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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"____" _____ 2022

Head of the
Educational and Methodological Department
_____ /A.B. Maksimov/
"____" _____ 2022

EDUCATIONAL PROGRAM

Field of study

38.03.02 Management

Educational program (profile)

"Business Process Management"

Level of education - bachelor's degree

Qualification (degree): bachelor

Form of study - part-time

Starting year - 2022

Moscow 2022

Approval sheet

Agreed:

Full name	Position / place of work	Signature, date
Arkatov P.A.	Dean of the Faculty of Economics and Management, PhD., Associate Professor	

Developers:

Full name	Position / place of work	Signature, date
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Full name	Position / place of work	Signature, date
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SCROLLABBREVIATIONS

The following abbreviations are used in this educational program:

VO	-	higher education;
OPOP	-	main professional educational program;
z.e.	-	credit unit;
UC	-	universal competence;
GPC	-	general professional competence;
PC	-	professional competence;
IUC	-	indicator of achievement of universal competence;
IGPC	-	indicator of achievement of general professional competence;
IPC	-	indicator of achievement of professional competence;
OTF	-	generalized labor function;
OPD	-	area of professional activity;
PS	-	professional standard;
RPD	-	the work program of the discipline;
FOS	-	fund of appraisal funds;
EIOS	-	electronic information and educational environment;
FGOS VO	-	federal state educational standard of higher education;
GIA	-	state final certification;
CIC	-	library and information center;
EBS	-	electronic library system;
The university	-	federal state autonomous educational institution of higher education "Moscow Polytechnic University".

I. Regulatory support for the implementation of the educational program

The basis for the development of the educational program of the bachelor's degree in the direction of training 38.03.02 Management, profile "Business Process Management" are:

1. Federal State Educational Standard of Higher Education (bachelor's degree) in the field of study 38.03.02 Management, approved by order of the Ministry of Education and Science of the Russian Federation dated 12.08.2020 No. 970.

2. Professional standards:

– 07.007 Process management specialist (Order of the Ministry of Labor of Russia dated April 17, 2018 No. 248n);

– 08.037 Business Analyst (Order of the Ministry of Labor of Russia dated September 25, 2018 No. 592n).

II. General provisions

Target of the undergraduate educational program in the direction of training 38.03.02 Management, profile "Business Process Management" consists in the formation and development of students' personal and professional qualities, which make it possible to ensure the fulfillment of the requirements of the Federal State Educational Standards of Higher Education, taking into account the characteristics of the University's scientific and educational school and the current needs of the labor market in personnel with higher education in accordance with the direction of training.

When developing the undergraduate program, the requirements for the results of its development were formed in the form of universal, general professional and professional competencies of graduates.

Education under the bachelor's program in the direction of training 38.03.02 Management, profile "Business Process Management" is carried out in part-time form.

When implementing the undergraduate program, the University uses e-learning, distance learning technologies. All materials are placed on the platform of the LMS of the Moscow Poly (https://online.mospolytech.ru).

The use of e-learning, distance learning technologies ensures the formation of digital competencies among students.

E-learning, distance learning technologies used in the training of disabled people and persons with disabilities (hereinafter referred to as the disabled and persons with disabilities), provide for the possibility of receiving and transmitting information in forms accessible to them.

Implementation of the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" **using the online form is not carried out**.

Educational activities under the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" is carried out in the state language of the Russian Federation – Russian or English (Order of the Moscow Poly of February 04, 2020 No. 180-OD "On amendments and additions to the Order of August 31, 2017 No. 843-OD "On the introduction of regulatory documents on the organization of educational activities, planning the educational process and educational methodical work at the Moscow Polytechnic University").

Term of education under the bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management" (regardless of the educational technologies used) in part-time education, including vacations provided after passing the state final certification, is 4 years 6 months.

When studying according to an individual curriculum for disabled people and people with disabilities, the period of education can be extended at their request by no more than 1 year.

Scope of the educational program Bachelor's degree in the field of study 38.03.02 Management, profile "Business Process Management" is 240 z.e. regardless of the form of education, the applied educational technologies, the implementation of the undergraduate program according to the individual curriculum.

The volume of the undergraduate program implemented in one academic year is no more than 70 z.e. regardless of the form of study, the educational technologies used, the implementation of the undergraduate program according to an individual curriculum (with the exception of accelerated learning), and with accelerated learning - no more than 80 z.e.

III. Areas, objects and types of tasks of the graduate's professional activity

Areas of professional activity and areas of professional activity in which graduates who have mastered the undergraduate program in the direction of training 38.03.02 Management can carry out professional activities:

01 Education and science (in the areas of: education; scientific research);

08 Finance and Economics (in the areas of: internal and external financial

control and audit; financial consulting; risk management; procurement organization; research and analysis of markets for products, services and technologies; promotion and organization of sales of products, services and technologies; project management; controlling and information and analytical support for management decisions, consulting);

40 Cross-cutting types of professional activity in industry (in the field of scientific research; in the field of control and improvement of technological processes; in the field of labor protection management; in the field of planning, organizing the production of printing products, technical quality control; in the field of design and manufacture of products for the printing industry for mass and individual consumer).

