

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  
Veronika.G. Shubaeva

«20.06.2022»

## SYLLABUS OF THE COURSE ANNOTATIONS

Specialty	<i>38.04.02 Management</i>
Specialization	<i>International Business Administration</i>
Level of higher education	<i>Master's Degree</i>
Form of training	<i>Full-time</i>
Year of enrolment	<i>2022</i>

Saint Petersburg  
2022

## TABLE OF CONTENTS

<b>Business analytics for decision making</b> .....	3
<b>Business analysis and business modeling in international markets</b> .....	4
<b>Business ecosystems in digital economy</b> .....	5
<b>Compliance in the corporate governance system</b> .....	6
<b>Foreign business language</b> .....	6
<b>Design thinking and managerial decision making in international business</b> .....	7
<b>Green technologies in logistics</b> .....	8
<b>Intellectual information systems</b> .....	8
<b>International taxation</b> .....	10
<b>International branding</b> .....	12
<b>International management</b> .....	13
<b>Intercultural communication</b> .....	14
<b>Research methodology</b> .....	16
<b>Operations management in global environment</b> .....	16
<b>Supply chain management in global markets</b> .....	17
<b>E-Business</b> .....	18
<b>Project: Innovative projects in international business</b> .....	19
<b>Project management in the digital economy</b> .....	20
<b>Industrial practice (research work)</b> .....	21
<b>Industrial practice (practice according to the profile of professional activity)</b> .....	22
<b>Industrial practice (pre-graduate practice)</b> .....	22
<b>Professional foreign language</b> .....	23
<b>Modern innovative high-tech production processes</b> .....	23
<b>Modern strategic management</b> .....	25
<b>International value creation</b> .....	26
<b>Strategic cost control</b> .....	26
<b>Performance management</b> .....	28
<b>Managerial economics</b> .....	30
<b>Studing practice (research work)</b> .....	31

<b>Name of discipline</b>	<b>Business analytics for decision making</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of theoretical knowledge about mathematical, statistical and quantitative methods for developing, making and implementing management decisions and practical skills to find management solutions and be able to evaluate their effectiveness.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Concept and typology of business models</b>	The concept of an organization's business model. Classification of business models. Typology of business models in international markets.
<b>Topic 2 The process of developing and improving business models based on management decisions</b>	Business model development process. The role of management decisions in improving the business model. Types of management decisions and strategies.
<b>Topic 3 Methods of collecting information and data</b>	Methods for obtaining data and information about the internal and external environment of an organization. Features of these international markets. Data and information services.
<b>Topic 4 Methods for diagnosing the external and internal environment of organizations</b>	Diagnosis of an external critical situation. Diagnostics of the internal environment of the organization. Methods and software.
<b>Topic 5 Brainstorming methods</b>	Brainstorming methods, heuristic methods, Delphi method. Classification and application features.
<b>Topic 6 Methods of related alternative solutions</b>	Morphological analysis, decision tree method, script method, hierarchical method, synectics method. Conditions and characteristics of methods.
<b>Topic 7 Expert methods for assessing strategies</b>	Classification of expert methods. Conditions and restrictions of use. Characteristics of methods.
<b>Topic 8 Criteria-based</b>	Single-criteria methods: linear programming, optimization method. Multicriteria methods. Assessment methods under conditions of probability, risk and uncertainty. Conditions and characteristics.

<b>methods for evaluating strategies</b>	
<b>Topic 9 Methods of planning, organizing and evaluating strategic decisions for a business model</b>	Methods for planning strategic management decisions. Methods for organizing strategies. Methods for assessing the effectiveness of management decisions. Forecast of strategic decisions.

<b>Name of discipline</b>	<b>Business analysis and business modeling in international markets</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Mastery of knowledge, skills, business analysis and business modeling in order to develop effective and interconnected business models and company strategies
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Corporate strategy and business strategy</b>	Business analysis and business strategy of the company. Strategic fit and extreme misfit. The evolution of strategic management. Levels of company strategy: corporate strategy, business strategies, functional strategies. Principles and sequence of strategic and economic analysis of the external environment of an organization operating in international markets. Identification of opportunities provided by the external and internal environment for the formation of corporate strategy.
<b>Topic 2 Industry analysis</b>	Interconnection of markets: the six markets model. Subjective structure of the industry market. The concept of “structure – behavior – result”. Assessment of the intensity of competition in industry markets (model of analysis of M. Porter's five competitive forces). Achieving competitive advantage through the architecture of market structures. Hyper-competition, co-competition. Forecasting the behavior of competitors in the market. Strategic groups.
<b>Topic 3 Methods and models for analyzing the external environment of an organization</b>	PESTLE analysis: modern examples of the interconnectedness and dynamism of global environmental factors. Glocalization strategy.
<b>Topic 4 Key success factors</b>	Customer value and competitive position as the main sources of acquiring key success factors.
<b>Topic 5 Business Modeling Concept: Customer-Centric Approach</b>	The concept of business modeling: theoretical and practical prerequisites for its formation. Conceptualization of the business model and its application in strategic management. The concept of a business model. Information (technological approach) to business modeling. Resource approach. Customer-oriented approach in business: evolution of corporate management philosophy. Value approach in business. Business modeling from the perspective of a client-oriented approach. Business model templates. Basic template by Osterwalder and Pigneur. Business model and company strategy: what's the difference? How do they relate? Business model innovation.

<b>Topic 6 Customer Value Models</b>	The essence of consumer value (value proposition): optimization of benefits and total costs of the consumer. Approaches to identifying the structure of consumer value. Models of customer value in the consumer and industrial markets. Assessing consumer value: monetary and non-monetary approaches. Non-monetary approach: constructing a value map. Monetary approach: the concept of EVC (economic value to the customer) and TCO (total cost of ownership) assessment.
<b>Topic 7 Value chain and revenue models</b>	Concept and components of the value chain (Porter's model, Slivotsky and Morris model, Kaplinsky and Morris model). Value Chain Analysis. Modernized value chain. Modeling the chain of customer value creation. Classification of business processes in the chain (according to TOPP). Distribution of BP among subjects in accordance with competitive advantages. Decision on the concentration and distribution of assets (tangible and intangible). Types and types of income models, their advantages and disadvantages. Evolution of pricing models.
<b>Topic 8 Business process modeling: basic concepts</b>	The concept of business process modeling - AS IS. Power supply reengineering - TO BE. BP optimization. BP automation. Maturity of BP. Preparation and implementation of CRM.
<b>Topic 9 Modeling business processes using Microsoft Visio</b>	Introduction to Microsoft Visio. Work in the program and modeling of power supply.
<b>Topic 10 Modeling business processes using Bizagi</b>	Introduction to the Bizagi program. Work in the program and modeling of power supply.

<b>Name of discipline</b>	<b>Business ecosystems in digital economy</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	To form theoretical approaches to the study of business ecosystems of the modern global digital economy and develop practical skills in selecting and attracting partners into the developing ecosystem.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Business ecosystems: concept and prerequisites for their emergence</b>	Modern directions of technological development in the digital economy. Business ecosystem as a collaborative value creation network. Prerequisites for the creation and main characteristics of business ecosystems. The importance and application possibilities of business ecosystems. Evolutionary perspective and institutional significance of business ecosystems.
<b>Topic 2 Trends in ecosystem development</b>	Platform economy. Partnerships in ecosystems. Creating value in ecosystems. An ecosystem approach to creating customer experience. Examples of successful ecosystems in Russia and the world.
<b>Topic 3 Digital transformatio</b>	The impact of digitalization of the economy on the construction of business ecosystems. Archetypes of business ecosystems.

<b>n of ecosystem business models</b>	
<b>Topic 4 Strategies for creating and developing business ecosystems</b>	Transformation of modern business models into an ecosystem. Necessary conditions and competencies for creating ecosystems. Gray's empathy map as a tool for analyzing customer needs and the need to develop new competencies in the business ecosystem. Development of measures to develop business ecosystems in new markets. Prospects for the development of ecosystems.

