Introduction.	Industrial revolutions. History of informatization. Key aspects of the fourth industrial revolution. The concept of digitalization and its features. Changes in social, consumer and business models in the context of digitalization. Nine components of the fourth industrial revolution in terms of influence on production organization processes.
Topic 2 Stages of maturity of an organization on the path to digitalization.	Stages of informatization in the prism of business model development. Stages of maturity of an organization on the path to digitalization. Information systems of the third industrial revolution (ERP, MOM, MES, CRM). Fundamentals of information systems integration. Types of interaction of information systems. Real-time interaction. Features and supporting tools.
Topic 3 Strategies for digital business transformation.	Methods for determining the maturity stage of an organization. Matrices used in analyzing an organization's position on the path to digitalization. Digitalization strategy in the strategic map of the enterprise. Benefits, costs and risks of digital business transformation. General approaches to planning a digitalization project.
Topic 4 Digital lean manufacturing.	Components of lean manufacturing. Concept of digital lean manufacturing. Digital technologies in lean manufacturing and key success factors. Results of implementing digital lean manufacturing. Three main strategies for implementing digital lean manufacturing (depending on the degree of implementation of digital technologies and lean manufacturing tools).
Topic 5 Big Data in the digital transformation of an enterprise.	Concept of Big Data. Features of Big Data. Multidimensionality of Big Data. Requirements for operations performed using Big Data. Big Data Storage. NOSQL database. Distributed computing. Options for organizing Big Data storage. Data centers. Cloud and peripheral technologies in organizing storage and computing. Data transmission, networks of mobile operators, long- and short-range, satellite coverage.
Topic 6 Methods of data analysis in the context of digitalization.	Methods for processing Big Data. The concept of Data Science and Data Analytics. Basic techniques for analyzing Big Data. Cross-industry standard data mining process. Artificial intelligence in data analysis. Machine learning methods. Typical tasks of machine learning in ensuring digital transformation of an enterprise. Problems of regression, classification, clustering, rule search, dimensionality reduction. General concept of deep machine learning and scope of application in industry.
Topic 7 Industrial Internet of Things technology.	Internet of things concept. History of the term. Industrial Internet of Things. Components of the industrial Internet of things, general conceptual scheme of the Internet of things. Cost factors and benefit factors in the Internet of things. Sensors and actuators. Economic, organizational, technological challenges when implementing the Internet of Things. Examples of products in the Internet of Things market (AWS Greengrass, AWS IoT SiteWise, Condition Monitoring for Industrial Center and Predictive Maintenance in Azure Microsoft). Legal aspects of implementing the Internet of things.
Topic 8 Digital twins in industrial transformation.	The concept of a digital twin and the algorithm for its operation. Automated collaboration methods available in digital twins. Concept of digital shadow and digital thread of enterprise. Types and types of digital twins. Digital twin of the product. Digital twin of the production process. Digital twin of the environment. Digital twin of operation. The impact of digital twins on new product design processes. Stages of creating a digital twin of an enterprise. Examples of successful implementation of digital twins.
Topic 9	Nine components of digitalization. Results of introducing digital technologies into

Technologies of the fourth industrial revolution in the digitalization of an industrial enterprise.	the activities of organizations, expected and real benefits. Technologies of virtual and augmented reality in production. Additive technologies in production. Robotics in production. Classification of production robots. Modern aspects of cyber security. Prospects for the development of digital technologies.
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Name of discipline	Research project in digital innovations
Department	Department of Marketing
Objective	Mastering knowledge and skills in the field of managing modern digital technologies in the development and implementation of innovations in business.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 Prerequisites for the formation of the digital economy.	Digital economy and digitalization of business. Dynamics of development of digital technologies. Digital economy of the Russian Federation. Concepts of end-to-end technologies, breakthrough technologies. The role of venture business in IT development. Traditional business models and their digital transformation. Digital and platform architecture of modern production. "Factory of the Future" and digital twins.
Topic 2 Areas of application of digital innovation.	Concept and scope of IoT. M2M technologies. Virtual and augmented reality in production. Robotization of industry. Additive technologies in industry. Smart home, smart mobility, smart city. Modern methods of paying for goods and services. Modern methods of human identification. AI development.
Topic 3 Experience in using digital innovations in industries and areas of activity.	BIM technologies in construction. Computer-aided design systems. Big data in retail. AI in medicine. Smart contracts in labor relations. Practice of introducing digital technologies in enterprises.
Topic 4 Promising directions for the development of digital technologies.	Development of Industry 4.0. Future markets of the Russian Federation: EnergyNet, FoodNet, SafeNet, HealthNet, AeroNet, MariNet, AutoNet, FinNet, NeuroNet.

Name of discipline	Digital technologies
Department	Department of Computer Science
Objective	Studying the basic principles of using information technology in solving practical problems; developing skills in algorithmization of computational processes among bachelors; creating the necessary basis for the use of modern computer technology and application software packages when students study the disciplines of the curriculum throughout the entire period of study.
STRUCTURE AND CONTENT OF DISCIPLINE	
Topic 1 National	National goals and strategic objectives of the development of the Russian Federation for the period until 2024. National project (program) "Digital Economy". Federal

programs for digitalization of the Russian economy.	projects “Digital Technologies” and “Information Security”.
Topic 2 Distributed registries. Blockchain technologies. Cryptocurrencies. Virtualization methods and container technologies.	Distributed registries. Using a distributed registry. Blockchain technologies, virtualization and containerization technologies. Characteristics of distributed systems, their types and types, schemes for constructing blockchain systems, security issues of such systems, development of cryptocurrency technologies. Methods for building flexible and adaptive information infrastructures based on virtualization and container technologies.
Topic 3 Modeling as a method of cognition. Digital modeling technologies.	Concepts and essence of modeling in the process of cognition. The role and place of modeling methods in the process of obtaining relevant knowledge, the need for which arises in economic systems. Classification characteristics of models and types of models belonging to classes in accordance with the characteristics used in a specific subject area. Forms of representation of models that allow verification of models depending on the goals, objectives, objects and subjects of research and knowledge production. The essence of deterministic, stochastic and game modeling methods. Information systems that implement technologies for modeling economic processes, their features, areas of application, efficiency. Notations for modeling business processes, rules for creating models based on them, information technologies for implementing such models, software for implementing models. An approach to the physical implementation of information systems based on such models, information technologies and Case tools.
Topic 4 Information security: technological aspects and processes of information protection.	Information technology (IT) and systems (IS) security. New forms of state and economic management of the economy in Russia in conditions of deficit and inconsistency of the legal framework. Basic issues of comprehensive information security, description of the concept and program of state and corporate information security, methods, mechanisms and tools for building an effective information security system of a modern high-tech organization.
Topic 5 Database management in spreadsheets: advanced level.	Creation and maintenance of a Database in MS Excel. Sorting database records. Using filters for database analysis. Using functions to analyze the database.
Topic 6 Business process management information systems (BPMS): basic level.	Basic elements and principles of creating models. Principles for developing business process models. Features of BPMN notation when modeling business processes. Basic elements of BPMN notation.
Topic 7 Modeling	Studying the interface and basics of working with the BizAgi Process Modeler software product. Basic elements and their application in developing business

business processes in BPMN 2.0 notation: Development of a business process model.	process models: pool, track, event, task, gateway, etc. Development of a training example and construction of a business process model for registering and processing an online store application.
Topic 8 Tools for developing Web services.	Review and practical use of web services to create a personal website or blog. Review and practical use of online disks. Review and practical use of online learning services. Review and practical use of banking and government web services. Review and practical use of services for working with images.