Graduates can carry out professional activities in other areas of professional activity and (or) areas of professional activity, provided that the level of their education and the acquired competencies meet the requirements for the qualification of an employee.

Undergraduate Program in the direction of training 38.03.02 Management, profile "Business Process Management" is focused on the following areas of professional activity (OPD):

07 Administrative, managerial and office activities (in the areas of: administration of diplomatic, economic and other relations of state authorities, business organizations and public organizations of the Russian Federation with representatives of relevant countries and regions of the world; protocol activities; organization of projects and programs of international profile);

08 Finance and Economics (in the areas of: internal and external financial control and audit; financial consulting; risk management; procurement organization; research and analysis of markets for products, services and technologies; promotion and organization of sales of products, services and technologies; project management; controlling and information and analytical support for management decisions, consulting);

Within the framework of mastering the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management", graduates are prepared to solve the following types of professional tasks:

– organizational and managerial.

Undergraduate Program in the field of study 38.03.02 Management, profile "Business Process Management" does not contain information constituting a state secret.

IV. Correlation of professional standards with the Federal State Educational Standard of Higher Education

The list of generalized labor functions and labor functions corresponding to the professional activity of a graduate of the bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management", presented in table 1.

Table 1 - The list of generalized labor functions and labor functions corresponding to the professional activity of a graduate of the bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management"

Code and name of the professional standard	Generalized labor functions			Labor functions		
	the code	Name	skill level	Name	the code	level (sublevel) of qualification
07.007 Process management specialist	A	Regulation of the processes of the organization's divisions or development of administrative regulations of the organization's divisions	6	Gathering information about the process of the organization unit in order to develop the regulations for this process or the administrative regulations of the organization unit	A/01.6	6
				Development and improvement of the procedure for the process of the organization unit or the administrative regulation of the organization unit	A/02.6	6
				Enactment of the procedure of the process of the division of the organization or the administrative regulations of the division of the organization	A/03.6	6
				Control over the implementation of the procedure of the process of the division of the organization or the administrative regulations of the division of the organization	A/04.6	6
	B	Design and implementation of cross-functional processes of the organization or administrative procedures of the organization	6	Development and improvement of the organization's cross-functional process or organization's administrative procedures	B/03.6	6
				The introduction of cross- the functional process of the organization or the administrative	B/04.6	6

				regulations of the organization or their improvement		
08.037 Business analyst	A	Working with stakeholders	5	Stakeholder Identification	A/01.5	5
				Stakeholder Engagement	A/02.5	5
	B	Ensuring change in the organization	5	Preparing for Organizational Change	B/02.5	5
				Monitoring the parameters of changes carried out in the organization	B/03.5	5
				Completion and evaluation of the success of changes in the organization	B/04.5	5
	C	Identification of business problems or business opportunities	5	Gathering information about business problems or business opportunities	C/01.5	5
				Identifying true business problems or business opportunities	C/02.5	5
	D	Rationale for Decisions	6	Formation of possible solutions based on the target indicators developed for them	D/01.6	6
				Analysis, justification and choice of solution	D/02.6	6

V. Structure and scope of the educational program

The structure of the undergraduate program includes the following blocks.

Block 1 "Disciplines (modules)".

Block 2 "Practice".

Block 3 "State final certification".

Table 2 - The structure of the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management"

The structure of the undergraduate program		The volume of the undergraduate program and its blocks in z.e.
Block 1	Disciplines (modules)	216
Block 2	Practice	18
Block 3	State final certification	6
Scope of the undergraduate program		240

Bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management" ensures the implementation of disciplines (modules) in philosophy, history (history of Russia, general history), foreign language, life safety within Block 1 "Disciplines (modules)".

Bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management" provides the implementation of disciplines (modules) in physical culture and sports: in the amount of 2 credits, within the framework of Block 1 "Disciplines (modules)". Disciplines (modules) in physical culture and sports are implemented in the manner prescribed by the University. For disabled people and people with disabilities, the University establishes a special procedure for mastering disciplines (modules) in physical culture and sports, taking into account their state of health.

Block 2 "Practice" includes educational and industrial practices.

Types of educational practice:

– introductory practice.

Types of work experience:

– technological (design and technological) practice;

– undergraduate practice.

Block 3 "State final certification" includes:

– performance and defense of the final qualifying work.

The undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" provides students with the opportunity to master elective disciplines (modules) and optional disciplines (modules). Optional

disciplines (modules) are not included in the volume of the undergraduate program.