<b>Name of discipline</b>	<b>Compliance in the corporate governance system</b>
<b>Department</b>	Department of Economics and Management of Enterprises and Industrial Complexes
<b>The purpose of discipline</b>	To develop professional competencies in the implementation of compliance management in the management of corporate structures.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1. General characteristics of corporate governance systems. Principal-agent.</b>	The essence of corporate governance. A corporation and its basic attributes. Corporate relations and their regulation. Joint stock company, public companies. Characteristics of basic models of corporate governance. The Board of Directors and top management in corporate governance. The Board of Directors: nature, objectives and functions. Notion of an "independent director". Evaluation of the board of directors. Top management of the corporation (Management Board, Executive Board, General Director): concept, functions and purpose. Principle of separation of ownership and management. Principal-agent concept.
<b>Topic 2. The concept of compliance and internal control.</b>	Development and adoption of management decisions in integrated corporate structures. Organisation of corporate financial management, financial and internal controls. The concept and necessity of compliance in corporations. Introduction of a compliance service in companies. Delineation of the powers of compliance and internal control.
<b>Topic 3. A corporation's risk management system. The COSO concept.</b>	Risk classification. Corporate information systems. Digitalisation of compliance. COSO "Enterprise Risk Management. Integration with strategy and performance" (2017). Bank of Russia Recommendations on Corporate Risk Management.
<b>Topic 4. Risk management and compliance response to risks. Company Code of Ethics.</b>	The organisation of risk management in a corporation. The role of the compliance function. Purpose and form of codes of ethics. Code of ethics: structure, operation mechanism, implementation of ethical compliance. Ethics committees.
<b>Topic 5. Types of compliance in a modern corporation.</b>	Types of compliance: anti-corruption, sanctions, antitrust, environmental, labour, conflict of interest, personal data and insider information compliance, etc.
<b>Topic 6. Compliance in the ESG concept.</b>	Environmental, social and governance performance of ESG corporations. Non-financial and uniform corporate reporting. The role of compliance and internal control in good corporate governance.

<b>Name of discipline</b>	<b>Foreign business language</b>
<b>Department</b>	Department of Romance-Germanic Philology and Translation

<b>The purpose of discipline</b>	Development of foreign language communicative competence (linguistic, speech, sociocultural, compensatory and educational-cognitive).
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Introduction.</b>	Familiarization with lexical material on the topic. Activation of grammatical skills. Formation and development of communicative competence. Final lesson on the topic.
<b>Topic 2 My profession.</b>	Familiarization with lexical material on the topic. Activation of grammatical skills. Formation and development of communicative competence. Final lesson on the topic.
<b>Topic 3 Business trip.</b>	Familiarization with lexical material on the topic. Activation of grammatical skills. Formation and development of communicative competence. Final lesson on the topic.
<b>Topic 4 Enterprise.</b>	Familiarization with lexical material on the topic. Activation of grammatical skills. Formation and development of communicative competence. Final lesson on the topic.

<b>Name of discipline</b>	<b>Design thinking and managerial decision making in international business</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of systemic ideas, a set of knowledge and skills in undergraduates regarding the application of design thinking methodology and decision-making technologies in international business.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Development trends of modern markets in the digital economy</b>	Introduction. Subject of discipline. The purpose and objectives of the discipline. The meaning and place of discipline in the educational process. Forms of conducting classes and monitoring the knowledge of undergraduates. Recommended reading. Key prerequisites for change, the impact of technology on consumers and consumer value. Business ecosystems. Industry 4.0. The concept of the Fourth Industrial Revolution. Evolution of business models. The economy of experience and cooperation. Modern consumption patterns. Industry 4.0. The concept of the Fourth Industrial Revolution. Evolution of business models. The economy of experience and cooperation. Consumption patterns: Prosumer. E-learning. Omni-channel experience. Internet of things. Current directions of Russian and foreign research in the field of international marketing and management.
<b>Topic 2 Design thinking as a tool for creating value.</b>	The essence of design thinking. Methodological boundaries of design thinking. Principles of design thinking. Design thinking as a tool for creating customer-oriented products and services. Iterativity as a core principle of design thinking. Stages and tools of design thinking.
<b>Topic 3 Design thinking methods.</b>	Formation of empathy. Analysis and synthesis in design thinking. Consumer journey map. Generating ideas in design thinking. Prototyping in design thinking. Testing ideas in design thinking.
<b>Topic 4 Decision-making technologies: coursework development</b>	Current directions of Russian and foreign research in the field of international marketing and management. Formation of the theoretical basis of the study. Approaches to critical literature analysis. Common mistakes when conducting a theoretical literature review. Research design: determination of goals, type and strategy of research, sources of information.

<b>Name of discipline</b>	<b>Green technologies in logistics</b>
<b>Department</b>	Department of Logistics and Supply Chain Management
<b>The purpose of discipline</b>	Formation of master's students' skills in applying the concept of sustainable development in logistics activities.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Basic terms and definitions</b>	Sustainable development. Green economy. Circular economy. Sustainable Development Goals (SDGs). Green technologies. Green technology market, its segmentation. Advantages and disadvantages of the transition to a green economy. Factors influencing the ability to transition to a green economy. Classification of green technologies.
<b>Topic 2 Logistics in a green economy</b>	Transformation of the role of logistics in the modern economy. Evolution of logistics concepts. Directions for transformation of logistics activities within the framework of the green agenda. Logistics and carbon footprint.
<b>Topic 3 Green technologies in supply logistics.</b>	Development of green procurement principles. Main criteria for selecting suppliers. Trends in increasing the environmental friendliness of industrial packaging.
<b>Topic 4 Green technologies in production logistics</b>	Structure of ESG strategies of manufacturing companies. The role of logistics in the implementation of ESG strategy. Energy-saving technologies and their application in logistics. Resource saving. Industrial waste management system. Extended producer responsibility as a tool for implementing green logistics technologies.
<b>Topic 5 Green logistics technologies in the distribution sector</b>	The role of wholesale and retail trade in achieving the SDGs. A framework for ESG strategies for distribution businesses. Managing reverse flows in trade. Food sharing as a green logistics technology. The development of electronic commerce as a risk factor in achieving ESG indicators. Consumer packaging as an object of logistics management.
<b>Topic 6 Green technologies in warehousing logistics</b>	Transformation of the role and tasks of warehouse activities in the modern green agenda. Digitalization of warehouse logistics. Introduction of new loading and unloading technologies.
<b>Topic 7 Green technologies in transport logistics</b>	Transport as the main source of environmental pollution. Changes to vehicle specifications to reduce carbon footprint. Technological changes in the transportation process to reduce the carbon footprint.

<b>Name of discipline</b>	<b>Intellectual information systems</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of professional competencies in students that allow them to participate in organizing and conducting research to solve management and research problems, including using intelligent information and analytical systems.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 The concept of intelligent information systems for solving</b>	Information support for the company's activities. Main components of an intelligent information system. Problems solved with the help of intelligent information systems. Big data and data mining as sources of information for building intelligent information systems. The concept of CRM and ERP systems.



<b>management and research problems.</b>	
<b>Topic 2 Methodology and research design.</b>	<p>Typical market research formats. The main problems in conducting market research. Flowchart of the market research process. Types of data and main sources of information for analyzing the company's market environment. Main research methods: empirical, expert, economic and mathematical. Concept of methodology and research design. Basic definitions: research question, hypothesis, sample. Classification of marketing research. Difference between quantitative research methodology and qualitative research methodology. Typical objectives of quantitative empirical research. The relationship between a practice-oriented problem and setting tasks that contribute to its effective solution. Stages of quantitative research methodology. Conceptual model of the study. Formulation of hypotheses, identification of dependent and independent variables, selection of scales for their assessment. Problems in measuring variables in quantitative research. Reliability, validity and reliability of measurement. Latent variables. Limitations of the study. Development of a questionnaire for conducting quantitative research. Features of sampling of quantitative empirical research.</p>
<b>Topic 3 Primary processing of research results: data preparation, graphical description of data, descriptive statistics.</b>	<p>Classification of methods for statistical data analysis. Basic types of quantitative data. Basic concepts of quantitative data analysis. The concept of a statistical hypothesis. Null and alternative hypotheses. Type I and II error. Level of significance of the statistical test. Processing of primary data. Data cleaning and outlier identification. Description of the data. Primary data analysis: Graphical presentation of data. Descriptive statistics. Selecting descriptive statistics depending on the type of variable. Normality of distribution.</p>
<b>Topic 4 Basic methods of data analysis: contingency tables, correlation and regression analysis, analysis of variance.</b>	<p>Examples of marketing problems solved using the method of constructing contingency tables. Chi-square test and its significance. Features of constructing contingency tables in various software. Types of connections (dependencies). Correlation analysis: correlation coefficients. Significance of correlation. Correlation matrix. Partial correlations. The procedure for conducting correlation analysis. Regression analysis in marketing research. Linear regression. Paired and multiple regression analysis. Significant criteria: coefficient of determination, significance level of the regression model, standardized and unstandardized regression coefficients. Regression equation. Procedure for conducting regression analysis. Problems arising when building regression models. Forecasting as the main task of correlation and regression data analysis. The concept of dispersion. Types of variance analysis. One-way analysis of variance. Examples of problems solved using variance analysis. Fisher's F test. Test for homogeneity of variances. Algorithm for conducting analysis of variance. Multivariate analysis of variance: features of the formulation of hypotheses, methodology, interpretation of results.</p>
<b>Topic 5 Advanced data analysis methods: time series analysis, discriminant analysis, factor</b>	<p>Problems solved using discriminant analysis. Algorithm for conducting discriminant analysis. Wilks' Lambda criterion and assessment of model quality. Drawing up a classification function and checking its quality. Restrictions on Use. Forecasting using discriminant analysis. The role of factor analysis in marketing research. The procedure for conducting factor analysis: main stages. Factor extraction. Rotation of factors. Interpretation of factors. Principal component method. Relationship between factor analysis and correlation analysis. The role of cluster analysis in marketing research. The procedure for conducting cluster analysis: main stages. Standardization of variables. Construction of dendrograms and their interpretation.</p>

