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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"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"30" 05 2022

Dean,
Faculty of Economics and Management
/A.V. Nazarenko/
"31" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"Corporate Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. Goals and objectives of mastering the discipline

primary goal discipline "Corporate Management" - the study and assimilation by students of the basics of corporate management, the specifics of the functioning of corporate structures, mastering practical skills in working with corporate documentation.

The tasks of studying the discipline:

- obtaining special knowledge in the field of corporate governance;
- mastering the essence of the theory of corporate governance and its role in the general theory of management;
- mastering the mechanism of corporate management, building decision-making processes and control systems;
- studying the basics of corporate relations, corporate culture, corporate social responsibility;
- formation of skills for working with organizational documents of an integrated structure.

The course program of this discipline is based on the study of existing foreign and national models of corporate governance, the experience gained by companies in this area, legislative and regulatory acts governing corporate relations, primary documents of Russian companies.

2. The place of the discipline in the structure of the bachelor's program

The discipline "Corporate Management" is one of the academic disciplinesbasicpart of the cycle (B1.2.13) of the educational program of the bachelor's degree in the direction of training 38.03.02 "Management". The discipline "Corporate Management" is interconnected logically and methodically with the following disciplines and practices of the EP:

In the basic part of the basic cycle (B1.1):

– Fundamentals of management.

In the variable part of the cycle (B1.2):

- Strategic management.

3.The list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the educational program.

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

Cipher	Name	professional standard	OTF
PC-2	Able to design and implement cross-functional processes of an organization	07.007 "Process management specialist"	Design and implementation of cross-functional processes of the organization or administrative procedures of the organization

Competency code	As a result of mastering the educational program, the student must have	Code and name of the indicator of achievement of competence	List of planned learning outcomes by discipline
PC-2	Able to design and implement cross-functional processes of an organization	**IPK-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;	**Know:** theoretical and practical approaches to the formation of strategic programs for the development of the company; **Be able to:** make strategic decisions taking into account the interests and needs of all participants in corporate relations; **Own:** modern system principles and methods for identifying priority areas and building long-term business development plans.
		IPK-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-functional process	**Know:** types of strategic analysis; **Be able to:** develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation; **Own:** corporate governance culture skills.

		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.	
		IPK-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 performance indicators 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	**Know:** the system of corporate governance bodies and their competencies; **Be able to:** to form and improve the necessary documentation, taking into account the principles of corporate governance in terms of observing the rights and interests of shareholders and investors, observing responsibility to all participants in corporate relations; **Own:** methods of corporate management in the direction of increasing the social responsibility of business.

		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.	

4. Structure and content of the discipline (module).The volume of discipline and types of educational work.

Part-time education

The total labor intensity of the discipline is 5 credit units, i.e. 180 academic hours (of which 108 hours are independent work of students).

Sections of the discipline "Corporate management» are studied in the fourth year.

Eighth semester:lectures - 36 hours, seminars - 36 hours, the form of control - an exam.

The structure and content of the discipline "Corporate management» by terms and types of work are reflected in the appendix.

The content of the sections of the discipline

Topic 1.Introduction to the course "Corporate Management".

The main content, trends in the formation and development of corporate management. Principles of corporate governance.

The concepts of "corporation", "corporate management". The main features of the modern corporation. Conceptual Foundations of Corporate Governance in the Development of the 21st Century. Russian legislative acts and internal regulatory documents governing the activities of corporations.

Topic 2. Corporation as an effective form of integration in a market economy.

Models of corporate governance. General characteristics of modern corporations in industrialized countries. Anglo-American, Japanese, German models of managing integrated companies. Types of corporations. Joint stock company as the main form of corporate governance. Analysis of the corporate form of entrepreneurship.

Corporation governing bodies. Problems of corporate governance. Participants in corporate relations. Goals. Structure. Corporation assets. Innovative activity of corporations. Investment policy of corporations. Participation of corporations in the stock markets.

Topic 3. Economic mechanism for managing an integrated structure. Structural aspects of the corporation.

Organizational structure of management of a large integrated structure. The economic basis of the corporation. The customer value chain as a corporate governance tool. M. Porter's value chain model.

***Topic 4.*Organization and management of financial flows of corporations.**

Corporate cash flow management. Corporate solvency. Corporate liquidity. Assessment of the financial condition. dividend policy. Consolidated reporting.

***Topic 5.*Management of a corporation based on controlling stakes.**corporate securities. Corporate securities market and its participants. Emission policy of corporations. Requirements of the stock market regulator to the participants. Introduction of shares to listing on the Russian and international stock markets.

***Topic 6.*Observance of the rights of shareholders. The General Meeting of Shareholders as the supreme governing body of the corporation.**

Principles of work, competences of the general meeting of shareholders. Requirements of current legislative and regulatory documents for organizing and holding a general meeting of shareholders. dividend policy.

***Topic 7.*Board of directors of the company. Committees of the Board of Directors. Executive bodies of the company.**

Composition and procedures of the Board of Directors. Competences of the board of directors. Committees of the Board of Directors. Development of the institute of independent directors. Corporate Secretary. The composition and procedures of the executive bodies of the company. Competences of executive bodies. Criteria for evaluating the work and remuneration of members of the Board of Directors and management. Improving the relationship between the board of directors and professional management as a factor in improving the quality of corporate governance. Legislative and organizational documents regulating the functioning of these bodies. ondovyh sting on the Russian and international securities markets and its participants. body value. positive associations.

***Topic 8.*Control and audit procedures in a corporation.**

Audit commission, external auditor, audit committee, internal control bodies. Functions and a brief analysis of the work of organs. Internal organizational documents regulating the functioning of these bodies.