Undergraduate Program in the direction of training 38.03.02 Management, the profile "Business Process Management" includes a mandatory part and a part formed by participants in educational relations. The volume of the compulsory part, excluding the volume of the state final certification, is more than 30 percent of the total volume of the undergraduate program.

The University provides disabled people and persons with disabilities (at their request) with the opportunity to study under the bachelor's program, taking into account the peculiarities of their psychophysical development, individual capabilities and, if necessary, providing correction of developmental disorders and social adaptation of these persons.

VI. Planned results of mastering the educational program

As a result of mastering the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management", the graduate should have the following competencies established by the undergraduate program (Tables 3-5).

Table 3 - Universal competencies of graduates and indicators of their achievement

Category of competencies	Code and name of competence	Code and content of the indicator of achievement of competence
Systems and critical thinking	UC-1. Able to search, critically analyze and synthesize information, apply a systematic approach to solve tasks	IUC-1.1. Analyzes the task, highlighting its basic constituents IUC-1.2.Carries out a search, critically evaluates, generalizes, systematizes and ranks the information required to solve the problem IUC-1.3. Considers and offers rational options for solving the task, using a systematic approach, critically assesses their advantages and disadvantages
Development and implementation of projects	UC-2. Able to determine the range of tasks within the framework of the goal and choose the best ways to solve them, based on current legal regulations, available resources and restrictions	IUC-2.1. Formulates a set of tasks within the framework of the project goal, the solution of which ensures its achievement IUC-2.2. Identifies the links between the tasks set, the main components of the project and the expected results of its implementation IUC-2.3. Selects the best methods for planning, distributing areas of responsibility, solving problems, analyzing results, taking into account current legal regulations, available conditions, resources and restrictions, and possibilities for use

Teamwork and Leadership	UC-3. Able to carry out social interaction and realize their role in the team	IUC-3.1. Determines his role in the team, based on the strategy of cooperation to achieve the goal, taking into account the behavior and interests of other team members IUC-3.2. Plans and analyzes the consequences of personal actions, adequately evaluates the ideas and proposals of other participants to achieve the goal in teamwork IUC-3.3. Carries out the exchange of information, knowledge and experience with team members, observing the established norms and rules of social interaction, is personally responsible for his contribution to the result of team work
Communication	UC-4. Able to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign (s) language (s)	IUC-4.1. Takes into account the features of business communication in the state and foreign languages, depending on the characteristics of verbal and non-verbal means of communication IUC-4.2. Able to exchange business information in oral and written forms in the state and foreign languages, taking into account the originality of the style of official and unofficial letters, as well as socio-cultural differences in the format of correspondence IUC-4.3. Performs translation of professional texts from a foreign language into the state language of the Russian Federation and from the state language of the Russian Federation into a foreign language
intercultural interaction	UC-5. Able to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts	IUC-5.1. Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical and philosophical contexts IUC-5.2. Realizes the system of universal values, understands the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings IUC-5.3. Interacts with people in a culturally sensitive manner in order to successfully complete professional tasks and social integration
Self-organization and self-development (including health protection)	UC-6. Able to manage his time, build and implement the trajectory of self-development based on the principles of	IUC-6.1. Uses time management tools and methods when performing specific tasks, projects, and achieving goals IUC-6.2. Determines priorities for own activities, personal development and professional growth IUC-6.3. Demonstrates readiness to build a

	education throughout life	professional career and determine a professional development strategy based on an assessment of the requirements of the labor market, the offers of the educational services market, and taking into account personal capabilities and preferences
	UC-7 Able to maintain the proper level of physical fitness to ensure full-fledged social and professional activities	IUC-7.1. Competently inchooses health-saving methods to maintain a healthy lifestyle, taking into account the physiological characteristics of the body and the conditions for the implementation of professional activities IUC-7.2.Supports an optimal level of physical activity to ensure full social and professional activities IUC-7.3.Complies with the norms of a healthy lifestyle in various life situations and in professional activities
Life safety	UC-8. Able to create and maintain safe living conditions in everyday life and in professional activities to preserve the natural environment, ensure the sustainable development of society, including in the event of a threat and the occurrence of emergencies and military conflicts	IUC-8.1.Analyzes and identifies the factors of harmful influence on the life of the elements of the environment (technical means, technological processes, materials, buildings and structures, natural and social phenomena), as well as dangerous and harmful factors in the framework of the activities carried out IUC-8.2.Understands the importance of maintaining safe working and living conditions, preserving the natural environment to ensure the sustainable development of society, including when there is a threat of dangerous or emergency situations and military conflicts IUC-8.3.Explains the rules of conduct in the event of emergencies of natural and man-made origin and military conflicts, describes ways to participate in recovery activities
Inclusive competence	UC-9. Able to use basic defectological knowledge in social and professional areas	IUC-9.1. Possesses ideas about inclusive competence and features of applying basic defectological knowledge in social and professional spheres IUC-9.2. Shows tolerance towards people with disabilities and people with disabilities IUC-9.3. Applies the principles of non-discriminatory interaction with people with disabilities and disabilities, taking into account their socio-psychological characteristics when communicating in various areas of life
Economic culture,	UC-10. Able to make	IUC-10.1. Understands the basic principles of the functioning of macroeconomics and