<b>analysis, cluster analysis.</b>	Relationship between cluster analysis and factor analysis. Time series analysis.
<b>Topic 6 Conducting research in the digital environment.</b>	Features of market research, consumers and competitors in the digital environment. Market and competitor analysis services. Analysis of potential demand and needs of the target audience. Media statistics services. Analysis of the company's web resources (website, social networks). Basics of information parsing in the digital environment. Basics of web analytics.

<b>Name of discipline</b>	<b>International taxation</b>
<b>Department</b>	Department of Finance
<b>The purpose of mastering the discipline</b>	Formation of theoretical and applied knowledge of international taxation among undergraduates, allowing them to analyze the tax policies pursued by various countries, including in the context of the international law conventions they apply; understand the mechanisms of international tax regulation; identify tax problems in the analysis of practical situations, know and apply agreements on the avoidance of double taxation; analyze and evaluate tax prospects and international tax risks when organizing companies' activities abroad.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1. Concept of international taxation and the essence of international tax policy.</b>	The concept of international tax law. The concept of tax sovereignty. Correlation between tax and political sovereignty. Examples of tax systems in developed and developing countries. Tax policy of states and international tax law in the process of managing organizations of various organizational and legal forms and in the field of state and municipal government. History of the development of international tax law. International tax policy in the system of state tax regulation, international tax relations. Basic concepts and conceptual foundations of international taxation. Problems generated by international taxation. Development and application of agreements in international tax law. The place of judicial practice in the system of sources of international tax law. Problems of tax regulation of international business operations.
<b>Topic 2. Principles of international taxation. The evolution of national tax systems in terms of harmonization of tax legislation / Principles of international taxation. Evolution of national tax systems in view of the harmonization of tax legislation.</b>	Basic principles of international taxation and their application for conducting professional entrepreneurial, organizational, managerial and information-analytical activities. The evolution of national tax systems and the conditions for their integration in the context of the harmonization of tax legislation. Modern forms of integration and preservation of sovereign tax law. Unification and adaptation to local taxation conditions in the implementation of the corporate and competitive strategy of the organization, as well as the financial functional strategy. Features of the development of national tax systems. Characteristics of environmental factors affecting national tax systems and national tax policy. Global factors of the international tax environment.

<b>Topic 3. International tax integration in a globalized economy.</b>	<p>The essence of globalization, its advantages and disadvantages. The main stages of globalization. Tax globalization as harmonization of tax systems and tax policy. The territorial principle of taxation and the principle of residence in the system of international tax relations. Typology of tax systems in terms of international taxation. Differences in national tax jurisdictions. Unification of direct taxation. Unification of indirect taxation. Harmonization of the foundations of tax systems and the tax system of developed countries. Development of a tax classification system by the OECD, the International Monetary Fund (IMF) and the System of National Accounts (SNA). Research in the field of formation of the tax policy of various states. International automatic exchange of tax and financial information.</p>
<b>Topic 4. Double taxation in international tax law. Ways and methods of its elimination / Double taxation in international tax law. Ways and methods of its elimination.</b>	<p>The concept of multiple taxation. Legal and economic multiple taxation. The essence of international double taxation. Problems hindering the elimination of international double taxation. Agreements on the avoidance of double taxation in international business and the formation of tax policy at the corporate and national (regional) levels. Legal system for the elimination of multiple international taxation. Basic principles and methods for eliminating international double taxation: exemption method, credit method, tax deduction method, reduced tax rate method. International treaties and tax agreements in the system of international taxation as a way to avoid international double taxation. Model tax conventions of the OECD and the UN, International agreements of the Russian Federation.</p>
<b>Topic 5. International tax competition: concept and types / Concept and types of international tax competition.</b>	<p>International tax competition: concept and general features. Fair and destructive tax competition, tax dumping: general characteristics. Methods to prevent destructive tax practices in the modern world. Characteristics of the tax systems of the leading countries of the world Models of taxation in the modern world: general characteristics. Anglo-Saxon model of taxation: characteristics of the tax systems of the USA, Great Britain, Ireland. Continental European model of taxation: characteristics of tax systems of socially oriented economies (Sweden, Germany, France). Countries - "tax laboratories": characteristics of the tax system of Cyprus and Switzerland.</p>
<b>Topic 6. The use of special economic zones in the practice of international taxation / Special economic zones in the practice of international taxation.</b>	<p>The concept and essence of special economic zones (SEZ). SEZ classification. Free trade zones. Industrial production zones. Techno-innovative zones. Service zones. complex zones. Tax havens and tax havens. Offshore zones: concept, classification, characteristics, reason for creation, requirements for the organization. Creation and operation of an offshore company. Types of offshore companies. Conducting international business with the participation of offshore companies. Ways to reduce the tax burden through the creation of companies in the "intermediate jurisdiction". Doctrines of "tearing the corporate veil", "thin capitalization", "Dutch sandwich", "debt push-down", etc.</p>
<b>Topic 7. International tax regulation on Anti-</b>	<p>International regulation of the process of taxation and protection of national public finances of states. Development of international legal cooperation between states on law enforcement activities in the tax sphere. Creation of international organizations dealing with taxation issues. Joint fight against money laundering. International -</p>

<b>Money Laundering and against Aggressive Tax Planning.</b>	legal cooperation of states on the issues of combating the legalization of proceeds from crime (due to tax evasion). Activities of international organizations to prevent tax violations. OECD conventions. BEPS rules and their application in the European Union. Transfer pricing in the system of international taxation. Methods of combating tax evasion in the system of international taxation. Modern trends in the field of international taxation (taxation of e-commerce, the use of tax havens, the introduction of the practice of information exchange). Issues of tax administration in the context of BEPS.
<b>Topic 8. Tax convergence and coordination of tax policy in the modern world: regional and global aspects.</b>	The concept of "tax convergence". Advantages and disadvantages of tax competition. Advantages and examples of tax coordination in the modern world. European tax coordination: history, features, modern aspects. Taxation of e-commerce operations in the modern world: problems, features, prospects. Eurasian harmonization of regulation of financial regulators and tax policies and procedures.

<b>Name of discipline</b>	<b>International branding</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of a theoretical basis for undergraduates to understand the conceptual and methodological foundations of international marketing through the prism of international branding strategies, as well as the development of practical skills in making informed marketing decisions.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Trends in changes in buyer behavior in global markets. Basic concepts of branding.</b>	Basic concepts and categories of branding. The concepts of "brand", "brand", "trademark". Types of brands. Economic benefits of branding. Classifications of trademarks. Manufacturer brand and private label. Functions of a trademark. The meaning of the brand for the manufacturer, intermediary and consumer.
<b>Topic 2 Legal aspects of international branding.</b>	The concept of a trademark and service mark. Trademark protection. Regulatory documentation on copyright. State registration and protection of trademarks. International trademark registration. International classification of goods and services. Madrid System for the International Registration of Marks.
<b>Topic 3 Structure and attributes of a brand in the international market.</b>	The concept of brand structure. The main attributes of a brand, their importance in the branding process. Brand identifiers. Brand identity: brand essence, brand perception, quality associations, brand values, brand personality, brand positioning. Brand wheel. Brand triangle. Brand identity prism.
<b>Topic 4 Basic approaches to brand development. Features of brand</b>	Brand development. Evolution of approaches to brand development. Brand program. Brand architecture: main stages and limitations. Market analysis and competitive analysis when developing a brand. Brand positioning and repositioning. Manufacturer brands. Features of branding in the service sector. Formation of private brands: concept, main market indicators for creating private labels, features of formation and positioning. Regional brands: features of formation and

