Документ подписан простой электронной подписью
Информация о владельце:
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Должность: директор департамента по образовательной политике
Дата подписания: 18.09.2025 18:16:23
Уникальный программный ключ:
8db180d1a3f02ac9e60521a5672742735c18b1d6

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
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"27" февраля 2025

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"27" февраля 2025

WORKING PROGRAM OF THE DISCIPLINE

"International management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2025

Developer(s):

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Agreed:
Head of the Department of Management,
Ph.D., Associate Professor  /E.E.Alenina/

Content

1. Goals, objectives and planned learning outcomes in the discipline 3
2. Place of discipline in the structure of the educational program.....……..4
3. Structure and content of the discipline 5
   3.1. Types of educational work and labor intensity 5
   3.2. Thematic plan for studying the discipline..... 5
   3.3. Contents of the discipline..... 8
   3.4. Topics of seminars/practical and laboratory classes 10
4. Educational, methodological and information support..... 11
   4.1. Regulatory documents and GOSTs..... 11
   4.2. Main literature..... 12
   4.3. additional literature 12
   4.4. Electronic educational resources..... 12
   4.5. Licensed and freely distributed software 12
   4.6. Modern professional databases and information reference systems ……12
5. Logistics security..... 12
6. Guidelines 13
   6.1. Methodological recommendations for teachers on organizing training..... 13
   6.2. Guidelines for students on mastering the discipline 13
7. Appraisal Fund..... 16
   7.1. Methods for monitoring and assessing learning outcomes 16
   7.2. Scale and criteria for assessing learning outcomes..... 18
   7.3. Evaluation tools 23

1. Goals, objectives and planned learning outcomes in the discipline.

The discipline “International Management” is aimed at students receiving higher education, aimed at obtaining the competence necessary to perform a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and for its structural divisions, acquiring the “Manager” qualification.

Course objectives:

- To generate knowledge in the field of technologies for assessing the economic and social conditions of entrepreneurial activity, identifying new opportunities and forming new business models.
- To develop skills for coordinating business activities in order to ensure consistency in the implementation of the business plan by all participants.

Course objectives:

- To develop in students the ability to analyze the relationships between functional strategies of companies in order to prepare balanced management decisions.
- to develop the ability to analyze organizational and economic problems in order to stimulate production and increase sales volumes, improve the quality and competitiveness of manufactured goods and services, economical and efficient use of material, financial and labor resources.

A list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the professional training program.

As a result of development of the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage in the formation of relevant competencies:

Code and name of competence	Code and content of the competency achievement indicator
OPK - 4. Is able to identify and evaluate new market opportunities, develop business plans for the creation and development of new activities and organizations	IOPK-4.1. Knows methods for identifying and assessing new market opportunities, developing business plans for creating and developing new areas of activity for organizations. IOPK-4.2.Is able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations.

UK-5. Is able to perceive intercultural diversity of society in socio-historical, ethical and philosophical contexts	IUK-5.1 atliyano-niosvtyorhichensakporma, welteinchiyskodmeiyatelnosti ofriglaonsiozfatskioym. Contexts* IUK-5.2. Understands the system of universal human values, understands the importance for the development of civilizations of the historical heritage and sociocultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings IUK-5.3. Interacts with people taking into account sociocultural characteristics in order to successfully perform professional tasks and social integration

2. Place of discipline in the structure of the educational program

The discipline “International Management” is one of the disciplines of the part formed by participants in educational relations (B.1.18) of the undergraduate educational program.

The discipline “International Management” is logically, substantively and methodologically interconnected with the following EP disciplines:

- "Organization Life Cycle Management"
- "Cross-cultural management"
- “Methods of making management decisions”

3. Structure and content of the discipline.

The total complexity of the discipline is three credit units, i.e. 108 academic hours (of which 36 hours are independent work of students).