including financial literacy	informed economic decisions in various areas of life	economic development, the goals and types of state participation in the economy IUC-10.2. Represents the main patterns of functioning of microeconomics and factors that ensure the rational use of resources and the achievement of effective performance IUC-10.3. Applies methods of economic and financial planning to achieve personal financial goals, uses adequate financial tools for personal budget management, optimizes own financial risks
Civil position	UC-11. Able to form an intolerant attitude towards corrupt behavior	IUC-11.1. Possesses a developed sense of justice and well-formed legal culture, respect for law and law. Knows existing anti-corruption legal norms IUC-11.2. Understands the essence and models of corrupt behavior and forms of its manifestation in various areas of personal and professional activity IUC-11.3. Complies with the rules of social interaction, adequately applies the rules of law and methods for preventing and combating corruption

Table 4 - General professional competencies of graduates and indicators of their achievement

Code and name competencies	Code and content of the indicator of achievement of competence
GPC-1. Able to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory	IGPC-1.1. Knows ways to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory. IGPC-1.2. Able to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory. IGPC-1.3. Has the skills to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory.
GPC-2. Able to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	IGPC-2.1. Knows the methods of collecting, processing and analyzing data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems. IGPC-2.2. Able to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. IGPC-2.3. He has the skills to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems.
GPC-3. Able to develop sound organizational and managerial	IGPC-3.1. Knows the principles of developing sound organizational and managerial decisions, taking into

decisions, taking into account their social significance, promote their implementation in a complex and dynamic environment and evaluate their consequences	account their social significance, promoting their implementation in a complex and dynamic environment and assessing their consequences. IGPC-3.2. Able to develop sound organizational and managerial decisions, taking into account their social significance, to promote their implementation in a complex and dynamic environment and evaluate their consequences. IGPC-3.3. Has the skills to develop sound organizational and managerial decisions, taking into account their social significance, to promote their implementation in a complex and dynamic environment and evaluate their consequences.
GPC-4. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity and organizations	IGPC-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations. IGPC-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations. IGPC-4.3. Possesses skills and methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations.
GPC-5. Able to use modern information technologies and software in solving professional problems, including the management of large data arrays and their intellectual analysis	IGPC-5.1. Knows modern methods of using information technologies and software, including the management of large data sets and their intellectual analysis. IGPC-5.2. Able to use modern information technologies and software in solving professional problems, including the management of large data arrays and their intellectual analysis. IGPC-5.3. He has the skills to use modern information technologies and software tools in solving professional problems, including the management of large data arrays and their intellectual analysis.
GPC-6. Able to understand the principles of modern information technologies and use them to solve the problems of professional activity	IGPC-6.1. Knows the principles of operation of modern information technologies and the methodology of their use to solve the problems of professional activity. IGPC-6.2. Able to apply the principles of modern information technology to solve problems of professional activity. IGPC-6.3. Has the skills to use modern information technologies to solve the problems of professional activity.

Table 5 - Professional competencies of graduates and indicators of their achievement

OPD	Foundation (PS,analysis of the labor market, generalization of experience, consultations with employers)	Code and name of OTF	Codes and namesore functions	Code and name of competence	Code and name of the indicator of achievement of competence
Type of tasks of professional activity: organizational and managerial					
07 Administration and office activities	07.007 Process management specialist	Regulation of the processes of the organization's divisions or development of administrative regulations of the organization's divisions	Gathering information about the process of the organization unit in order to develop the regulations for this process or the administrative regulations of the organization unit	**PC-1**Able to regulate the processes of organizational units or develop administrative regulations for organizational units	**IPC-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and administrative regulations; the basics of implementing changes; basics of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the reliability of the information collected; methods for analyzing the collected information; rules for preparing reports, conclusions on the results of control; methods for evaluating the effectiveness of processes or administrative procedures.
			Development and improvement of the procedure for the process of the organization unit or the administrative regulation of the organization unit		
			Enactment of the procedure of the process of the division of the organization or the		

			administrative regulations of the division of the organization		**IPC-1.2.**Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings, inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory and methodological documents; develop schemes of processes or administrative regulations; evaluate the resources needed to put in place process or administrative procedures or proposals to improve their effectiveness; develop, coordinate and approve action plans, evaluate the achievement of results, develop corrective actions to achieve plans; provide advice to employees of the organization; select control points that allow assessing the degree of compliance with the regulations and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and
			Control over the implementation of the procedure of the process of the division of the organization or the administrative regulations of the division of the organization		

					administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures. **IPC-1.3.**Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in the process of a division of an organization or the administrative regulations of a division of an organization; clarification of the resources used, Russian and international legislation, local regulations, reporting documents, necessary to carry out the process of the organizational unit or the administrative regulations of the organizational unit; identification of responsible employees of the unit for each work in the process of the unit of the organization or the administrative regulations of the unit of the organization; collecting information about the current planning and reporting system for the work of the process of the organization's unit or the administrative regulations of the organization's unit; collecting information on the progress and results of the process of the organizational unit or

					the administrative regulations of the organizational unit; registration of the results of information collection; systematization of the collected information about the process of the division of the organization or the administrative regulations of the division of the organization; development of the procedure for the process of the organization's subdivision or the administrative regulation of the organization's subdivision and regulatory documents (instructions, regulations); development of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; development of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; planning activities to put into effect the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; evaluating the effectiveness of measures to put into effect the regulation of the process of the organization's subdivision or the administrative regulation of the organization's subdivision; determination of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria

					established for the control; evaluating the effectiveness of the process of the organizational unit or the administrative regulations of the organizational unit; development of recommendations to improve the efficiency of the processes of the organizational unit or administrative regulations of the organizational unit; registration of the results of monitoring the implementation of the process regulations of the organization's subdivision or the administrative regulations of the organization's subdivision.
		Design and implementation of cross-functional processes of the organization or administrative procedures of the organization	Development and improvement of the organization's cross-functional process or organization's administrative procedures	**PC-2.**Able to design and implement cross-functional processes of an organization	**IPC-2.1.**Knows methods of designing functional role models; methods of structural decomposition of cross-functional processes and administrative regulations; principles and methods for measuring and analyzing performance indicators of cross-functional processes and administrative regulations; principles and methods for translating the organization's goals into indicators of cross-functional processes and administrative regulations; methods and techniques of process optimization; principles and rules for working with documents and with regulatory and methodological documentation; specialized software for process control; basics of operational management; fundamentals of economics, cost accounting and performance evaluation; theory of process management; principles of integration of corporate information systems; basics of project management; principles and methods of change management; **IPC-2.2.**Able to aggregate, structure and generalize information; develop local regulations in the field of managing cross-functional processes; use specialized software for process management; control the compliance of the developed documents with regulatory and methodological documentation; measure the effectiveness of a cross-functional process or administrative procedure; identify the potential for improving the efficiency of a cross-
			Implementation or improvement of an organization's cross-functional process or organization's policies		

					functional process or administrative procedure; formulate and justify proposals to improve the efficiency of cross-functional processes or administrative regulations; communicate, hold workshops, find consensus; evaluate the resources needed to improve a cross-functional process or administrative procedure; evaluate the risks of the chosen decisions; develop requirements for integration with corporate information systems; prepare and conduct presentations; develop and present action plans, evaluate the achievement of results, develop corrective actions to achieve plans; manage change implementation projects; plan and conduct staff training; evaluate the actual effectiveness of the implementation or improvement project. **IPC-2.3.**Has the skills to systematize the collected information about the cross-functional process of the organization or the administrative regulations of the organization; documenting the cross-functional process of the organization or developing the administrative regulations of the organization in accordance with the requirements of regulatory and methodological documentation; development of an executable cross-functional process of the organization or administrative regulations of the organization using specialized software for process management; development of control points that allow assessing the degree of implementation of the regulations, and methods for measuring the effectiveness of the organization's cross-functional process or the organization's administrative regulations; development of proposals to improve the efficiency of the cross-functional process of the organization or the administrative regulations of the organization; registration of the results of the development or refinement of the cross-functional process of the organization or the administrative regulations of the organization; planning the implementation of a cross-functional process of the

					organization or the administrative regulations of the organization or its improvement; implementation of a cross-functional process of the organization or administrative regulations of the organization or its improvement; evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-functional process of the organization or the administrative regulations of the organization. registration of the results of the development or refinement of the cross-functional process of the organization or the administrative regulations of the organization; planning the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; implementation of a cross-functional process of the organization or administrative regulations of the organization or its improvement; evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-functional process of the organization or the administrative regulations of the organization. registration of the results of the development or refinement of the cross-functional process of the organization or the administrative regulations of the organization; planning the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; implementation of a cross-functional process of the organization or administrative regulations of the organization or its improvement; evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-

					functional process of the organization or the administrative regulations of the organization. planning the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; implementation of a cross-functional process of the organization or administrative regulations of the organization or its improvement; evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-functional process of the organization or the administrative regulations of the organization. planning the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; implementation of a cross-functional process of the organization or administrative regulations of the organization or its improvement; evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-functional process of the organization or the administrative regulations of the organization. evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-functional process of the organization or the administrative regulations of the organization. evaluating the effectiveness of the implementation of a cross-functional process of the organization or the administrative regulations of the organization or its improvement; instructing personnel on the implemented or improved cross-functional process of the organization or the administrative regulations of the organization.