<b>management in various international markets.</b>	management. Management of brands of prestigious and fashionable goods.
<b>Topic 5 Brand development and brand communications. Brand portfolio.</b>	Brand life cycle. The role of packaging, names. Concept and basic tools of brand communications. Expansion, revitalization and elimination of brands. Rebranding, restyling, renaming: concepts and the need for implementation at different stages of brand development. The effect of expanding product lines, stretching brands. The concept of “portfolio”, “family” of brands. Development of standards and regulations (brand book, corporate style guide)
<b>Topic 6 Consumer loyalty and brand management.</b>	Levels of consumer attitude towards a brand according to Aaker. Concept of brand awareness and loyalty. Brand assets and key metrics: commitment, leadership, differentiation, leadership, market performance. Brand reputation. Brand asset indicators according to Kapferer.
<b>Topic 7 The concept of brand equity and approaches to brand evaluation in the international market.</b>	Brand equity according to Aaker: types of brand awareness, perception of quality, brand associations, commitment, other brand assets. Theories of brand equity and their main emphases. Consumer capital. Customer relationship management and CRM systems. The concept of brand equity assessment. Approaches to assessing brand equity. Methods for assessing intangible brand equity.
<b>Topic 8 Estimation of brand value and its importance in the international market.</b>	Regulatory basis for assessing brand value. Basic concepts and formulas for assessing brand value. The process of assessing brand value. The importance of assessing brand value for consumers, companies, and shareholders. Basic approaches and methods for assessing brand value.
<b>Topic 9 Brand controlling and assessing the effectiveness of brand management.</b>	Brand controlling: concept, goals, objectives, system, types. (organizational and managerial activities) Tactical and strategic brand controlling: basic techniques and methods. The importance of brand controlling for the organization’s activities. Monitoring the brand position in the market. BDI. Brand health indicators. Assessing brand equity as the basis for assessing the effectiveness of a company's brand management. Brand portfolio audit. Key indicators for assessing the effectiveness of solutions in the brand management system. Key decisions based on the results of assessing the effectiveness of brand management.

<b>Name of discipline</b>	<b>International management</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	obtaining a system of knowledge in the field of management in the international market, skills in developing management decisions in the field of business activities in various countries, as well as using tools for analyzing the operating environment of international business
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Globalization</b>	The economic meaning of globalization. Globalization as the highest stage of internationalization and the highest stage of integration. Internationalization of the

<b>of the economy: new opportunities for international business and challenges of international management.</b>	impact of production and consumption on the global ecosystem. Social consequences of globalization. globalization and other major trends.
<b>Topic 2 Assessing the competitive advantages of countries, industries and firms in international markets.</b>	Features of the globalization of industries and enterprises. Basic approaches to identifying the competitive advantages of countries, industries and firms in international business. Specifics of business models of companies in the international market. Concept and types of ratings. Ratings of business entities. Classification of ratings and their functional purpose when making management decisions in the international arena.
<b>Topic 3 Globalization of business and sustainable production.</b>	Linking globalization, sustainable development goals, sustainable consumption and sustainable production. Main global problems and directions for their solution. Development of sustainable development ideas and implementation of goals.
<b>Topic 4 Strategic decisions, processes and tools of strategic international management.</b>	Basic approaches and methods of strategic analysis in the international market. Tools for strategic planning and development of solutions in the international market.
<b>Topic 5 Modern organizational forms and structures of international corporations.</b>	The concept of TNCs and their role in the global economy. The evolution of TNCs and their features. Prerequisites for the formation of global TNCs. Model and index of transnationalization. Global monopoly and its consequences.
<b>Topic 6 Strategic planning and control in international business.</b>	System of strategic planning on the international market. Development of a management control system in international business. Problems of ensuring effective control in international business.

<b>Name of discipline</b>	<b>Intercultural communication</b>
<b>Department</b>	Department of Romance-Germanic Philology and Translation
<b>The purpose of discipline</b>	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.

<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1</b> <b>Development of listening and dialogic speaking skills.</b>	Acquaintance with the culture of the country of the language being studied, the rules of speech etiquette (French, German).
<b>Topic 2</b> <b>Familiarization with lexical material on the topic to the extent necessary for communication and reading.</b>	Organizational structure of the enterprise (French, German).
<b>Topic 3</b> <b>Development of monologue speech and dialogic speech skills.</b>	Types of speech communication (French, German).
<b>Topic 4</b> <b>Familiarization with lexical material on the topic to the extent necessary for communication and reading.</b>	Contacts at the company (French, German).
<b>Topic 5</b> <b>Development of writing skills.</b>	Business correspondence (French, German).
<b>Topic 6</b> <b>Development of listening and dialogic speaking skills.</b>	Types of enterprises (French, German).
<b>Topic 7</b> <b>Training in summarizing texts on educational and scientific topics.</b>	Problems of financial management in a foreign language environment (French, German).
<b>Topic 8</b> <b>Development of monologue</b>	Production situations at the enterprise and their solutions (French, German).

<b>and dialogic speech.</b>	
-----------------------------	--

<b>Name of discipline</b>	<b>Research methodology</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of knowledge and competencies in the field of conducting independent scientific research, choosing and justifying research methods to obtain results that allow making management decisions.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 The concept of scientific research methodology. Forms of presentation of scientific information.</b>	Nature and characteristics of the study. The essence of the concept of research methodology. Differences between the research orientation of practitioners and academics in management. Epistemological vs applied problems. Fundamental vs applied research in management. Logic of the study: main stages. Formulation of problems and research topics. Justification of the relevance of the problem and topic. Methods for generating general concepts and research ideas: relevance tree, Mind mapping. Transformation of a research idea into a research question and sub-questions. Best practices and mistakes in preparing scientific reports, presentations, essays.
<b>Topic 2 Theoretical research: sources and methods of analysis of secondary information.</b>	Sources and methods of analysis of secondary information. Types of secondary data and desk research. Types of sources of secondary information: types of databases, Internet resources, regular reports, syndicated studies, etc. Plagiarism and its forms. Critical review of the literature. Four aspects of critical analysis: criticism of rhetoric, tradition, authority, objectivity. Rules and structure of critical analysis. Universal methods of literature analysis: historical (evolutionary) analysis, comparative, structural. Content analysis. Meta-analysis. Software for secondary data analysis.
<b>Topic 3 Design and program of empirical research.</b>	Methodological choice of research design: qualitative, quantitative or mixed methods research. Nature of research design: exploratory (exploratory), descriptive (descriptive), experimental (causal) research. Determining the time horizon of the study: Cross-sectional and longitudinal studies. Empirical research program. Conducting exploratory research to develop a conceptual model of empirical research and research hypotheses. Linear and spiral models of empirical research. Selection and justification of methods for collecting and processing primary data. Testing conceptual research models. Formation of recommendations for using the results in management practice. Limitations of the study. Preparation of Research Proposal.
<b>Topic 4 Review of qualitative research methodology.</b>	Features of sampling in qualitative research. Ways to overcome the phenomenon of false saturation. Theoretical saturation. Research strategies: typological strategy and case study, combination of strategies. Validation of the data obtained: exploratory triangulation. Methods of collecting information in the process of qualitative research: observation, interviews, group discussion, projective techniques, ethnography.

<b>Name of discipline</b>	<b>Operations management in global environment</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Acquisition by undergraduates of theoretical knowledge and practical skills in the field of operational management, which will allow them to make effective management decisions in the global market.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	



<b>Topic 1 Theoretical foundations of operational management in a global environment.</b>	International approaches to organizing operational processes at the enterprise level. Composition of operational management at the level of a transnational organization. Methods for organizing operational processes at an enterprise.
<b>Topic 2 Operational strategy of the enterprise. Features of vertical and horizontal integration in the international arena.</b>	Integration of external processes into the structure of the organization at the level of vertical integration. Outsourcing of external processes to the horizontal structure of the company.
<b>Topic 3 Modeling and management of operational business processes in a transnational company.</b>	Analysis of operational processes when developing a new product/service using the Work-Flow diagram.
<b>Topic 4 Planning of operational processes.</b>	Determining the need for labor, material and financial resources to implement the production program. The process of collecting needs at the level of a transnational company.
<b>Topic 5 Design of a new product/service in a transnational company.</b>	Create and describe the operational cycle for development/production and commercialization of a new product/service for multiple markets.