3.1.1. Part-time education

No.	Type of educational work	Number of hours	Semesters	
			4	-
1	**Auditory lessons**	**36**	**36**	-
	Including:			-
1.1	Lectures	18	18	-
1.2	Seminars/practical sessions	18	18	-
1.3	Laboratory exercises	-	-	-
2	**Independent work**	**72**	**72**	-
3	**Interim certification**	**-**	**-**	-
	Test/differential test/exam	**exam**	**exam**	-
	Total	**108**	**108**	

3.2. Thematic plan for studying the discipline

(According to forms of study)

3.2.2 Part-time and part-time education

Sections/topics of the discipline	Labor intensity, hour					
		Classroom work				
	Total	Lecture	Seminars /practical classes	Laboratory classes	Practical preparation	Independent work
Introductory lecture Introduction to the course "International Management	6	1	1			4
Topic 2 The role of international companies in the modern world	6	1	1			4
Topic 3 Organizational building of international companies	6	1	1			4
Topic 4 Planning and control of activities international company	6	1	1			4
Topic 5 International MNC strategies	6	1	1			4
Topic 6 Mergers and takeovers companies	6	1	1			4
Topic 7 Strategic Alliances	6	1	1			4
Topic 8 Companies of the future	6	1	1			4
Topic 9 Corporate culture in MNCs	6	1	1			4
Topic 10 International organizations	6	1	1			4
Topic 11 International and state regulation foreign economic activity (FEA)	6	1	1			4
Topic 12 International marketing: general overview	6	1	1			4
Topic 13 Internal and International marketing: common features and differences.	6	1	1			4
Topic 14. International environment marketing	6	1	1			4
Topic 15 International marketing research	6	1	1			4
Topic 16. Market selection and foreign entry strategies market	6	1	1			4
Topic 17 International pricing policy	6	1	1			4
Topic 18 International Marketing communications	6	1	1			4
Total hours	108	18	18			72

3.3. Contents of the discipline

Topic 1. Introductory lecture. Introduction to the course "International Management"

Basic concepts and role of international management. Prerequisites for international management. Export management. Specifics of international management.

Topic 2. The role of international companies in the modern world

The concept of international business. Stages of international business development. Main features of international business. Types of international business. Motivation for international business. International companies and their role in the process of globalization. Features of international business

Topic 3. Organizational building of international companies

Organizational forms of international companies. The main structural elements of international companies. Levels of management in international companies

Topic 4. Planning and control of the activities of an international company.

Planning the activities of an international company. Strategic planning in an international company. Organization of the planning process. Features of the implementation of the control function in international companies.

Topic 5. International strategies of MNCs

International business of the firm and its competitive advantages. Basic models for MNCs entering international markets. Basic strategies for foreign direct investment

Topic 6. Mergers and acquisitions of companies

The essence and history of mergers and acquisitions. Classification of mergers and acquisitions. Motives for merging companies

Topic 7. Strategic alliances

Strategic alliances as a promising form of company integration. Purposes of creating alliances. Organizational aspects of building strategic alliances. Classification of strategic alliances

Topic 8. Companies of the future

Transformation of management in companies. Horizontal companies. Network companies. Advantages and disadvantages of network companies

Topic 9. Corporate culture in MNCs

The role of corporate culture in MNEs. Functions of corporate culture. Variables of cross-cultural issues in international business

Topic 10. International organizations

The concept of international organizations. United Nations (UN). International Monetary Fund (IMF). International Bank for Reconstruction and Development

(IBRD). Organization for Security and Cooperation in Europe (OSCE). North Atlantic Treaty Organization (NATO). European Union (EU). Council of Europe

Topic 11. International and state regulation of foreign economic activity (FEA)

Management of foreign economic activity: essence, functions and specifics. Goals and objectives of state regulation of foreign economic activity in the Russian Federation. Bodies of state and non-state regulation and management of foreign economic activity/

Topic 12. International marketing: general overview

International marketing: content, concepts and essence.

Topic 13. Domestic and international marketing: common features and differences.

Domestic and international marketing: common features and differences. Internationalization of the world economy and new priorities of international marketing.

Topic 14. International marketing environment

International economic environment. Socio-cultural environment of international marketing. International political and legal environment.

Topic 15. International marketing research

Features and goals of international marketing research. Typology of international market research. Stages of the international marketing research process.

Topic 16. Market selection and strategies for entering foreign markets

Approach to choosing a foreign market. Analysis of foreign markets. Strategies for entering foreign markets.

Topic 17. International pricing policy

Systematization species world prices Principles definitions foreign trade prices. Pricing strategy that matches the market.

Topic 18. International marketing communications

Advertising policy in world markets. Direct methods of international marketing communications. Organization of product distribution by a company operating in foreign markets.