***Topic 9.*Company disclosure and transparency.**

Investment attractiveness of the corporation. The need for accessibility and timeliness of information in the context of the development of the national stock market. Disclosure Compliance. The content of the disclosed information. Disclosure principles. Insider information and insider trading. Legislative documents regulating the use of insider information. Corporate relations. Corporate social responsibility. Harmonization of relations of all participants in corporate relations. Social responsibility of corporations.

5. Educational technologies

The methodology of teaching the discipline "Corporate Management" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting group, individual, classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

- conducting a business game;
- analysis of business situations;
- preparation of a scientific report based on the materials of the selected object of study;

6. Evaluation tools for current monitoring of progress, intermediate certification based on the results of mastering the discipline and educational and methodological support for students' independent work.

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

- business game;
- scientific report on the results of independent work.

When performing current control, it is possible to use test material. Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://online.mospolytech.ru/).

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

6.1. Description of indicators and criteria for assessing competencies at various stages of their formation, description of assessment scales

In the learning process, the following evaluation forms of students' independent work, evaluation tools for monitoring progress and intermediate assessments are used.

Samples of questions and tasks for conducting current control are given in the appendix.

6.2. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competencies are formed:

Competency code	As a result of mastering the educational program, the student must have
PC-2	Able to design and implement cross-functional processes of an organization

In the process of mastering the educational program, these competencies, including their individual components, are formed in stages during the development of disciplines (modules),

practices by students in accordance with the curriculum and calendar schedule of the educational process.

6.3. Description of indicators and criteria for assessing competencies formed on the basis of the results of mastering the discipline (module), description of assessment scales.

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

PC-2 Able to design and implement cross-functional processes of an organization
IPK-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;

Index	Evaluation criteria			
	2	3	four	5
know: theoretical and practical approaches to the formation of strategic programs for the development of the company;	The student demonstrates the complete absence or insufficient correspondence of the following knowledge: theoretical and practical approaches to the formation of strategic programs for the development of the company;	The student demonstrates incomplete correspondence of the following knowledge: theoretical and practical approaches to the formation of strategic programs for the development of the company. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge:theoretical and practical approaches to the formation of strategic programs for the development of the company; inaccuracies, some difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: theoretical and practical approaches to the formation of strategic programs for the development of the company; freely operates with acquired knowledge, navigates in situations of increased complexity.

be able to: make strategic decisions taking into account the interests and needs of all participants in corporate relations;	The student does not know how or insufficiently knows how to: make strategic decisions taking into account the interests and needs of all participants in corporate relations;	The student demonstrates incomplete compliance with the following skills: make strategic decisions taking into account the interests and needs of all participants in corporate relations; Significant mistakes are made, lack of skills is manifested, the student experiences significant difficulties in operating with skills when transferring them to new situations.	The student demonstrates partial compliance with the following skills to make strategic decisions, taking into account the interests and needs of all participants in corporate relations. Skills are mastered, but minor errors, inaccuracies, some difficulties in transferring skills to new, non-standard situations are allowed.	The student demonstrates full compliance with the following skills: make strategic decisions taking into account the interests and needs of all participants in corporate relations; operates with acquired skills, applies them in situations of increased complexity.
own: modern system principles and methods for identifying priority areas and building long-term business development plans.	The student does not know or does not know enoughmodern system principles and methods for identifying priority areas and building long-term business development plans.	The student has a poor command of modern system principles and methods for identifying priority areas and building long-term business development plans. Significant errors are made, lack of skills in a number of indicators is manifested. The learner experiences significant difficulties in applying skills in new situations.	The student partially owns modern system principles and methods for identifying priority areas and building long-term business development plans. Skills are mastered, but minor mistakes, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student is fully versed in modern system principles and methods for identifying priority areas and building long-term business development plans, freely applies the acquired skills in situations of increased complexity.
IPK-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-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.				
know: types of strategic analysis;	The student demonstrates the complete absence or insufficient compliance of the following knowledge: types of strategic analysis;	The student demonstrates incomplete compliance with the following knowledge: types of strategic analysis. Significant errors are made, lack of knowledge on a number of characteristics is manifested, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: types of strategic analysis, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: types of strategic analysis; freely operates with acquired knowledge in new, more complex conditions.

be able to: develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation;	The student is not able or insufficiently able to develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation.	The student demonstrates incomplete compliance with the following skills: develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation. Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences significant difficulties in operating with skills when transferring them to new situations.	The student demonstrates partial compliance with the following skills: develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student shows full compliance with the following skills: develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation. Freely operates with acquired skills, applies them in situations of increased complexity.
own: corporate governance culture skills.	The student does not possess or insufficiently possesses the skills of corporate governance culture.	The student owns: the skills of corporate governance culture. Significant mistakes are made, and there is a lack of skills in a number of aspects of corporate management. The learner experiences significant difficulties in applying skills in new situations.	The student partially owns the skills of corporate governance culture, the skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student fully owns the skills of corporate governance culture, freely applies the acquired skills of making current and strategic decisions at all levels of management in situations of increased complexity.
IPK-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 performance indicators 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.				
know: the system of corporate governance bodies and their competencies;	The student demonstrates the complete absence or insufficient compliance of the following knowledge: the system of corporate governance bodies and their competencies;	The student demonstrates incomplete compliance with the following knowledge: the system of corporate governance bodies and their competencies. Significant errors are made, lack of knowledge on a number of characteristics is manifested, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: the system of corporate governance bodies and their competencies, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: the system of corporate governance bodies and their competencies; freely operates with acquired knowledge in new, more complex conditions.
be able to: to form and improve the necessary documentation, taking into account the principles of corporate governance in terms of observing the rights and interests of shareholders and investors, observing responsibility to all participants in corporate relations;	The student is not able or insufficiently able to develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation.	The student demonstrates incomplete compliance with the following skills: to form and improve the necessary documentation, taking into account the principles of corporate governance in terms of observing the rights and interests of shareholders and investors, observing responsibility to all participants in corporate relations. Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences significant difficulties in operating with skills when transferring them to new situations.	The student demonstrates partial compliance with the following skills: to form and improve the necessary documentation, taking into account the principles of corporate governance in terms of observing the rights and interests of shareholders and investors, observing responsibility to all participants in corporate relations. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student shows full compliance with the following skills: to form and improve the necessary documentation, taking into account the principles of corporate governance in terms of observing the rights and interests of shareholders and investors, observing responsibility to all participants in corporate relations. Freely operates with acquired skills, applies them in situations of increased complexity.
own: methods of corporate	The student does not know or insufficiently knows the methods of	The student owns: methods of corporate governance in the direction of increasing	The student partially owns the methods of corporate governance in	The student is fully versedmethods of corporate governance