<b>Name of discipline</b>	<b>Supply chain management in global markets</b>
<b>Department</b>	Department of Logistics and Supply Chain Management
<b>The purpose of discipline</b>	Study the conceptual foundations and develop practical skills in supply chain management in global markets.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Conceptual framework of supply chain management</b>	The subject essence of the concept of supply chain management (SCM). Evolution of the concept of supply chain management. Classification of supply chains. Integration of business processes in supply chains. Functional areas of supply chain management. Object decomposition of the supply chain. Process decomposition of the supply chain. Functional characteristics of supply chain participants. Types of connections between supply chain participants. Principles for determining the structure of supply chains. Network structure of supply chains. Boundaries and structural dimensions of the network. Distribution channels and their impact on the

	configuration of supply chains.
<b>Topic 2 Design and planning of supply chains in international business</b>	Stages of supply chain management: supply chain design; organization of intercompany cooperation and coordination; modeling and reengineering of key business processes; building an integrated planning and management system; development of the concept of information technology. Designing a supply chain network structure in international business: supply chain participants; types of connections between processes within supply chains. Factors taken into account when designing supply chains. The essence of integrated supply chain planning in international business. Concepts of integrated interaction of participants in supply chains. Methods for cross-functional and inter-organizational coordination in supply chains to reduce uncertainty. Types and methods of planning in supply chains. Principles and tools of supply chain planning. Essence and characteristics of the SCOR model and DCOR model. The role and functions of information technology in the design and integrated planning of supply chains.
<b>Topic 3 Ensuring supply chain sustainability in the international market</b>	Supply chain competitiveness in international business. Concept, purpose and objectives of strategic planning in supply chains. Strategic planning process. Basic supply chain management strategies, relationship with corporate strategy and functional strategies of the focal company. Stages of developing a supply chain management strategy. Achieving strategic fit in supply chains. Reactivity/efficiency trade-off. Supply chain performance indicators.
<b>Topic 4 Typology of supply chain management levels</b>	Content characteristics of logistics processes in international supply chains. Storage and transportation of goods under customs control. Technologies and systems for traceability of goods in international supply chains. Essence and goals of customs logistics. Functional field of customs logistics in international supply chains. Logistics technologies for customs declaration of goods in international supply chains. Features of declaring goods of various names contained in one consignment. Incomplete customs declaration of goods. Periodic customs declaration of goods. Periodic temporary declaration of goods of the Eurasian Economic Union. Preliminary customs declaration of goods. Release of goods before filing a customs declaration. Technology "remote release". Dry port technology. Special simplifications in customs: types and features of application in international supply chains. Systems and technologies for paying customs duties in international supply chains. Technology of "remote payment of customs duties". Organization of multimodal transportation of goods in international supply chains. Intermodal and combined technologies of cargo transportation. Multimodal transportation of goods: essence and basic principles.
<b>Topic 5 Assessing the quality of business processes within the framework of supply chain management in international business</b>	Types and content of models and methods in logistics and supply chain management. Economic-mathematical, information models from the position of logistics systems management. Models of the strategic level and tasks of designing effective supply chains. Object, functional, process models in logistics and supply chain management. Standard models of business process management in supply chains. Analytical models and algorithms in tasks of functional logistics. Numerical methods for solving problems. Opportunities to use business-analytical technologies in the development and support of management decisions in logistics and strategic supply chain management. Information approach, the concept of knowledge bases and knowledge management in logistics and supply chain management. Data Mining Technologies. Technologies for recognition of important information (Data Mining).

<b>Name of discipline</b>	<b>E-Business</b>
---------------------------	-------------------

<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of a holistic system of knowledge among students about the possibilities of doing business and market activities in the online environment; study of basic terms, concepts, business models characteristic of the Internet, features of doing business online and the influence of modern Internet technologies on consumer behavior.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 E-business management</b>	Relationships within a company in electronic business. E-business collaboration: the types of interactions a company has with employees, customers, suppliers or business partners. Situation analysis of e-business management: market view and resource view. Shifting commodity structure in the Internet economy. Examples of disintermediation. Analysis of the situation in e-business management: SWOT analysis. Regulatory management. A look at the company from an e-business perspective.
<b>Topic 2 Strategies in e-business</b>	Components of strategy development in e-business. Porter's general strategies. Six types of e-business strategies. Relationship management. Changes in business structure. Classification of business models. New trend: the sharing economy. Process management in e-business strategy. The relationship between technology, e-business and company strategy.
<b>Topic 3 Communication, coordination and cooperation - levels of e-business</b>	Definition, description, tasks, levels, mechanisms and communication systems. Extended communication model. Anatomy of a message. Characteristics of communication in the company. Definition, objectives and types of coordination. Examples of various coordination situations. Coordination systems: electronic market and ticket system. Definition, situations, tasks, levels, mechanisms and systems of cooperation. The difference between cooperation and collaboration. Hybrid coordination mechanisms in cooperation. Differences between the three cooperation mechanisms. Social networks as a system of cooperation, their examples and functions. Difficulties of cooperation: volunteering, trust, interconnectedness, respect, heterarchy and responsibility.
<b>Topic 4 Basic business processes in e-business</b>	Customer relationship management: goals and stages. Pyramid of UVK components. RADAR model. Customer-centric e-business strategies. Approaches to individualization. Customization of goods. Approaches to modularity. Versioned product and approaches to its creation. Customer experience management. Supply chain management: goals and objects of a supplier-oriented concept. The bullwhip effect. Supply chain areas. Categories of solutions. Interaction between suppliers, producers and consumers. Types of supply chains. Interorganizational supply chain planning. Further development of digital digital processing. Collaborative supply chain. Industry 4.0. Goals, examples and classification of network management. Special forms of cooperation.
<b>Topic 5 Enterprise 2.0</b>	Cooperation within the company. Development of knowledge management. Collaboration processes and platforms within knowledge management. Collaboration in all information functions. Problems of knowledge management. Willingness to collaborate on social networks. Idea management. The creative process according to Vallos. Idea management systems. Advantages and disadvantages of joint creativity. Team creativity model. Complaint management. Innovation management. Definition and process of innovation. Chesburg's innovation model. Innovation platform.

<b>Name of discipline</b>	<b>Project: Innovative projects in international business</b>
<b>Department</b>	Department of Marketing
<b>The purpose</b>	Develop abilities for project work, develop knowledge and skills in the

<b>of discipline</b>	development, justification and promotion of innovative projects for international markets.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Planning of work on the project.</b>	Familiarization with the subject area. Formulating a problem situation, setting goals for project work. Defining roles in the project team. Drawing up a project schedule. Conducting benchmarking research.
<b>Topic 2 Analysis of the international market for an innovative product.</b>	Determining the composition of potential buyers and consumers of an innovative product. Identification of competitors and substitutes, compilation of their profile. Assessment of the current market capacity and its potential with a forecast of development dynamics. Market segmentation, assessing the attractiveness of selected target segments.
<b>Topic 3 Planning stages of development of an innovative project.</b>	Development of a design solution. Taking into account the interests of project stakeholders. Assessing project constraints.
<b>Topic 4 Evaluating the effectiveness of the proposed design solutions.</b>	Estimation of costs for the implementation of design solutions. Calculation of economic efficiency of design solutions. Project risk management.
<b>Topic 5 Preparing a presentation.</b>	Preparation and defense of the presentation in the presence of project stakeholders.