Summary (brief summary of the project, overview section). Description of the enterprise and industry. Description of the products (services) offered. Marketing plan. Production plan. Organizational plan. Investment plan (capital investment plan). 9. Financial plan.

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3.4. Topics of seminars/practical and laboratory classes

Seminar 1. Cross-cultural management: modern trends and current problems.

Interethnic tensions and managing cultural differences. The need to study cross-cultural management. Its subject, goals, methods and objectives. Main directions and current problems. Studying interethnic relations and identifying possible sources of interethnic tension. Individual differences as the basis of intergroup conflicts. Cross-cultural shock and ways to overcome it.

Issues for discussion:

1. International management as an academic discipline: its subject, object and objectives. The need for study.

2. Main directions and current problems of cross-cultural management.

Seminar 2. Managing intercultural differences. Specifics of professional activity and training of managers working in situations of intercultural interaction. Global business: interpenetration and synergy of cultures.

Issues for discussion:

1. Cross-cultural shock and ways to overcome it.

2. Global business: interpenetration and synergy of cultures.

Seminar 3. The concept of business culture in the international system of coordinates Problems of adequate definition and "measurement". The concept of business culture, its elements. Levels of culture: global, cluster, national, corporate. Their interaction.

Issues for discussion:

1. The concept of business culture, its elements and levels

2. Value systems in national cultures.

Seminar 4. Heterogeneity of cultural space: dominant culture, subcultures and countercultures. The power of culture and its determining factors. Differences in approaches to the study of culture: cultural universals and value systems depending on nationality and personality type (D. Murdoch, J. Rokeach, Allport, Vernon, Lindzey).

Issues for discussion:

1. Beliefs as a basis for cross-cultural comparisons

2. Parameters of influence on business culture: business environment factors

Seminar 5. Value system as a determinant of behavior. Beliefs and values orientation How the basis cross-cultural comparisons(S. Yoshimuri, W. Neumann). Classification and ranking of business cultures by type of value orientations. Cultural contrasts in value systems of nations (using the example of American, Japanese and Arab cultures).

Issues for discussion:

1. Cultural contrasts in the American cultural system.

2. Cultural contrasts in the Japanese cultural system.

3. Cultural contrasts in the Arab cultural system

Seminar 6. Cultural differences and ethics. Parameters of influence on business culture: factors of the business environment (system approach according to J. Miller) and the national-ethnic factor in business cultures. The concept, essence and functions of stereotypes. Ethnic stereotyping. The phenomenon of ethnocentrism. Stereotyping and increasing the effectiveness of interethnic interaction.

Issues for discussion:

1. Cultural differences and ethics

2.Ethnic stereotyping.

3. The phenomenon of ethnocentrism.

Seminar 7. Parameters of national business culture and the criterial base for international comparisons Variables of national culture and their comparative analysis in business cultures of different countries. Factors influencing the formation of national culture. Social orientations and their influence on the differences in national cultures (G. Lane, J. Distefano). Basic criteria for intercultural differences (G. Hofstede, F. Trompenaars).

Issues for discussion:

1. Variables of national culture and their comparative analysis in business cultures of different countries

2. Basic criteria for intercultural differences according to G. Hofstede. 3.Theory "Z" according to U. Ouchi 4. Basic criteria of intercultural differences according to F. Trompenaars Seminar 8 Problems and opportunities for synergy of national cultures (theory "Z" according to U. Ouchi). Taking into account national stereotypes in the activities of international manager Classification variables nationalculture. Impact of nation culture on an organization. Cultural -educational programs of individual countries. Criteria base of international comparisons. Issues for discussion:

5.Cultural Educational program of the country

6.Taking into account national stereotypes in the activities of an international manager.

Seminar 9. Cross-cultural communication and negotiation skills in an international context Communication and interpersonal relations. Verbal and nonverbal communications and their characteristics in different countries.

Issues for discussion:

1. High and low context cultures.

2. Verbal and non-verbal communications and their features in different countries.

Seminar 10. Dependence of communication on the national and cultural context. Ethnic foundations and relationships between language, thinking and culture. The role of language in interethnic communication. High and low context cultures. Business culture variables and their impact on communication. Cultural noise. International communications training and management.

Issues for discussion:

1. Ethnic symbols and "gift conflicts" in intercultural interaction. Conditions for effective intercultural communication.