management in the direction of increasing the social responsibility of business.	corporate governance in the direction of increasing the social responsibility of business.	the social responsibility of business. Significant mistakes are made, and there is a lack of skills in a number of aspects of corporate management. The learner experiences significant difficulties in applying skills in new situations.	the direction of increasing the social responsibility of the business, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	in the direction of increasing the social responsibility of business, freely applies the acquired skills of making current and strategic decisions at all levels of management in situations of increased complexity.

Scales for assessing the results of intermediate certification and their description:

Intermediate Attestation Form: exam.

Intermediate certification of students in the form of an exam is carried out based on the results of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate attestation for the discipline (module), an assessment is given: "excellent", "good", "satisfactory" or "unsatisfactory".

Only students who have completed independent work in the form of a scientific report, actively participating in a business game in the discipline "Corporate Management" are allowed to interim certification.

Evaluation scale	Description
Excellent	Independent work was done, test tasks were passed, active participation in a business game, and other types of work provided for by the curriculum. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Good	Independent work was done, test tasks were passed, active participation in a business game, and other types of work provided for by the curriculum. The student demonstrates incomplete, correct correspondence of knowledge, skills, and abilities given in the tables of indicators, or if 2-3 minor errors were made at the same time.
Satisfactorily	Independent work was done, test tasks were passed, participation in a business game, and other types of work provided for by the curriculum. The student demonstrates the conformity of knowledge, which covers the main, most important part of the material, but at the same time one significant error or inaccuracy was made.
unsatisfactory	Completed independent work in the form of a scientific report, not fully participating in the classroom work provided for by the curriculum. The student demonstrates incomplete correspondence of knowledge, skills and

	abilities given in the tables of indicators, significant mistakes are made, the lack of knowledge, skills, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills.

The evaluation funds are presented in the annex to the work program.

7. Educational, methodological and information support of the discipline

The main educational and methodological support of the discipline

one.Corporatemanagement: a textbook for universities / under the general editorship of S. A. Orekhov. - M .: Yurayt Publishing House, 2021. - 312 p. - ISBN 978-5-534-05902-1. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/472874

2. Rozanova N. M. Corporate governance: a textbook for universities / Yurayt Publishing House, 2021. - 339 p. - ISBN 978-5-534-02854-6. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/469602

Additional educational and methodological support of the discipline

one.Korgova, M. A. Management of the organization: a textbook for universities / M. A. Korgova. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2022. - 197 p. - (Higher education). - ISBN 978-5-534-10829-3. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/493950

2. Grechko E. A. Geographical differences in corporate governance systems: a textbook for universities - 2nd ed., Revised. and additional - M .: Yurayt Publishing House, 2021. - 157 p. — ISBN 978-5-534-13693-7. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/472570

3. Corporate governance: a textbook for universities / S. A. Orekhov [and others]; under the general editorship of S. A. Orekhov. - Moscow: Yurayt Publishing House, 2022. - 312 p. - (Higher education). - ISBN 978-5-534-05902-1. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/492816

four. Corporate social responsibility: a textbook for universities / V. Ya. Gorfinkel [and others]; edited by V. Ya. Gorfinkel, N. V. Rodionova. - 3rd ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 490 p. - (Higher education). — ISBN 978-5-534-14561-8. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/489129.

Software and Internet Resources

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

- https://corpshark.ru/ Corporate Governance in Russia
- https://rspp.ru/Russian Union of Industrialists and Entrepreneurs (RSPP)
- http://www.gov.ruServer of state authorities of the Russian Federation.
- http://www.mos.ruOfficial server of the Government of Moscow.
- http://www.garant.ruGUARANTOR Legislation with comments.
- http://www.gks.ruFederal State Statistics Service.
- http://www.rg.ru Russian newspaper.
- http://www.rbc.ruRBC (RosBusinessConsulting).
- http://www.businesspress.ruBusiness press.

- http://uisrussia.msu.ruUniversity Information System of Russia.
- http://www.mevriz.ruJournal "Management in Russia and abroad"
- http://minpromtorg.gov.ru/Ministry of Industry and Trade of the Russian Federation.

eight. Logistics support of discipline.

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

9. Guidelines for students when working on lecture notes during the lecture

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work with literature, and prepare for the exam.

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 fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

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

Guidelines for students on the organization of 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. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. 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.