08 Finance and Economics	08.037 Business analyst	Working with stakeholders	Stakeholder Identification Stakeholder Engagement	**PC-3.** Capable of identifying stakeholders and engaging with them	**IPC-3.1.**Knows stakeholder theory; theory of interpersonal and group communication in business interaction; conflict theory; visual modeling languages; theory of risk management; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; organization planning methods. **IPC-3.2.**Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; analyze the quality of business analysis information in terms of selected criteria; to analyze the subject area; perform functional decomposition of works; to model the scope and boundaries of work; present business intelligence information in a variety of ways and formats for discussion with stakeholders; explain the need for business analysis work. **IPC-3.3.**Owns methods of analyzing the context, organizational structure, business processes in order to identify stakeholders; collecting and registering information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analysis and classification of stakeholders; developing stakeholder engagement and collaboration strategies; developing stakeholder engagement plans; preparing stakeholders for

					cooperation (clarification, training); stakeholder engagement and stakeholder monitoring; management of risks caused by interaction with stakeholders.
		Ensuring change in the organization	Preparing for Organizational Change Monitoring the parameters of changes carried out in the organization Completion and evaluation of the success of changes in the organization	**PC-4.**Capable of preparing for implementation, monitoring parameters and evaluating the success of changes in the organization	**IPC-4.1.**Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions. **IPC-4.2.**Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the readiness of the organization to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; analyze the activities of the

					organization; to model the scope and boundaries of work; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria.

					IPC-4.3. Have the skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution.
		Identification of business problems or business opportunities	Gathering information about business problems or business opportunities Identifying true business problems or business opportunities	**PC-5.**Capable of gathering information about business problems and identifying business opportunities in the organization	**IPC-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; theory of risk management; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis. **IPC-5.2.**Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions, affecting the activities of the

					organization; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; formalize stakeholder requirements in accordance with the chosen approaches; classify the requirements of interested parties in accordance with the chosen approaches; model the requirements of interested parties in accordance with the chosen approaches; document the requirements of interested parties in accordance with the chosen approaches to requirements registration; determine stakeholder requirement attributes and their meanings in accordance with the chosen approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; to analyze the subject area; perform functional decomposition of works; to model the scope and boundaries of work; identify and categorize business problems or business opportunities; present identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. **IPC-5.3.**Has the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators of decisions.
		Rationale for Decisions	Formation of possible solutions based on the target indicators developed for them Analysis, justification and choice of solution	**PC-6.**Able to form possible solutions based on the target indicators developed for them, as well as to analyze, justify and select solutions	**IPC-6.1.**Knows visual modeling languages; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods of collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis.

					IPC-6.2. Able to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; to model the scope and boundaries of work; to plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques. **IPC-6.3.**Has the skills to identify, collect and analyze business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions in terms of achieving target indicators of decisions; assessment of the resources needed to implement the solutions; evaluating the effectiveness of each solution option as a ratio between the expected level of resource use and the expected value; choosing a solution for implementation as part of a group of experts.

The professional competencies established by the undergraduate program are formed on the basis of professional standards and an analysis of the requirements for professional competencies imposed on graduates in the labor market.

The totality of competencies established by the undergraduate program provides the graduate with the ability to carry out professional activities in at least one area of professional activity and field of professional activity and the ability to solve tasks of professional activity of at least one type.

The set of planned learning outcomes in disciplines (modules) and practices ensures the formation of all the competencies established by the bachelor's program in the graduate.

VII. Methodological support for the implementation of the program

The curriculum determines the list and sequence of mastering disciplines, practices, intermediate and state final certification, their labor intensity in credit units and academic hours, the distribution of contact work of students with the teacher (including lectures, practical, laboratory types of classes, consultations) and independent work of students.

The curriculum and study schedule, which determines the terms and periods for the implementation of types of educational activities and vacation periods, are presented in Appendix 1.

The matrix of compliance of competencies with the disciplines of the curriculum is presented in Appendix 2.

The work programs of the disciplines are presented in Appendix 3. The practice programs are presented in Appendix 4.

To conduct the state final certification, a Program for the implementation and defense of the final qualification work has been developed (Appendix 5).

Evaluation tools are presented in the form of a fund of evaluation tools for intermediate certification of students and for the state final certification. The fund of assessment tools for conducting intermediate certification of students in a discipline (module) or practice is part of the corresponding work program of the discipline (module) or practice program. The fund of evaluation funds for the state final certification is part of the Program for the implementation and defense of the final qualification work.