Seminar 11. The influence of culture on the negotiation process. Organization of preparation and conduct of negotiations, taking into account behavioral characteristics in business cultures of different countries. Comparison of negotiation styles. Management of the negotiation process. Developing cultural sensitivity. National and cultural correctness.

Issues for discussion:

1. Conditions for effective intercultural communication.

2. The influence of culture on the negotiation process.

3. Negotiation models.

Seminar 12. Interaction of national and corporate cultures. Models of corporate cultures in a comparative context National culture and organizational management. Organizational and national culture. Strategy, structure and culture of the organization.

Issues for discussion:

1. National and corporate cultures: interdependence and interaction

2. Classification criteria of corporate cultures

Seminar 13. National and corporate cultures: interdependence and interaction. Classification criteria of corporate cultures. Egalitarian and hierarchical cultures. Models of corporate cultures, their characteristic features and comparative analysis.

Issues for discussion:

1. Level, type of economic development and model of corporate culture: problems of demand and compliance.

2. Comparative analysis of corporate culture models

Seminar 14. Motivation and leadership styles in different countries. The importance of work in different business cultures. Factors influencing attitudes towards work, national characteristics. Cross-cultural comparisons of motivation patterns in different countries. Motivating a culturally diverse workforce. National specifics of promotion, training and retraining of personnel.

Issues for discussion:

1. The importance of work in different business cultures.

2. Factors influencing attitudes towards work, national characteristics.

3.Cross-cultural comparisons of motivation patterns in different countries. Seminar 15. Characteristics of national leadership styles. Western and Eastern variants of the organization of power. Differences in perceptions of status and leadership. Factors affecting leadership effectiveness in various cultures.

Issues for discussion:

1. National models of leadership.

2. Differences in perceptions of status and leadership.

3. Factors influencing leadership effectiveness across cultures.

Seminar 16. Human resource management in an international context. Interstate differences in human resource management: classification of problems. The impact of cross-country differences on human resource management: Institutional, cultural, economic and labor cost factors.

Issues for discussion:

1. Interstate differences in human resource management: a classification of problems.

2. The impact of cross-country differences on human resource management.

Seminar 17. Practical approaches to recruitment, selection, promotion and training of personnel in an international company. Compensation policy.

Issues for discussion:

1. Recognizing the value of difference and managing a diverse workforce.
2. Developing the skills necessary for successful intercultural interaction.

Seminar 18. Cultural sensitivity and cross-culturalcompetence.

Issues for discussion:

Issues for discussion:

1. Practiced approaches to recruitment, selection, promotion and training of personnel in an international company. Compensation policy.
2. Recognizing the value of difference and managing a diverse workforce.
3. Cultural sensitivity and cross-cultural competence

4. Educational, methodological and information support

4.1 Main literature

1. Myasoedov, S.P. International management: a textbook for universities / S.P. Myasoedov, L.G. Borisova. — 3rd ed. — Moscow: Yurayt Publishing House, 2022. - 314 p. - (Higher education). — ISBN 978-5-534-02314-5. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/489087

4.2 Additional literature:

1. Theory of intercultural communication: textbook and workshop for universities / Yu. V. Taratukhina [et al.]; edited by Yu. V. Taratukhina, S. N. Bezus. - Moscow: Yurayt Publishing House, 2022. - 265 p. - (Higher education). — ISBN 978-5-534-00365-9. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/489699

4.3. Electronic educational resources:

An electronic educational resource on the discipline is under development.

4.4. Licensed and free distributed softwaresecurity.

Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.5. Modern professional bases data and information help systems

1. http://www.gov.ru Server of government authorities of the Russian Federation.
2. http://www.mos.ru Official server of the Moscow Government.
3. http://www.minfin.ru Ministry of Finance of the Russian Federation.
4. http://www.garant.ru GUARANTEE Legislation with comments.
5. http://www.gks.ru Federal State Statistics Service.
6. http://www.rg.ru Russian newspaper.
7. http://www.prime-tass.ru PRIME-TASS Agency of economic information.
8. http://www.rbc.ru RBC (RosBusinessConsulting).
9. http://www.businesspress.ru Business press.
10. http://www.ereport.ru World economy.