10.Methodological recommendations for the teacher (Guidelines for making presentations)

A presentation (from the English word - presentation) is a set of color slide pictures 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 that 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 of the speaker with the demonstration material;
- mobility and compactness of information carriers and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for the design of computer presentations

General Design Rules

Many designers argue that there are no laws and rules in design. There are tips, tricks, tips. Design, like any kind of creativity, art, like any way of some people to communicate with others, like language, like thought, will bypass any rules and laws.

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

Font design rules:

- Serif fonts are easier to read than sans-serif fonts;
- Capital letters are not recommended for body text.
- 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 perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

Consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;
- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- it is desirable to avoid drawings in the presentation that do not carry a semantic load if they are not part of the style design;
- the color of graphic images should not contrast sharply 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 well readable.

The content and location of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 of the slide size;
- it is desirable to have on the page blocks with different types of information (text, graphs, diagrams, tables, figures) that complement each other;
- keywords in the information block must be highlighted;
- information blocks should be placed 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 the presentation should correspond to the logic of its presentation.

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

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

The work program was compiled on the basis of the Federal State Educational Standard of Higher Education in the direction of training bachelors on March 38, 02 "Management", approved by order of the Ministry of Education and Science of the Russian Federation of August 12, 2020 No. 970 (Registered in the Ministry of Justice of Russia on August 25, 2020 No. 59449).

The program was made by:

Head of the Department "Management"
Candidate of Economics, Associate Professor  / Alenina E.E./

The program was approved at a meeting of the department "Management"
August 29, 2022, Protocol No. 1

Head of the Department "Management"
k. e. PhD, Associate Professor  / Alenina E.E. /

Part-time education

Appendix 3

Chapter	Semester	Semester week	Types of educational work, including independent work of students and labor intensity in hours					Types of independent work of students					Forms of attestation	
			L	F/N	Lab	SRS	DAC	DI	R	scientific report	Test	K/r	E	Z
1.Main content, trends in the formation and development of corporate management. Corporate Governance Principles (OECD)	eight	one	2	2		6								
2. The concept of "corporation", "corporate management". Conceptual Foundations of Corporate Governance in the Development of the 21st Century. Russian legislation regulating the activities of large companies. Internal normative documentation of the corporation. Issuing assignments for independent work	eight	2	2	2		6								
3. Corporation as an effective form of integration in a market economy. Models of corporate governance.	eight	3	2	2		6								
4. Types of corporate associations.	eight	four	2	2		6								
5. Corporation management bodies. The problem of corporate governance. Participants in corporate relations.	eight	5	2	2		6								
6.Theory of stakeholders. Internal and external stakeholders.	eight	6	2	2		6								
7. Economic mechanism for managing an integrated structure. Structural aspects of the corporation.	eight	7	2	2		eight								

8. Organizational structure of the corporation. Analysis of the organizational structure of one of the national automotive corporations (holding).	eight	eight	2	2		eight								
9. Organization and management of financial flows of corporations.	eight	9	2	2		6								
10. Financial stability of the corporation. Bankruptcy forecast. Corporate solvency. dividend policy. Consolidated reporting.	eight	ten	2	2		eight								
11. Corporation management based on controlling stakes. corporate securities. Corporate securities market and its participants. Emission policy of corporations.	eight	eleven	2	2		eight								
12 Requirements of the stock market regulator to the participants. Introduction of shares to listing on the Russian and international stock markets. Delisting.	eight	12	2	2		6								
13. General meeting of shareholders. Competences of the general meeting of shareholders. Board of Directors. Competences of the board of directors. Committees of the Board of Directors.	eight	13	2	2		6								
14. Business game "Conducting a general meeting of shareholders	eight	fourteen	2	2		four		+						
fifteen.Control and audit procedures. External and internal audit.Company disclosure and transparency. Disclosure principles. Insider Information. CSR	eight	fifteen	2	2		6								
16. Business game "Holding a General Meeting of Shareholders (continued)	eight	16	2	2		four		+						
17. Protection of scientific reports on independent work in the form of reports with a presentation	eight	17	2	2		four				Protection of scientific reports				

18. Protection of scientific reports on independent work in the form of reports with a presentation	ei gh t	eig hte en	2	2		four				Protecti on of scientifi c reports				
Total			36	36		108		one		one			E	

Attachment 1

MINISTRY OF SCIENCE AND HIGHER EDUCATION
RUSSIAN FEDERATION
Federal State Autonomous Educational Institution
higher education
"MOSCOW POLYTECHNICAL UNIVERSITY"
/Moscow Polytech/

Area of study: 38.03.02 Management
EP (educational program): "Business Process Management"
Form of study: full-time, part-time
Type of professional activity: organizational and managerial

Department: Management

VALUATION FUND

BY DISCIPLINE Corporate management

Composition: 1. Passport of the fund of appraisal funds
2. Description of evaluation tools:
business game,
questions for the exam, topics of a scientific report

Compiled by:

head of the department Candidate of Economics, Assoc. Alenina E.E.

Moscow - 2022

Table 1 - Competence level indicator

Corporate management						
GEF VO 38.03.02 "Management"						
In the process of mastering this discipline, the student forms and demonstrates the following professional competencies:						
Competencies		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**	
index	**wording**					
PC-2	Able to design and implement cross-functional processes of an organization	**IPK-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;	**Know:** theoretical and practical approaches to the formation of strategic programs for the development of the company; **Be able to:** make strategic decisions taking into account the interests and needs of all participants in corporate relations; **Own:** modern system principles and methods for identifying priority areas and building long-term business development plans.	lecture, independent work, seminars	DI, exam	**A basic level of** - is able to analyze the external and internal environment of the corporation, identify problems, offer current and strategic solutions to eliminate problems in standard training situations; - describe the state of corporate governance of the company according to certain criteria and suggest ways to improve it **Enhanced level** -is able to analyze the external and internal environment of a corporation using various types of strategic analysis, identify problems, develop current and strategic solutions to eliminate problems based on an analysis of available sources; - evaluate the level of corporate governance quality according to specified criteria, based on the interests of participants in corporate relations, and propose ways to improve it for the sustainable development of the object under study.	