<b>Name of discipline</b>	<b>Project management in the digital economy</b>
<b>Department</b>	Department of Economics and Management of Enterprises and Industrial Complexes
<b>The purpose of discipline</b>	Students acquire theoretical knowledge about project management standards, principles and methods of effective project management, as well as practical skills in applying effective project management methods, creating, implementing and using a project management system in the context of digitalization.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
Topic 1. Introduction to Project management. The use of standards in project management.	The concept of the project. Types of projects. Project management processes. Principles and methods of effective project management. Identification of participants' ideas about the concept of "project". The difference from the current activity. Different types of projects. The concept of "process". Differences between conventional management and project management. The role of the project manager. PMBoK standard; International standard ISO 21500:2012 Guidance on project management; National standards of Russia: GOST R 54869-2011 "Project management. Project management requirements"; GOST R 54870-2011 "Project management. Requirements for project portfolio management"; GOST R 54871-2011 "Project management. Program Management Requirements". The relationship

	and differences of standards. Processes from initiation to completion of the project according to the standards.
Topic 2. Project management in various organizational structures.	Types of organizational structures of the enterprise: functional, project, matrix. Pros and cons of various structures. Features of the implementation of project management in the existing functional structures.
Topic 3. Project integration management.	The main processes related to the integration of the project. Project charter, project plan, change management. Correct and timely communication of changes in the project to its participants.
Topic 4. Project content management.	Project content planning and management processes. Formulation of project goals according to the SMART principle. Principles of project decomposition using the ISR methodology.
Topic 5. Project timeline management.	Project timeline management processes. Principles of network modeling, PDM, EDM methods, critical path method, calculation of late and early dates of events, work reserves. Gantt chart as the main tool for planning and monitoring project implementation in the environment. Using the Microsoft Project software product in project management.
Topic 6. Project cost management.	The project budget, the analysis of the effectiveness of the project, the method of the mastered volume.
Topic 7. Project quality management.	Quality as the central element of project management. Understanding of "quality" in the world management science. Consistency of the principles laid down in the ISO 9000, PMBoK, etc. standards. The main methods of planning, control and analysis of the quality of project results.
Topic 8. Human resource management and project communications.	Formation of an effective project team, distribution of roles and responsibilities, staff motivation. Recommendations and typical mistakes in the selection of personnel in the project. Conflict situations in the project, ways to resolve them. Methods for determining the communication and information needs of the project. Preparation of reports on the current state of the project, assessment of progress and forecast. Communication management in order to meet the requirements of project participants and solve emerging problems.
Topic 9. Project risk management.	Methods of risk identification and assessment: qualitative and quantitative analysis. Development of possible options and actions that contribute to increasing opportunities and reducing threats to achieve the goals of the project. Tracking identified risks. Monitoring of residual risks. Identification of new risks. Execution of risk response plans and assessment of their effectiveness throughout the project lifecycle.

<b>Name of discipline</b>	<b>Industrial practice (research work)</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Formation of students' skills in scientific communications, public speaking, independent scientific and research work, necessary for the successful preparation and defense of a master's thesis.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Justification of the relevance of</b>	Studying the rules of working with library collections and electronic databases of the Master's Institute of St. Petersburg State University of Economics. Preparing a literature review to identify little-studied issues on the research topic. Justification of the topic and design of scientific research. Studying the rules and methods of

<b>the study, purpose, scientific novelty, formulation of a preliminary research hypothesis</b>	writing a scientific article. Preparation of scientific reports and articles. Participation in the master's conference. Participation in master classes.
<b>Topic 2 Selection and justification of the research method</b>	Analysis of possible research methods and selection of the most relevant methods of own research Collection of desk data for research. Conducting pilot studies to test the created research tools (qualitative and quantitative research, adaptation of questionnaires, scales, etc.). Participation in master classes.
<b>Topic 3 Obtaining research results, testing the model, formulating proposals</b>	Clarification of the research hypothesis. Conducting full-fledged empirical research to solve research problems, formulate conclusions and develop recommendations. Preparation of scientific reports and articles for participation in the master's conference.

<b>Name of discipline</b>	<b>Industrial practice (practice according to the profile of professional activity)</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Deepening the theoretical training and professional knowledge of undergraduates, consolidating practical skills and competencies in the field of information analysis for making management decisions and solving current cases of international companies.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Preparatory</b>	Drawing up an individual assignment for practice. Instruction on safety precautions and internal regulations. Familiarization with regulatory documents.
<b>Topic 2 Main</b>	Completing the practice task. Processing and analysis of received information. Preparation and execution of the report.
<b>Topic 3 Final</b>	Preparation for defense. Collection of necessary documents for the report. Defense of the practice report.

<b>Name of discipline</b>	<b>Industrial practice (pre-graduate practice)</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Consolidating and deepening the theoretical training and professional knowledge of master's students, as well as the experience of independent professional activity in the field of international business, mastering the necessary professional competencies in the chosen area of master's training.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Preparatory stage</b>	Attending the orientation meeting, choosing a practice base, completing safety training; preparation of individual assignments together with the supervisor, preparation of documents for internship.
<b>Topic 2 Main stage</b>	Carrying out empirical research in accordance with individual assignments, analyzing and interpreting the results; development of management

	recommendations based on the results obtained; developing a solution to a research problem within an individual assignment; conducting an economic justification for proposed solutions and recommendations.
<b>Topic 3 Final stage</b>	Preparation and execution of practice reports; preparation of accompanying documents. Preparation for defense of a report on practice.

<b>Name of discipline</b>	<b>Professional foreign language</b>
<b>Department</b>	Department of Romance-Germanic Philology and Translation
<b>The purpose of mastering the discipline</b>	Further formation and improvement of the linguistic and speech competence of students in the field of special language in the subject area of economics. Enrich students' vocabulary with socio-economic terms, deepen knowledge about the peculiarities of the functioning of the main socio-economic institutions.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Enterprise: structure, management, social aspects</b>	Classification of enterprises. Sectors of the economy. Legal status. Basic forms of companies. Labor Code.
<b>Topic 2 State intervention in the economy. Provision of public services</b>	Taxation. Types of taxes. Tax relief. Taxable income. The role of the state. Public service. Social protection.

<b>Name of discipline</b>	<b>Modern innovative high-tech production processes</b>
<b>Department</b>	Department of Project Management and Quality Management
<b>The purpose of discipline</b>	Formation in students of a complex of theoretical knowledge and practical skills in the field of technology and organization of production of products and services.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Physico-chemical foundations of technological processes for processing workpieces by cutting.</b>	Cutting as a technological processing method, which differs from other methods of processing materials by the formation of chips, its essence and elements of cutting processing. Vibrations when cutting materials. Changes in the quality characteristics of the surface during cutting. Surface roughness. Parameters for normalizing surface roughness. Influence of processing parameters on the height of microroughnesses. Hardening in the surface layer of the material during cutting. Residual stresses in the surface layer of the material during cutting. Selection of optimal cutting conditions for blade processing. Initial data for calculating cutting conditions. Choice of material for the cutting part of the tool. Selection of geometric parameters of turning grindable cutters. Selection of cutting modes.
<b>Topic 2 Physical foundations of technological processes for electrical discharge machining of</b>	General information about electrical discharge machining: electric spark and electric pulse. Description of the electrical discharge machining process. Basic electrical discharge machining schemes and equipment. Technological indicators of electrical discharge machining.

<b>workpieces.</b>	
<b>Topic 3 Physical foundations of technological processes of electric spark alloying of workpieces</b>	Description of the process of electric spark alloying of workpieces. Scope of application of electric spark alloying of workpieces.
<b>Topic 4 Physical foundations of technological processes of electrical contact processing of workpieces.</b>	Scope of application of electrical contact processing of workpieces.
<b>Topic 5 Physical foundations of technological processes for plasma processing of workpieces.</b>	General information about plasma processing. Obtaining plasma for technological purposes. Characteristics of the plasma source. Plasma heating. Melting of matter by plasma. Plasma welding and surfacing. Plasma spraying. Plasma cutting.
<b>Topic 6 Physical foundations of technological processes of electron beam processing of workpieces.</b>	General information about electron beam processing of workpieces. Installations for electron beam processing. Interaction of an electron beam with matter. Application of electron beam processing. Swimming. Evaporation. Heat treatment.
<b>Topic 7 Physical foundations of technological processes of light-beam processing of workpieces</b>	General information about light beam processing. Basic schemes of laser beams. Solid state lasers. Gas lasers. Application of laser processing. Heating by laser radiation. Melting by laser radiation. Cutting and dimensional processing.
<b>Topic 8 Physical foundations of technological processes for electrochemical processing of workpieces.</b>	General information about electrochemical processing. Basic principles of anodic dissolution of metals. Classification of electrochemical processing methods. Technological indicators of electrochemical processing.
<b>Topic 9 Types of processing based on</b>	General information about ultrasonic vibrations. Basic concepts of ultrasound. Classification of the main types of ultrasonic treatment (UST). Ultrasonic sizing. Ultrasonic welding. Ultrasonic soldering. Ultrasonic cleaning.