11. http://uisrussia.msu.ru University information system of Russia.
12. http://www.forecast.ru TsMAKP (Center for Macroeconomic Analysis and Short-term Forecasting).
13. http://www.cfin.ru Corporate management.
14. http://www.fin-izdat.ru Publishing house "Finance and Credit"
15. http://economist.com.ru The Economist magazine.
16. http://www.vopreco.ru Journal "Economic Issues".
17. http://www.mevriz.ru Magazine "Management in Russia and Abroad"
18. http://systems-analysis.ru/ Laboratory of systems analysis
19. https://gtmarket.ru/concepts/7111 System analysis
20. http://minpromtorg.gov.ru/ Ministry of industry and trade of the Russian Federation.
21. http://www.rg.ru Russian newspaper.

5. Material and technical support of the discipline.

Auditoriums for lectures and seminars of the general fund: educational tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1. Methodological recommendations for teachers on organizing training.

Current control (carried out by the lecturer and teacher): correctness of answers to questions on the topics covered; assessment of existing opinions and approaches to solving specific problems; essay preparation; intermediate testing in individual sections of the discipline.

When performing routine monitoring, it is possible to use test material. Samples of control questions and tasks for conducting ongoing monitoring are given in the appendix. When implementing a bachelor's degree program, an organization has the right to use e learning and distance learning technologies. All materials are posted in the Moscow Polytechnic Library.

When training persons with people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them.

6.2. Guidelines for students on mastering the discipline.

A lecture is a systematic, consistent, monologue presentation by a teacher of educational material, usually of a theoretical nature. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to later recall the studied educational material and supplement the content when working independently with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the

special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher's thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Methodological instructions for students when working at the seminar.

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making appropriate notes from the literature recommended by the teacher and provided for by the curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

Since the student's activity in seminar classes is the subject of monitoring his progress in mastering the course, preparation for seminar classes requires a responsible attitude. During interactive classes, students must be active.

Guidelines for students on organizing independent work.

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student; its volume is determined by the curriculum. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

If there are students with disabilities, they will be provided with printed and (or) electronic educational resources in forms adapted to their health limitations.

Guidelines for making presentations.

A presentation (from the English word - presentation) is a set of color pictures-slides on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures, which are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- Dynamic synthesis of text, image, sound;
- The most modern software interface technologies;
- Interactive contact speaker with demonstration material;
- Mobility and compactness of information media and equipment;
- Ability to update, addition and adaptation information;
- Low cost.

Rules for designing computer presentations. General design rules

Many designers claim that there are no laws or rules in design. There are tips, tricks, and techniques. Design, like any kind of creativity, art, like any way of some

people communicating with others, like a language, like a thought, will bypass any rules and laws.

However, there are certain guidelines that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and guidelines.

Font design rules:

- Serif fonts are easier to read than sans serif fonts;
- For main text, it is not recommended to use capital letters.
- Font contrast can be created through font size, font weight, style, shape, direction and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation Design Guidelines

In order for the presentation to be well received by the audience and not cause negative emotions (subconscious or fully conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. Therefore, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

Let us consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- Font size: 24–54 points (heading), 18–36 points (plain text);
- The font color and the background color should contrast (the text should be easy to read), but not hurt the eyes;
- Font type: for the main text a smooth sans-serif font (Arial, Tahoma, Verdana), for the title you can use a decorative font if it is easy to read;
- Italics, underlining, bold font, and capital letters are recommended to be used only for semantic highlighting of a text fragment.

Design of graphic information:

- Drawings, photos, diagrams called upon supplement text information or convey it in a more visual form;
- It is advisable to avoid drawings in the presentation that do not carry a semantic load, if they are not part of the style;
- Color graphic images must not sharply contrast with the overall style of the slide;
- Illustrations are recommended to be accompanied by explanatory

text;

- If a graphic image is used as a background, then the text on this background should be clearly readable.

Contents and arrangement of information blocks on the slide:

- There should not be too many information blocks (3-6);
- The recommended size of one information block is not more than 1/2 the size of the slide;
- It is desirable to have blocks with different types of information on the page (text, graphs, diagrams, tables, pictures) that complement each other;
- Key words in the information block must be highlighted;
- It is better to place information blocks horizontally, blocks related in meaning - from left to right;
- The most important information should be placed in the center of the slide;
- The logic of presenting information on slides and in a presentation must correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, we must not forget about their content - the text. Under no circumstances should it contain spelling errors. You should also take into account the general rules of text formatting.