		IPK-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-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.	**Know:** types of strategic analysis; **Be able to:** develop and implement strategies in accordance with the requirements of the external environment and the internal potential of the corporation; **Own:** corporate governance culture skills.			

		IPK-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 performance indicators 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;	**Know:** the system of corporate governance bodies and their competencies; **Be able to:** to form and improve the necessary documentation, taking into account the principles of corporate governance in terms of observing the rights and interests of shareholders and investors, observing responsibility to all participants in corporate relations; **Own:** methods of corporate management in the direction of increasing the social responsibility of business.			

** For abbreviations of forms of evaluation tools, see Annex 2 to the SPM.

Annex 2

List of evaluation tools for the discipline "Corporate management"

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	business game (DI)	Active learning activities in simulation modeling of the studied corporate systems. Joint activity of a group of students and a teacher under the guidance of a teacher in order to solve educational and professionally-oriented tasks by playing simulation of a real situation. Allows you to assess the ability to analyze and solve typical professional tasks in the field of corporate governance.	The theme of the game is "Conducting a general meeting of shareholders." During the game, issues are resolved that fall within the competence of the general meeting of shareholders and the board of directors. The process of preparing and holding a general meeting of shareholders is modeled, during which the governing bodies of a corporation, control and audit bodies, etc., which are integral elements of its organizational structure, are formed. In the process of preparation, students form the necessary documents. For more details, see clause 5.1 of the program
2	Scientific report on independent work (SR)	The final product resulting from the completion of a research assignment. Allows you to assess the ability of students to navigate independently in the available information space, collect information, process and analyze the collected material. The report allows you to assess the level of formation of analytical, research skills, practical and creative thinking.It is carried out on an individual basis.	Topic: "The state of corporate governance of the company" For more details, see clause 5.4 of the program
3	Exam	The final form of knowledge assessment. In higher education institutions are held during examination sessions.	Questions for the exam

Questions for the exam in the discipline "Corporate Governance"
formation of competence PC-2

1. Corporation as a product of integration processes in the economy.
2. Types of corporations, their classification.
3. The essence of corporate governance.
4. Board of Directorshowcompany management body.
5. Basic competencies of the general meeting of shareholders.
6. Competences of the board of directors of the company.
7. executive bodies of the corporation.
8. Annual meeting of shareholders. Features of the preparation and holding of the annual meeting of shareholders.
9. Committees of the Board of Directors.
10. Register of shareholders. Basic information contained in the registry.
11. General Meeting of Shareholders ascompany management body
12. Issuing policy of the corporation.
13. corporate securities.
14. Management of a corporation based on controlling stakes.
15. Characteristics of ordinary and preferred shares
16. Regulation of corporate governance in Russia.
17. Problems of corporate governance.
18. OECD Corporate Governance Principles.
19. Models of corporate governance.
20. Economic mechanism of corporation management.
21. The customer value chain of a manufactured product within a corporation.
22. The system of control and auditing bodies of the company.
23. Institute of independent directors in the corporate management system.
24. Russian disclosure requirements.
25. Audit Committee. Composition, structure, functions of the committee.
26. Investment policy of the corporation and management of financial flows.
27. Human Resources and Compensation Committee. Composition, structure, functions of the committee.
28. Strategy Committee. Composition, structure, functions of the committee.
29. Nomination Committee. Composition and functions.
30. Federal Law No. 208-FZ of December 26, 1995 "On Joint Stock Companies".
31. Joint stock company as the main organizational and legal form of entrepreneurial activity.
32. Company corporate secretary.
33. External audit of the company.
34. The Corporate Governance Code as a document regulating the corporate governance system.
35. Russian legal framework governing the activities of the management bodies of a joint-stock company.
36. Internal organizational documents of the joint-stock company. Charter of the joint-stock company.
37. Annual and financial statements of a joint-stock company and its role in the formation of proper corporate governance of the company.
38. Features of corporate governance in Russia.
39. Corporation insider information.
40. Criteria for determining the independence of directors
41. The essence of corporate social responsibility and its role in the CG system.
42. Corporation Legal Documentation
43. The theory of stakeholders.
44. Signs of a corporation.

45. Dividend policy of the joint-stock company.
46. Listing and delisting procedures.
47. Organization of the work of the board of directors of the company.
48. Preparation and holding of the general meeting of shareholders.
49. Procedure for convening, preparing and holding meetings of the Board of Directors
50. Election of members of the Board of Directors and termination of their powers.

Exam ticket form

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
"MOSCOW POLYTECHNICAL UNIVERSITY"
(MOSCOW POLYTECH)

Faculty of Economics and Management_____ Department of "Management"
Discipline: Corporate management
Direction of training: 38.03.02 "Management"
Course: 4, group _____, form of education: full-time

EXAMINATION TICKET No. 1.

1. Question assessing competencePC-2.
2.Competency QuestionPC-2

Approved at the meeting of the department "_29_" _August_ 2022, protocol No. _1_.