VIII. Conditions for the implementation of the undergraduate program

1. Fulfillment of system-wide requirements for program implementation

The University legally has the material and technical support of educational activities (premises and equipment) for the implementation of the undergraduate program in the direction of training 38.03.02 Management, profile "Business Process Management" in Block 1 "Disciplines (modules)" and Block 3 "State final certification" in accordance with the curriculum.

Each student during the entire period of study is provided with individual unlimited access to the electronic information and educational environment of the University, which includes several electronic library systems (electronic libraries), from any point where there is access to the information and telecommunication network "Internet" (hereinafter - the network "Internet"), both on the territory of the University and outside it.

The electronic information and educational environment of the University provides:

- access to curricula, work programs of disciplines (modules), practices, electronic educational publications and electronic educational resources specified in the work programs of disciplines (modules), practice programs;
- the formation of an electronic portfolio of the student, including the preservation of his works and marks for these works.

In the case of the implementation of the undergraduate program in the field of study 38.03.02 Management, the profile "Business Process Management" using e-learning, distance learning technologies, the University EIOS additionally provides:

– fixing the course of the educational process, the results of intermediate certification and the results of mastering the undergraduate program;

– conducting training sessions, procedures for assessing learning outcomes, the implementation of which is provided for using e-learning, distance learning technologies;

– interaction between participants in the educational process, including synchronous and (or) asynchronous interaction via the Internet.

The functioning of the EIOS is ensured by the appropriate means of information and communication technologies and the qualifications of the employees using and supporting it. The functioning of the electronic information and educational environment complies with the legislation of the Russian Federation.

2. Fulfillment of the requirements for the material, technical and educational and methodological support of the program

Premises for the implementation of the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" are classrooms for conducting training sessions, equipped with equipment and teaching aids, the composition of which is defined in the work programs of disciplines (modules).

Premises for independent work of students are equipped with computers with the ability to connect to the Internet and provide access to the electronic information and educational environment of the University.

Information on the logistics of the undergraduate program in the direction of study 38.03.02 Management, profile "Business Process Management" is presented in Appendix 6.

Students are provided with access (remote access) to modern professional databases and information reference systems, the composition of which is defined in the work programs of disciplines (modules).

Students from among the disabled and persons with disabilities are provided with printed and (or) electronic educational resources in forms adapted to the limitations of their health.

3. Compliance with the requirements for personnel conditions for the implementation of the program

The implementation of the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" is provided by the teaching staff of the University, as well as persons involved by the University in the implementation of the program on other conditions.

The qualifications of the teaching staff of the University meet the qualification requirements specified in the qualification reference books and (or) professional standards (if any).

At least 70 percent of the number of teaching staff of the University involved in the implementation of the program, and persons involved by the University in the implementation of the program on other conditions (based on the number of positions to be replaced, reduced to integer values), conduct scientific, educational and methodological and (or) practical work corresponding to the profile of the taught discipline (module).

At least 5 percent of the number of teaching staff of the University involved in the implementation of the program, and persons involved by the University in the implementation of the program on other terms (based on the number of positions to be replaced, reduced to integer values), are managers and (or) employees of other organizations engaged in labor activities in a professional field

corresponding to the professional activity for which graduates are preparing (they have at least 3 years of work experience in this professional field).

At least 60 percent of the number of teaching staff of the University and persons involved in the educational activities of the University on other terms (based on the number of replacement positions reduced to integer values) have an academic degree (including a scientific degree obtained in a foreign country and recognized in the Russian Federation). Federation) and (or) an academic title (including an academic title obtained in a foreign state and recognized in the Russian Federation).

Program staffing information presented in Annex 7.

4. Fulfillment of the requirements for the financial conditions for the implementation of the program

Financial support for the implementation of the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" is carried out in an amount not lower than the values of the basic cost standards for the provision of public services for the implementation of educational programs of higher education - bachelor's programs and the values of adjustment factors to the basic cost standards determined by the Ministry of Science and Higher Education of the Russian Federation.

5. Fulfillment of the requirements for the applied mechanisms for assessing the quality of educational activities and training students under the program

The quality of educational activities and training of students in the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" determined within the framework of the internal evaluation system, as well as the external evaluation system, in which the University participates on a voluntary basis.

In order to improve the undergraduate program, the University conducts a regular internal assessment of the quality of educational activities and prepares students for the undergraduate program in the field of study 38.03.02 Management, profile "Business Process Management" attracts employers and (or) their associations, other legal entities and (or) individuals, including teaching staff of the University.

Within the framework of the internal system for assessing the quality of educational activities in the undergraduate program in the direction of study 38.03.02 Management, profile "Business Process Management", students are given

the opportunity to assess the conditions, content, organization and quality of the educational process as a whole and individual disciplines (modules) and practices.