After creating your presentation and its design, you need to rehearse its presentation and your speech, check how the presentation as a whole will look (on a computer screen or projection screen), how quickly and adequately it is perceived from different places in the audience, under different lighting, noise, in an environment as close as possible to real performance conditions.

7. Appraisal Fund

7.1. Methods for monitoring and assessing learning outcomes

In the process of mastering this discipline, the student develops and demonstrates the following competencies:

Code and name competencies	Code and content of the competency achievement indicator	Tool evaluation form	Degrees of mastering competencies
OPK - 4. Is capable of identifying and evaluating new market opportunities, Develop the business plans of creation and development of new directions activities of	IOPK-4.1. Knows methods for identifying and assessing new market opportunities, developing business plans for creating and developing new areas of activity for organizations. IOPK-4.2. Is able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations. IOPK-4.3. Possesses the skills and methods of identifying and assessing new market	UO D	**A basic level:** - Is able to analyze, apply skills and competency functions in training and prepared situations **Increased level:** -Is able to analyze, apply skills and competencies in practice and in non-

organizations	opportunities, developing business plans for the creation and development of new areas of activity of organizations.		standard situations
UK-5. Is able to perceive the intercultural diversity of society in 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. Aware of the system of universal human values, understands the importance for the development of civilizations of the historical heritage and sociocultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings IUC-5.3. Interacts with people taking into account sociocultural characteristics in order to successfully perform professional tasks and social integration		**A basic level:** reproduction of acquired knowledge during routine monitoring **Increased level:** -Is able to analyze the intercultural diversity of society in a socio-historical, ethical and philosophical context

7.2. Scale and criteria for assessing learning outcomes

In the process of mastering the educational program, competencies, including their individual components, are formed gradually as students master disciplines (modules) and practices in accordance with the curriculum and calendar schedule of the educational process.

An indicator for assessing competencies at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

OPK - 4. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new activities and organizations				
Index	Evaluation criteria			
	2	3	4	5
IOPK-4.1. Knows detection methods and assessments of new market opportunities, development of business plans creation and	student demonstrates complete absence or insufficient correspondence to the following knowledge: detection methods and assessments of new	student demonstrates incomplete correspondence to the following knowledge: detection methods and assessments of new market	student demonstrates partial correspondence to the following knowledge: detection methods and assessments of new market	The student demonstrates complete correspondence to the following knowledge: detection methods and assessments of new market opportunities,

development of new directions of the organizations activities .	market opportunities, business development plans for creation and development of new directions of the organizations activities	opportunities, business development plans for creation and development of new directions of the organizations activities Serious mistakes are made; failure of knowledge is manifested with regard to certain indicators. The student experiences significant difficulties with operating the knowledge while transferring it to new situations.	opportunities, business development plans for creation and development of new directions of the organizations activities The student demonstrates partial compliance with the following skills	business development plans for creation and development of new directions of the organizations activities. The student freely operates with the acquired knowledge.
IOPK-4.2. Can identify and evaluate new market possibilities, develop business plans, create and develop new directions of activities;	The student can not or is insufficiently able to identify and evaluate new market opportunities, to develop business plans, to create and develop new directions of activities	The student demonstrates incomplete correspondence to the following skills: identify and evaluate new market opportunities, develop business plans, create and develop new directions of activities	The student demonstrates partial correspondence to the following skills: identify and evaluate new market opportunities, develop business plans, create and develop new directions of activities	The student demonstrates complete correspondence to the following skills: identify and evaluate new market opportunities, develop business plans for creation and development of new directions of activities
IOPK-4.3. Possesses skills and methods of identification and assessments of new market opportunities, development of business plans, creation and development of new	The student cannot or is insufficiently able to identify and evaluate new market opportunities, development of business plans for creation and	The student demonstrates insufficient compliance with the skills and methods of identification and assessment of new market opportunities, development of business plans plans for creation and development of new directions of	The student demonstrates partial compliance with the skills and detection methods and assessments of new market opportunities, development of business plans plans for creation and development of new directions of	The student demonstrates full compliance with the following skills: Detection and assessment of new market opportunities, development of business plans for creation and development of directions of activities of