Head Department of "Management" _____ /Alenina E.E./

Business game "Conducting a General Meeting of Shareholders"in the discipline "Corporate Management"
(formation of competence PC-2)

The General Meeting of Shareholders, as you know, is the supreme governing body of a joint-stock company. The business game allows you to simulate the situation of preparatory work for holding the annual meeting of shareholders and the meeting itself according to the adopted agenda.

Thus, in the course of the game, issues are resolved that fall within the competence of the general meeting of shareholders, concerning the formation of the management bodies of the corporation, executive and other bodies of the corporation, which are integral elements of its organizational structure. These questions include:

− establishment of the quantitative composition of the board of directors, election of its members and early termination of their powers;

− formation of an executive body, early termination of its powers, if the charter does not refer these issues to the competence of the board of directors;

− election of members of the audit commission (auditor) and early termination of their powers;

− election of members of the counting commission and early termination of their powers;

− approval of the company's external auditor;

− approval of internal organizational and regulatory documents governing the activities of the corporation and its management system.

Holding an annual meeting is a complex task. Certain procedures must be followed to ensure that the meeting meets the requirements of Russian law and the recommendations of the Code of Corporate Conduct. The main principle in organizing annual meetings is that they should be held in

such a way as to promote the effective participation of shareholders in them, respect for the rights, needs and interests of all participants, harmonization of relations between various bodies, and multiplication of the value of corporate culture.

Preparation for the annual meeting is entrusted to the board of directors of the company, therefore, during the game, students also learn the competencies of the board of directors:

- formation of the agenda of the meeting of shareholders;
- informing shareholders about the date, place, time of the meeting;
- drawing up a list of candidates for elected bodies (board of directors, executive body, audit commission, counting commission, etc.);
- preparation of supporting documentation and informing shareholders about the results of the company's activities for the current period;
- preparation of recommendations to the general meeting of shareholders on the amount, timing and form of payment of dividends based on the results of work for the reporting period; others

In addition, this game helps to gain experience in communicating with a range of interested contact groups both inside and outside the organization.

Consider the sequence of the business game.

1) Preparatory phase (workshop 1)

The game is preceded by lectures that discuss the competencies of the corporation's management bodies (general meeting of shareholders, board of directors, executive body), the powers of control and audit bodies, the procedure for their election, and other aspects related to the functioning of these bodies. Students are given an assignment for independent study of the regulatory framework on relevant topics (Federal Law N 208-FZ of December 26, 1995 "On Joint Stock Companies", the Code of Corporate Conduct, approved and recommended for use by the letter of the Federal Central Clinical Commission of April 10, 2014 N 06- 52/2463).

At the next seminar, students are informed about the purpose of the business game, its detailed content, explanations of the basic rules of the game, the rights and obligations of the players and the coordinator, and the distribution of roles among the participants.

Figuratively, a group of students is a joint-stock company. Students own common and preferred shares. The number of shares is determined conditionally, the shares are distributed among the participants.

Before the start of the game, depending on the quantitative composition of the group, roles are distributed, i.e. the current board of directors (5 people), executive bodies are formed - the general director (1), the audit commission (3 people), the counting commission (3 people), the external auditor (1 person), the corporate secretary (1 person). All bodies perform the duties assigned to them:

- the board of directors prepares the holding of the annual meeting of shareholders;
- the general director prepares an annual report on the results of the company's activities for the reporting period (a report on the progress and attendance of students);
- the external auditor prepares an opinion on the reliability of the reporting data;
- the audit commission specializes in the issues of correctness of reporting data;
- the counting commission is engaged in the preparation of ballots for voting, forms of the protocol of the counting commission;
- the corporate secretary prepares draft decisions on the issues included in the agenda.

All students represent shareholders of the company. The board of directors must include items on the agenda at the request of a shareholder (or group of shareholders) owning at least 2% of the company's voting shares.

2) Conducting the game (workshop 2)

During the game, no one has the right to interfere in the process, the coordinator has the right to correct the actions of the participants.

Before the meeting, registration of participants is carried out, the quorum is determined, explanations are given on the procedure for voting on issues put to a vote - the counting commission is responsible for this. The chairman and secretary of the meeting are announced. The meeting is held according to the approved agenda. Following the results of the meeting, a protocol is prepared.

The priority issues on the agenda are the approval by the shareholders of the annual report on the company's activities for the reporting period, the speaker is the General Director. The General Meeting of Shareholders approves the report by a majority vote. Further, questions are considered on the distribution of profits remaining at the disposal of the company, on the expediency of paying dividends, on remuneration and compensation of expenses to members of the board of directors of the company, etc.

The next issue is the election of the board of directors by cumulative voting. Ballot papers are distributed. The counting of votes is carried out by the counting commission.

Next, the elections of the audit commission, the counting commission, the corporate secretary, and the approval of the external auditor take place. The decision is taken by a simple majority of votes.

At the end of the meeting, the results of voting on the composition of the board of directors are announced, the minutes of the counting commission are read out, which, together with the ballots, is prepared for archiving and transferred to the corporate secretary.

3) Final stage (workshop 3)

At the next seminar, the corporate secretary announces the minutes of the general meeting of shareholders as a result of the meeting.

Further, it is desirable to analyze the results of the business game, assess the quality of its conduct, the effectiveness of each of the participants, determine whether the goals have been achieved, and identify positive and negative aspects.

Criteria for evaluating participation in a business game

The system for evaluating gaming activity is built on the basis of assessing the quality and effectiveness of the decisions made, their reasoning.

For participation in a business game, students are awarded points in accordance with the criteria presented in the table.