<b>pulsed ultrasonic mechanical action on the material being processed.</b>	
---	--

<b>Name of discipline</b>	<b>Modern strategic management</b>
<b>Department</b>	Department of Economics and Management of Enterprises and Industrial Complexes
<b>The purpose of discipline</b>	Understand the nature of modern strategic management and the sources of a company's competitive advantage in a modern economy in the context of various companies and industries
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Current problems and traditional approaches to strategy development and implementation</b>	Strategic thinking and strategic alternatives. Technological structures. Industrialization, deindustrialization and reindustrialization. Industrial and scientific-production complexes. Model of stable development and expanded reproduction in the modern economy. Theoretical and applied aspects of solving the problem of studying complex economic systems. The problem of reductionism in the study of firm economics. A systematic approach to the study of strategy in modern economics. System dynamics.
<b>Topic 2 The problem of forming a stable competitive advantage as a subject of scientific research</b>	Study of industry structure. A positional approach to studying the formation of a stable competitive advantage. Industry structure as a competitive factor in the modern economy. A resource-based approach to studying the formation of a sustainable competitive advantage. The role of resources and capabilities in strategy formulation. Conceptual and methodological apparatus for studying intra-company organizational and economic factors. Interdisciplinary relationships of the most important approaches to the study of strategic factors.
<b>Topic 3 Strategy for integration, network and spatial organization</b>	Network organization as a mechanism of modern development. Management strategy within value chains. Cluster approach. Territorial production complexes. Network (relational) capital and network resource flows. Cooperation networks in traditional sectors of the modern economy. Innovation networks in the modern economy. Vertical integration and cooperation. Areas of economic efficiency of enterprises of various sizes. Problems of industrial cooperation of small, medium and large enterprises. Justification of strategic decisions on network organization in the modern economy.
<b>Topic 4 Innovation strategy of a modern company</b>	High-tech and technology-intensive industries. Innovation potential and resources of innovation activity in the modern economy. Protection of industrial property. Intellectual capital as a strategic resource of a modern enterprise. Analytical structure for studying the dynamic potential of a modern enterprise. Organizational and managerial innovations. Strategies for the effective use of innovation. The problem of open innovation in the modern economy.
<b>Topic 5 Strategic analysis and</b>	Efficiency, effectiveness and value creation in the modern economy. Discounting cash flows in strategic analysis: opportunities and limitations. SWOT analysis: opportunities and limitations. Models for analyzing industry structure and product

<b>assessment of the activities of industrial modern companies and cooperation networks</b>	markets. Strategic analysis tools. Key performance indicators: strategic aspect. Mapping the strategic decision-making process. Balanced Scorecard. Strategic cards. Theory of Constraints. Benchmarking as a tool for strategic analysis. Profitability analysis by type of activity in the modern economy.
---	--

<b>Name of discipline</b>	<b>International value creation</b>
<b>Department</b>	Department of World Economy and International Economic Relations
<b>The purpose of mastering the discipline</b>	Forming in undergraduates an understanding of the paradigm of global value creation networks and skills in making management decisions on the location of foreign branches or the establishment of foreign cooperation.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Drivers of globalization and internationalization, implications for business</b>	The concepts of globalization and internationalization, their causes and drivers. The relevance of the globalization process for firms and its consequences.
<b>Topic 2 Determinants of the choice of foreign markets and foreign location of production</b>	The process of selecting markets to create an international value chain. Factors and trends to consider when choosing a foreign market and relocation: cost of labor factors, productivity, availability of resources, logistics, cultural differences, risks, amount of investment required, etc.
<b>Topic 3 Global strategies of companies</b>	Various approaches to assessing the profitability of an internationalization strategy, which take into account both qualitative and quantitative indicators. Methods for rapid assessment of the long-term impact of internationalization and relocation of operations on the activities of companies, which is an effective support for decision-making for middle and senior managers.
<b>Topic 4 Configuration of global value networks and an integrated approach to assessing their strategic significance.</b>	Development of global value networks. Principles for creating such chains and their coordination. Advantages and disadvantages of typical production chain configurations. Ways to evaluate existing value network structures and options for transforming them to achieve greater financial and operational efficiency for companies.

<b>Name of discipline</b>	<b>Strategic cost control</b>
<b>Department</b>	Department of Finance

<b>The purpose of mastering the discipline</b>	Formation of students' understanding of the basic concepts, concepts and methods of strategic cost management.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Strategic cost management in a balanced company management system</b>	The history of the concept of strategic cost management and its authors. A modern approach to the problem of balanced company management. Elements of balanced company management: strategy management; management by performance indicators (Balance score card - BSC). The place of the problem of strategic cost management in this system. Elements of a strategic systems approach to cost management; industry value chain analysis; strategic positioning analysis; analysis of cost-generating factors. Comparative analysis of management accounting and strategic cost management paradigms according to the following criteria: - the formulated purpose of the analysis - the method of cost analysis - causal factors explaining the behavior of costs.
<b>Topic 2 Organizational prerequisites for the transition to strategic cost management</b>	Organizational culture as an element that supports a strategic approach to company cost management. The concept and structure of organizational culture. The influence of culture on organizational effectiveness. Organizational and cultural prerequisites for implementing a strategic approach to cost management. Various models of organizational culture.
<b>Topic 3 The concept of an industry value chain and cost analysis for company management purposes</b>	Areas of cost analysis within the traditional and strategic approaches. Strategic aspects of industry value chain analysis; relations with suppliers; communications with customers; connections between the value chains of divisions within the enterprise; connections within the value chain within one division of the enterprise. Methodology for building an industry value chain; criteria for identifying strategic economic activities that create value, identifying cost-generating factors that regulate each type of economic activity, creating a sustainable competitive advantage based on better management of cost-generating factors than a competitor, or by reconfiguring the value chain.
<b>Topic 4 Differentiation of cost management systems based on strategic positioning</b>	The concept of strategy. Strategies for the company's fortunes: expansion strategy; position retention strategy; strategy for using achievements; reduction strategy. Strategic states and characteristics of economic indicators characteristic of each of them according to the following criteria: phase of the industry life cycle; market share; company cash policy; risk level; dependence on the external environment. The concept of competitive advantage. Types of competitive advantages; M. Porter's model. Characteristics of strategies for achieving competitive advantage. Construction of a matrix of potential correspondences/inconsistencies of strategic states and strategies for achieving competitive advantage: the approach of Shank J. and Govindarajan V. Business development strategies and management and cost control systems. A variety of requirements for information on production and full costs, the role of standard costs, the importance of analyzing distribution costs and competitors' prices, the role of the budget and the possibility of its revision and permissible deviations; importance of budget execution. Competitive strategies and diversity of approaches to management control and incentive compensation systems based on the criteria of the significance of financial and non-financial indicators; the salary-bonus ratio, the regularity of bonus payments, the importance of the subjective approach of senior managers, career prospects.
<b>Topic 5 Analysis of cost-generating factors as an</b>	The concept of "cost-generating factors" and their types: structural and functional (Riele lists). Conflict of cost-generating factors. Savings and diseconomies obtained based on the use of cost-generating factors. Structural cost drivers: scale, range, experience curve, technology, complexity (breadth of range). Analysis of structural cost-generating factors using economic and mathematical models (using the

<b>element of strategic cost management</b>	example of a multiple regression model). Functional Cost Drivers: Workforce Engagement, Total Quality Management (TQM), Capacity Utilization, Plant Layout Efficiency, Utilization of Supplier and Customer Relationships.
<b>Topic 6 Experience Curve</b>	Determination of the experience curve. The purpose and objectives of experience curve analysis. B. Henderson's experience curve. Graphical, algebraic and empirical interpretation of the experience curve. Causal factors driving the experience curve: learning, technology, economies of scale, firm size. Strategic applications of the experience curve: Relationship with market share and product life cycle concepts.
<b>Topic 7 Technologies</b>	The purpose and objectives of the study of S-curves. History of the study of diffusion models: Kuznetz model, Levitt model, Utterback and Abernatie model. Strategic rationale and application of the S-curve model: Technology and firm competitive advantage. An approach to estimating technology costs from the point of view of strategic cost management; technology as an element of the value chain; technology as a component of strategic positioning; technology as a component of cost factors. Technology selection from the perspective of strategic cost management. Advantages and disadvantages of the S-curve model.
<b>Topic 8 Assortment</b>	Types of industrial production - single, serial, mass and features of the range of products. The specifics of the product range as a prerequisite for choosing a method for accounting for overhead (production) costs. Mass production and features of accounting for overhead production costs within the framework of the traditional method. Primary overhead allocation: direct inclusion and allocation using an allocation base. Secondary overhead allocation: modeling capabilities. Direct, stepwise, multiple, mathematical distribution. Calculation of overhead distribution rate (CAR) costs and costing based on a specific volume indicator - person/hours, machine/hours, costing units. Single and serial production as a prerequisite for the transition to the ABC method. Classification of activities and determination of the overhead cost pool. Cost calculation within the framework of the ABC method. Comparative analysis of calculation results within the framework of the traditional and ABC methods. Advantages and disadvantages of both methods. ABC method as a prerequisite for the transition to strategic management by activity (Activity-based management - ABM). Value-adding and distracting (non-value-adding) activities.
<b>Topic 9 Total Quality Management (TQM)</b>	History of the development of the theory and practice of quality management in the works of Russian philosophers and economists: Berdyaev N.A., Vernadsky I.V., Boytsov B.V. The concept of total quality management: the concept of "cost of quality" by Juran D., 14 principles of quality management by Deming W.E. and the grid of maturity and quality management Crosby F. Modern quality standards: ISO9000 and taking into account these quality requirements in Russia. Comparison of paradigms of traditional and integrated approaches to quality management according to the criteria: responsibility, relationships with suppliers, features of the development of a new product, the nature of the formulated goals, the specifics of cost analysis, deviations, the significance of non-financial evaluation criteria. Methodology for accounting for the cost of quality: costs of preventing defects, costs of evaluation, costs of external defects, costs of internal defects. Quality control tools. History of the company's development and the logic of using management accounting systems to support TQM.