External quality assessment of educational activities under the bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management" within the framework of the state accreditation procedure is carried out in order to confirm the compliance of educational activities under the bachelor's program with the requirements of the Federal State Educational Standard of HE.

External assessment of the quality of educational activities and training of students in the bachelor's program in the field of study 38.03.02 Management, profile "Business Process Management" is carried out within the framework of professional and public accreditation conducted by employers, their associations, as well as organizations authorized by them, including foreign ones organizations, or authorized national professional and public organizations that are part of international structures, in order to recognize the quality and level of training of graduates that meet the requirements of professional standards (if any), the requirements of the labor market for specialists of the relevant profile.

IX. Features of the organization of the educational process for the disabled and persons with disabilities

The Bachelor's educational program in the field of study 38.03.02 Management, profile "Business Process Management" provides for the implementation of an organizational model of inclusive education - ensuring equal access to education for all students, taking into account the diversity of special educational needs and individual opportunities.

The University provides (if necessary and if there is a relevant application from a person recognized as disabled or with disabilities) the development of individual curricula and individual training schedules (both with a set period for mastering the OPOP, and with an increase in the period for mastering the OPOP). The term for obtaining higher education when mastering the educational program of the bachelor's degree in the direction of training 38.03.02 Management, profile "Business Process Management" according to the individual curriculum for the disabled and persons with disabilities can be increased, if necessary, but not more than by one year. The decision to extend the term of study is made on the basis of a personal application of the student.

When drawing up an individual training schedule, various options for conducting classes can be provided:

- in an academic group or individually;
- at home using e-learning and distance learning technologies (DOT).

The choice of teaching methods in the preparation of an individual schedule is based on their accessibility for people with disabilities and people with disabilities. In the educational process, socially active and reflective teaching methods, technologies of sociocultural rehabilitation can be used to assist in establishing full-fledged interpersonal relationships with other students, creating a comfortable psychological climate in the student group.

When carrying out current control, intermediate and final certification, the features of the nosology of people with disabilities and persons with disabilities are taken into account (including the conduct of control measures in a remote format, if necessary and if there is a corresponding application from the student).

The University provides disabled people and persons with disabilities with special material and technical training aids (including special software) if students have the appropriate nosologies and receive their applications for the need to provide special material and technical training aids.

The University provides disabled people and people with disabilities with printed and electronic educational resources in forms adapted to the limitations of their health, if students have the appropriate nosologies and receive their applications for the need to provide specialized electronic educational resources.

The EBS used at the University make it possible to implement the following opportunities for inclusive education:

– ELS "University Library Online" has a special version for use by visually impaired students;

– The EBS of the Lan publishing house is equipped with a speech synthesizer to ensure the possibility of its use by blind students.

Mastering the disciplines "Physical culture and sports" and "Elective disciplines in physical culture and sports" within the framework of the educational program of the bachelor's degree in the direction of training 38.03.02 Management, profile "Business process management" by students with disabilities and persons with disabilities is carried out in accordance with the recommendations institutions of medical and social expertise on the basis of adherence to the principles of health saving and adaptive physical culture. Depending on the nosology of the student and the degree of disability in accordance with the recommendations of the medical and social expertise service or the psychological, medical and pedagogical commission, classes for students with disabilities can be organized in the following types:

– mobile classes of adaptive physical culture in sports, gyms or outdoors;

– classes in board, intellectual sports;

– lectures on the subject of health saving.

The form of intermediate and state final certification for students with disabilities and persons with disabilities is established taking into account individual psychophysical characteristics (orally, in writing on paper, in writing on a computer, in the form of testing, etc.).

For graduates from among the disabled and persons with disabilities, the state final certification is carried out by the University, taking into account the characteristics of the psychophysical development, individual capabilities and health status of such graduates. When disabled people and persons with disabilities apply to the chairman of the state examination commission, they are given additional time to prepare a response.

When conducting the GIA, the chairman of the state examination commission ensures compliance with the following general requirements:

– conducting a GIA for people with disabilities in the same classroom together with graduates who do not have disabilities, if this does not create difficulties for graduates when passing the GIA;

– the presence in the audience of an assistant (at the request of the graduate) who provides the necessary technical assistance to the graduate, taking into account his individual characteristics (take a seat in the audience, read a report, move around, communicate with members of the state examination committee);

– the use of graduates with the technical means they need when passing the GIA, taking into account their individual characteristics;

– ensuring the possibility of unhindered access for graduates with disabilities and those with disabilities in the classroom, toilet and other premises, as well as their stay in these premises.

Disabled graduates or their legal representatives at least one month prior to the start of the State Examination submit an application to the University management about the need to create special conditions for them during the State Examination.