Evaluation criterion	score
1. Theoretical level of knowledge	0-5
2. Quantity and quality of ideas put forward	0-10
3. Argumentation of put forward ideas	0-10
4. The ability to listen to opponents and lead a discussion	0-5
5. Oratory	0-3
6. Reinforcing materials with factual data (statistical data, etc.)	0-5
7. Ability to defend one's own point of view	0-5
8. Quality of answers to questions	0-5
9. Ability to work in a team	0-5
10. Degree of participation in the general discussion	0-10
Total points:	0-63

Evaluation of participation in the business game:
excellent - 54-63 points;
good - 44-53 points;
satisfactory - 30-63 points;
unsatisfactory - less than 30 points.

The format of the business game on the topic "Resolution of the existing conflict situation"in the discipline "Corporate Management"

(formation of competence PC-2)

It is supposed to recreate a model of a conflict situation that arose between two business partners. On the one hand, the representative of the corporation, on the other - its customer. The situation fits into the current theme of the course "Participants in corporate relations."

The game is designed for 3-4 year students of the direction of study "Management" of various profiles and other areas studying the course "Corporate Management".

Content

The following situation is set: the background of the conflict, which clarifies the position, and if necessary, the goals of the participants.

Editorial board of a respected magazine. The editor-in-chief and his regular customer - a major advertiser - are sitting in the office, drinking tea, talking. The advertiser is not satisfied with the fact that the magazine in which he ordered an article for 100 thousand rubles under the contract was not published on time. The release is overdue by a few days. Further delay may result in the fact that the article ordered in this issue may lose its relevance, because. it contains information for potential consumers with whom it is possible to conclude trade agreements at the forthcoming exhibition. The exhibition opens in 3 weeks.

The editor-in-chief assured that the issue had been printed, and the machine with the circulation left the printing house. Suddenly a bell rings. The editor-in-chief's secretary announces over the speakerphone that there is a problem with the equipment in the printing house, so the printing of the last issue is delayed indefinitely.

The advertiser addresses the editor-in-chief: You know, I will place my material in another place, my order will be urgently made there. Will you give me my money back soon?

*Game progress.*Negotiations begin in a given situation. In the process, each of the participants can specify the conditions, the partner must maintain the specified conditions and continue to act on the basis of them. It is important when negotiating to observe the ethics of business communication, at the same time be able to defend the interests of your organization, but at the same time maintain partnerships.

Rules of the game. Rights and obligations of players and experts.

Experts in the amount of 3 people are selected from a group of students. The rest of the students are divided into two groups. One of them represents the interests of the editorial board of the journal, the other - the interests of the customer. The role is determined by lottery. For 10 minutes, they discuss the plot of the game, determine the directions for the development of this plot, and clarify possible options for the development of the scenario. Then they themselves determine the leader who is ready to play the main role.

The time for negotiations is 5 minutes.

Negotiations are started by the performer who owns the last words of the prehistory of the conflict.

Expert composition: 3-5 people depending on the number of students in the group. The task of the experts is to evaluate the participants according to criteria that are determined during the time allocated for preparation.

Each of the experts is assigned to the players either 1 point or 0 points. In the end, the one with the most points wins.

Correction of the actions of the participants is carried out by the coordinator: he monitors the implementation of the rules of the game, the time allocated for the preparation and conduct of negotiations.

After the end of the negotiations, the experts announce the points assigned, and the winner is determined.

Criteria for evaluating participation in a business game

The system for evaluating gaming activity is built on the basis of assessing the quality and effectiveness of the decisions made, their reasoning.

For participation in a business game, students are awarded points in accordance with the criteria presented in the table.

Evaluation criterion	score
1. Theoretical level of knowledge	0-5
2. Quantity and quality of ideas put forward	0-10
3. Argumentation of put forward ideas	0-10
4. The ability to listen to opponents and lead a discussion	0-5
5. Oratory	0-3
6. Reinforcing materials with factual data (statistical data, etc.)	0-5

7. Ability to defend one's own point of view	0-5
8. Quality of answers to questions	0-5
9. Ability to work in a team	0-5
10. Degree of participation in the general discussion	0-10
Total points:	0-63

Evaluation of participation in the business game:
excellent - 54-63 points;
good - 44-53 points;
satisfactory - 30-63 points;
unsatisfactory - less than 30 points.

Guidelines for performing independent work in the form of a scientific report on the topic: "The state of corporate governance of the company"in the discipline "Corporate Management" (formation of competence PC-2)

1 Requirements for the content of a scientific report

The scientific report is the result of a step-by-step study of the state of corporate governance of the selected object - a specific company (PJSC). The requirements for the content of the report are educational and research in nature. Based on the results of getting acquainted with each individual topic of the course and mastering the material covered in the seminars, students are given the task of consolidating the acquired knowledge by performing independent analysis. This task is issued in the form of an analytical note. The content of the analytical notes prepared on the topics of the course serves as the basis for the relevant sections of the report.

2 The structure of the scientific report on the state of corporate governance of the object under study

Topic of the section (analytical note)	Content
1.Characteristics of the company	History of the company. Mission, company development strategy. Organizational structure of company management. Ownership structure. Shareholder information (share capital structure). Company capitalization.
2Company management bodies	Description of the controls. Availability of organizational documents regulating the scope of corporate governance: Charter of the organization, Regulations on the Board of Directors, Regulations on the General Meeting of Shareholders, Regulations on the collegial executive management body, Corporate Governance Code, collective agreement, etc.
3Corporate governance practice	Corporate governance information published in annual and quarterly reports. Place in the corporate governance rating. A brief analysis of the sphere of corporate governance of the company.
4 The General Meeting of Shareholders is the supreme management body of the company	Organization and holding of the general meeting of shareholders. The last meeting, the main issues on the agenda of the meeting. Basic competencies of the general meeting of shareholders. dividend policy.