directions of activities of organizations. Formation of new business models	development of new directions of activities of organizations. Formation of new business models	activities of organizations. Formation of new business models	activities of organizations. Formation of new business models	organizations. Formation of new business models
UK-5. Able to perceive the intercultural diversity of society in socio-historical, ethical and philosophical contexts				
Index	Evaluation criteria			
	2	3	4	5
IUK-5.1. Analyzes and interprets events, modern state of society, manifestations of it intercultural diversity in social historical, ethical and philosophical contexts	The student demonstrates complete absence or insufficient correspondence to the following knowledge: modern state of society, manifestations of it intercultural diversity in social historical, ethical and philosophical contexts	The student demonstrates incomplete correspondence to the following knowledge: modern state of society, manifestations of it intercultural diversity in social historical, ethical and philosophical contexts Makes significant mistakes, insufficiency of knowledge is revealed with regard to certain indicators , the student experiences significant difficulties in operating knowledge when transferring it to new situations	The student demonstrates partial correspondence to the following knowledge: modern state of society, manifestations of it intercultural diversity in social historical, ethical and philosophical contexts	The student demonstrates complete correspondence to the following knowledge: modern state of society, manifestations of it intercultural diversity in social historical, ethical and philosophical contexts
IUK-5.2. Is aware of the system of universal values, understands the importance of historical heritage and socio -cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings for the development of civilizations	The student can not or can insufficiently understand the importance of historical heritage and socio -cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings for the development of	The student demonstrates incomplete correspondence to the following skills: understanding the importance of historical heritage and socio -cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and	The student demonstrates partial correspondence to the following skills: understanding the importance of historical heritage and socio -cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and	The student demonstrates complete correspondence to the following skills: understanding the importance of historical heritage and socio -cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings for the development of

	civilizations	ethical teachings for the development of civilizations	ethical teachings for the development of civilizations	civilizations
IUK-5.3. Interacts with people taking into account socio-cultural features in for successful execution of professional tasks and social integration	The student does not possess or insufficiently possesses the skills and methods of interaction with people taking into account socio-cultural features in for successful execution professional tasks and social integration	The student insufficiently possesses the skills and methods of interaction with people taking into account socio-cultural features in for successful execution professional tasks and social integration	The student partially possesses the skills and methods of interaction with people taking into account socio-cultural features in for successful execution professional tasks and social integration	The student fully possesses the skills and methods of interaction with people taking into account socio-cultural features in for successful execution professional tasks and social integration

Interim certification form: test.

The final certification of students in the form of a test is carried out based on the results of completing all types of academic work provided for by the curriculum for a given discipline (module), while taking into account the results of ongoing monitoring of progress during the semester. The teacher leading classes in the discipline (module) carry out assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) by expert assessment method. Based on the results of the intermediate certification for the discipline (module), a grade of "pass" or "fail" is given.

Only students who have completed all types of academic work provided for in the work program for the discipline are allowed to take the final certification "Sales and customer relationship management"

Grading scale	***Description***
Passed	*All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, abilities, and skills with those given in the tables of indicators, operates with acquired knowledge, abilities, skills, and applies them in situations of increased complexity. In this case, minor mistakes, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.*

Not accepted	*One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, and skills is manifested in a number of indicators, and the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.*

7.3. Discipline assessment tools "International Management"

OS No.	Name of the evaluation tool	Brief description of the evaluation tool	Introduction of the evaluation tool in FOS
1	Report, presentation (DS)	The product of the student's independent work, which is a public presentation on the submitting the obtained results of solving a certain educational, practical, educational, research or scientific topic	Topics of reports, presentations
2	Test (W)	Final form of knowledge assessment. In higher education institutions, they are held during examination sessions.	Control questions for testing
4	Test (T)	The system of standardized tasks, allowing automating the procedure for measuring the level of knowledge and skills of the student.	Test tasks fund

7.3.1. Current control

Topics of reports on the discipline "International Management" (Formation of competencies OPK-4, UK-5)

1. Ethnocentrism in interethnic relations
2. Specifics management "multicultural" teams and organizations
3. The influence of national culture on the ability to develop new products
4. Protestant ethics and Western business culture.
5. Islam and Eastern business culture.
6. Catholicism and its influence on the formation of Western European business

culture.