<b>Name of discipline</b>	<b>Performance management</b>
<b>Department</b>	Department of Project Management and Quality Management
<b>The purpose of discipline</b>	Students study the fundamental concepts and practical methods of performance management in a modern organization as the basis for the activities of a modern manager.

<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Main macroeconomic factors influencing business efficiency in modern conditions.</b>	Justification of the structure of external and internal factors: macroeconomic, political, demographic, social, technological. Analysis of the mechanisms of influence of factors on business efficiency.
<b>Topic 2 Systematic approach to business performance management: the concept of a performance management system, subsystems, objects and subjects.</b>	Modern concept of business efficiency. Business performance management system: structure (composition and interrelation of subsystems). Building a static and dynamic model of a business performance management system. Analysis of subject-object relations in performance management, highlighting the structure of subjects and objects of the system.
<b>Topic 3 Criteria and main indicators of business performance, factor model for choosing the structure of business performance indicators.</b>	Efficiency criteria: maximizing added value in a business, project, optimizing costs and invested resources. Economic model of performance management, structure of model parameters - performance indicators: cost, market. The concept of the current and future value of the organization, economic profit, return on invested and invested capital in the project. Analysis of information needs for building a system of criteria and indicators for assessing business performance, composition of the main information arrays. External and internal factors that determine the choice of criteria and performance indicators for the project and business as a whole. Principles and methods of quantitative and qualitative analysis of business performance indicators.
<b>Topic 4 Managing sales profitability in business.</b>	The concept of a price chain, its structure and methods for maximizing added value by reducing the total costs of moving a product along the chain. Construction of an organizational and management model for sales performance management. Effective portfolio strategy, sales channel management, diversification, supply chain optimization. Market segmentation by marginal income, search for highly profitable niches. Improving product quality as a method of increasing sales profitability. Key indicators of profitability of sales and their analysis: profitability of brands and individual types of products, profitability of regions and sales channels, revenue growth, market share.
<b>Topic 5 Modern methods of cost efficiency management.</b>	The main types of costs of an organization: variable and fixed, direct and indirect, basic and overhead. Optimization of direct, variable costs through managing the price and quantity of resource consumption. Economic model of cost optimization and its practical modifications: economies of scale, tender technology for price management, optimization of resource delivery. Long-term partnership as a method of reducing costs. Cost rationing, loss reduction. Management of fixed, indirect, overhead costs based on benchmarking. ABC is a method of attributing costs to a project, product, analysis of activities that generate costs.
<b>Topic 6</b>	The concept of the working capital of the organization, its main components. The

<b>Management of the organization's working capital.</b>	structure of the information array according to the composition of working capital elements and methods of their formation and processing. Turnover of inventories, receivables and payables. Dynamics of working capital. Organizational and managerial methods of optimizing working capital using progressive legal forms: consignment and factoring. Optimization models for calculating working capital. Rationing of working capital and its elements during the development and implementation of the project.
<b>Topic 7 Managing the effectiveness of long-term assets.</b>	The concept and structure of long-term (non-current assets of the organization). Analysis of the dynamics of the efficiency of long-term assets. Acquisition cost, book value and cost of ownership of assets. Innovation as the main modern way of performance management. Efficiency of innovative projects and investments. Capital productivity and capital-labor ratio, return on assets. Investment project as a future business asset, main stages of investment and performance management. Internal return on investment, payback periods.
<b>Topic 8 Efficiency management of the organization's financial resources.</b>	Analysis of information and identification of main financial risks in business and project (interest, currency, credit) and management tools. The relationship between the efficiency of using financial resources and the management of corporate working capital. Average cost of capital indicator, calculation model.
<b>Topic 9 The concept of human capital and methods for ensuring its effectiveness.</b>	Corporation personnel as a resource, personnel cost management. The concept of human capital as a key factor in the success of project management. Investing in human capital, talent development. Modern methods of assessing and motivating and managing the performance of corporate personnel. Management of innovative projects based on knowledge theory.
<b>Topic 10 Dynamics of development of business performance management based on the concept of the organization's life cycle.</b>	Analysis of the dynamics of the main elements of the business performance management system at different stages of the organization's life cycle. Generalization of the results and construction of a model of the genesis of the performance management system. Business performance management system as a mechanism for innovative development of the business management system.

<b>Name of discipline</b>	<b>Managerial economics</b>
<b>Department</b>	Department of General Economic Theory and History of Economic Thought
<b>The purpose of mastering the discipline</b>	Familiarization of undergraduates with modern tools used for economic justification of management decisions; consideration of the theoretical foundations of creating a company, carrying out international trading activities and international investment activities; consideration of the main elements of the company's micro and macro environment and their impact on the company's activities; consideration of the main types of market structures and characteristics of a company's behavior in various markets.
<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Features of</b>	Subject of managerial economics. The need for economic justification for management decisions. Principles of managerial economics formulated by G.

<b>the subject of managerial economics.</b>	Mankiw. Analytical and practical components of managerial economics.
<b>Topic 2 Theory of the company.</b>	The concept of a company. The firm in the context of the market-hierarchy dilemma. The need to create a company in the theory of transaction costs by R. Coase. The concept of resources and the concept of knowledge. Review of theories of the firm. The idea of maximizing income and profit in the theory of the firm. Behavioral concepts of the company.
<b>Topic 3 Micro- and macroenvironment of the company.</b>	Elements of the company's microenvironment: suppliers, competitors, clients, intermediaries, contact audiences. Features of the company's macro environment: economic, technological, social, environmental, legal, political components of the macro environment.
<b>Topic 4 Behavior of a company under various market structures.</b>	Condition for maximizing profit. The concept of perfect competition. Conditions of perfect competition. The ability of a firm to remain in or exit a market under perfect competition. Monopoly. Condition for maximizing profit under monopoly. Level of monopolization of the economy. Oligopoly. Oligopolistic reactions. Formation of a cartel. The principle of chasing the leader. Duopoly as a special case of oligopoly.
<b>Topic 5 International trading activities of a company: theories of international trade.</b>	The concept of international trade. Classic theories of international trade. The concept of absolute and comparative advantage. Heckscher-Ohlin theorem. Leontief's paradox. Modern theories of international trade. Problems of firms' participation in international trade operations.
<b>Topic 6 International investment activities of the company: theories of direct investment.</b>	The concept of international investment activity. Direct and portfolio investments. Types of direct investment. Motivation of firms to undertake FDI. Theories of foreign direct investment. Dunning's eclectic approach.
<b>Topic 7 Main indicators of the company's financial performance. Assessing the attractiveness of investment strategies.</b>	The main indicators of the company's financial activities: costs and their structure, revenue, profit, profitability, gross and net profit. Finding the break-even point. Investment projects and methods for assessing their attractiveness.

<b>Name of discipline</b>	<b>Studing practice (research work)</b>
<b>Department</b>	Department of Marketing
<b>The purpose of discipline</b>	Systematization and acquisition of primary professional skills in the field of research and professional activities, the formation of master's students' skills in conducting independent scientific work, researching management problems in the international context and finding their solutions.

<b>STRUCTURE AND CONTENT OF DISCIPLINE</b>	
<b>Topic 1 Preparatory stage.</b>	Drawing up and agreeing on an individual assignment for practice.
<b>Topic 2 Main stage.</b>	Carrying out practice assignments, processing and analyzing the information received, preparing and issuing a report.
<b>Topic 3 Final stage.</b>	Preparation for defense, collection of necessary documents for the report, defense of the practice report.