5 The Board of Directors as a governing body of the company	Composition and procedures of the Board of Directors. Core competencies of the board of directors. The work of committees of the Board of Directors. Remuneration of members of the Board of Directors.
6 Executive bodies of the company	The composition and procedures of the executive bodies of the company. The main competencies of the executive bodies. Management reward.
7 The system of control and audit bodies of the company	External independent auditor of the company. Audit committee. Audit Committee of the Board of Directors. Control and audit procedures. Functions and a brief analysis of the work of organs.
8Information transparency of the company	Analysis of the availability and timeliness of information for all interested parties. Compliance with disclosure requirements in matters of: -results of financial and economic activity; - financial statements in accordance with RAS/IFRS; - composition of shareholders, holders of large blocks of shares; - on members of the executive bodies and the Board of Directors, the amount of their remuneration; - observance of the rights of shareholders; - activities of management and control bodies; - interested party transactions; - description of the main risk factors; - information about the employees of the company; - equal accessibility of information for Russian and foreign investors.
9 Corporate social responsibility of the company	Fulfillment of the company's social obligations to employees, partners and society as a whole (stakeholders). non-financial reports. Specific indicators (quantitative and qualitative, characterizing CSR.
10 The author's assessment of the state of corporate governance of the company under study	Positive and negative characteristics of CG based on the study of the selected object.

3. The design of the scientific report is carried out in accordance with the requirements of the current standards.

4. List of recommended companies

PJSC AVTOVAZ
PJSC JSCB "ROSBANK"
PJSC Sberbank
PJSC "Akron"
PJSC "Joint-Stock Oil Company" Bashneft "("ANK Bashneft")
PJSC Aeroflot
PJSC Bank VTB
PJSC "Bank" Saint-Petersburg"
PJSC GAZ
PJSC Gazprom
PJSC Gazprom Neft
PJSC MMC Norilsk Nickel
PJSC PIK Group of Companies
PJSC LSR Group
PJSC Cherkizovo Group

PJSC Rostelecom
PJSC "Far Eastern Energy Company"
PJSC "Far Eastern Shipping Company" (FESCO)
PJSC Inter RAO
PJSC Irkutskenergo
PJSC "KAMAZ"
PJSC “Company “M.Video”
PJSC VSMPO-AVISMA Corporation
PJSC LUKOIL
PJSC "Magnit"
PJSC "Interregional Distribution Grid Company of the Centre" ("IDGC of Centre")
Mechel PAO
PJSC Mobile TeleSystems (MTS)
PJSC Moscow United Electric Grid Company (MOESK)
PJSC Mosenergo
PJSC Oil Company Rosneft
PAO NOVATEK
PJSC Novolipetsk Iron and Steel Works (NLMK)
PJSC "Novorossiysk Commercial Sea Port"
PJSC "United Aircraft Corporation"
OK RUSAL
PJSC Polyus Gold
PJSC RBC
PAO Severstal
AFK Sistema
PJSC SOLLERS
OAO Surgutneftegaz
PJSC TATNEFT
PJSC Uralkali
PJSC Pharmstandard

Report Evaluation Criteria

Report structure:

1) title page;

2) work plan indicating the pages of each question, sub-question (paragraph);

3) introduction;

4) a textual presentation of the material, divided into questions and sub-questions (paragraphs, subparagraphs) with the necessary references to the sources used by the author;

5) conclusion;

6) list of used literature;

7) applications that consist of tables, diagrams, graphs, drawings, diagrams (an optional part of the abstract).

Applications are arranged sequentially, according to the headings that reflect their content.

Criteria	Indicators
1. Novelty of the abstracted text	- the relevance of the problem and the topic; - novelty and independence in posing the problem, in formulating a new aspect of the problem chosen for analysis; - the presence of the author's position, independence of judgments.
2. The degree of disclosure of the	- compliance of the plan with the topic of the report; - compliance of the content with the topic and plan of the report; - completeness and depth of disclosure of the main

essence of the problem	concepts of the problem; - validity of methods and methods of working with the material; - ability to work with literature, systematize and structure the material; - ability to generalize, compare different points view on the issue under consideration, to argue the main provisions and conclusions.
3. Validity of the choice of sources	- range, completeness of the use of literary sources on the problem; - attraction of the latest works on the problem (journal publications, materials of collections of scientific papers, etc.).
4. Compliance with clearance requirements	- correct design of references to the literature used; - literacy and culture of presentation; - possession of terminology and the conceptual apparatus of the problem; - culture of design: selection of paragraphs.
5. Literacy	- the absence of spelling and syntactic errors, stylistic errors; - the absence of typos, abbreviations of words, except for the generally accepted ones; - literary style.

The mark "Excellent" is given if all the requirements for writing and defending the report are met: the problem is identified and its relevance is justified, a brief analysis of various points of view on the problem under consideration is made and one's own position is logically stated, conclusions are formulated, the topic is fully disclosed, the volume is maintained, the requirements are met to the external design, the correct answers to additional questions are given.

Rating "Good" - the basic requirements for the report and its protection are met, but there are some shortcomings. In particular, there are inaccuracies in the presentation of the material; there is no logical sequence in judgments; the volume of the abstract is not maintained; there are omissions in the design; incomplete answers were given to additional questions during the defense.

Grade "Satisfactory" - there are significant deviations from the requirements. In particular: the topic is covered only partially; there are factual errors in the content of the report or in answering additional questions; no output during protection.

An "unsatisfactory" grade is given in cases where the conditions for a "satisfactory" grade are not met.