7. Orthodoxy, its basic values and their reflection in Russian business culture.
8. Multiculturalism in society: good or evil?
9. Current Problems and ways formation cross-culturalmanagerial competencies.
10. Diversity of national cultures and interethnic conflicts in Europe o National models of the negotiation process
11. Nonverbal national and cultural features of communications in business
12. "Gift conflict" in business and ways to overcome it 13. Differences in monochrome and polychrome cultures and their use in management practices
14. National characteristics of personnel selection 15.Ethics and trust in international business 16.Cultural contrasts in the value systems of nations
17. Cross-cultural competence of a manager and tolerant attitude towards other cultures
18. Total quality management system abroad and in Russia

Report evaluation criteria

No.	Criterion	Grade			
		Excellent	Good	Satisfactory	Unsatisfactory
1	Structure of the report	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts is missing from the report	The report does not show the presence of semantic parts
2	Contents of the report	The content reflects the essence of the problem under consideration and the main results obtained	The content does not fully reflect the essence of the problem under consideration or the main findings results	The content does not fully reflect the essence of the problem under consideration and the main findings results	The content does not reflect the essence of the problem under consideration or the main results obtained
3	Mastery of the material	The student has full command of the material being presented, is oriented in the problem, is fluent answering the questions	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem
4	Relevant to the topic	The presented material fully corresponds to the stated topic	The presented material contains elements that are not relevant to the topic	The material presented contains a large number of elements, not relevant to the topic	The material presented is slightly relevant to the topic

7.3.2. Interim certification

Questions for testing in the discipline "International Management" (OPK – 4, UK-5)

KNOW:

1. The essence of the concept of "culture" in the context of the tasks of "cross-cultural management".
2. The concept of values, norms and behavior patterns.
3. Socialization and cultural identity.
4. Main features of modern Russian business culture; what is the relationship with traditions?
5. Specifics of cross-cultural interactions in the context of trans nationalization of business culture.
6. Transformation of the functions of business culture in the conditions of the formation of the information society.
7. Basic types of communication styles in intercultural communication.
8. Specifics of "Western" and "Eastern" styles of behavior in the negotiation process.
9. The essence of the concepts of "business communication" and "business communications". 10. Features of the relationship between the business dress code and status. 11.What are the principles of modern PR ethics and "media ethics" in multicultural environments?
12. What effective principles and practices for creating a socially positive business image do you know?
13. Classification of business cultures by R. Lewis.
14. Characteristics of "reactive" cultures and the specifics of their interaction with other cultures.
15. Characteristics of "monoactive" crops and the specifics of their interaction with other crops.
16. Characteristics of "polyactive" cultures and the specifics of their interaction with other cultures.
17. National and cultural differences in the concept of F. Trompenaars. 18. Is it possible to detect similarities between the Eastern and Western types? business cultures; what are the differences? Expand on the examples. 19. The importance of cross-cultural competencies in the formation of effective management strategies in the context of modernization and innovative transformations. Expand on the examples.
20. What are the basic principles of constructive intercultural dialogue in the aspect of business negotiations? Expand on the examples. 21.Parameters of business culture in G. Hofstede's classification. 22.The essence of the "power distance" parameter. Expand on the examples. 23.The essence of the "individualism/collectivism" parameter. Expand on the examples.
24. The essence of the "masculinity/femininity" parameter. Expand on the examples.
25. The essence of the "uncertainty avoidance" parameter. Expand on the

examples.

26. Business culture parameter “Confucian dynamism”. 27. The main types of tactics for conducting business negotiations.
    Expand on the examples.
28. Describe the types of verbal and nonverbal communications.
29. Basic principles of effective business communication in different cultures. Expand on the examples.
30. Forms and principles of organizing optimal business communication: interactive and remote
31. Modern models and practices of leader formation that exist in the space of cross-cultural management
32. Differences between classic business etiquette and modern rules of good manners in the field of business communications.
33. Basic principles and norms of business ethics in international management

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"MOSCOW POLYTECHNIC UNIVERSITY"
(MOSCOW POLYTECH)

Faculty of Social Technologies and Management_____Department of Management Discipline: International Management

Direction of training: 03/38/02 “Management”

Well:____, group_____, form of education: part-time

EXAMINATION TICKET No. 1.

1. Question assessing competence OPK-4
2. Question assessing competence UK-4

Approved at a meeting of the department "»_____202_, protocol no.

Head of Department of Management_____/Alenina E.E./