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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
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"30" 05 2022

Dean,
Faculty of Economics and
Management
_____ /A.V. Nazarenko/
"30" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"Business process risk 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 "Risk Management of Business Processes".

The relevance of studying the discipline lies in the decisive role of Risk Management to ensure the economic security of organizations of any level.

In this regard, the main goal of the discipline is to: acquire relevant competencies in the field of bankruptcy diagnostics; management of the organization in a crisis situation, risk management, strategies and tactics of risk management; formation and development of management decisions based on the principles of risk management; application of methods of personnel management and public relations for the development of personnel policy in pre-crisis and crisis situations and prevention of conflicts with the public.

Hence, the main tasks for the transfer of knowledge within the framework of this course are:

- To give a clear idea of the evolutionary causes of crises in socio-economic systems and the possibilities of optimizing in this regard the management of the organization's development.
- To develop students' skills in the formation of management systems and the development of management decisions on the principles of Risk Management in order to ensure economic security.
- To form the ability to apply the methods of personnel management and public relations for the development of personnel policy in pre-crisis and crisis situations and the prevention of conflicts with the public.
- Show the relationship between economic and social security.

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

The discipline "Risk Management of Business Processes" is one of the elective academic disciplines (B1.2.ED.5) of the main educational program of the bachelor's degree.

The discipline "Risk Management of Business Processes" is interconnected logically and content-methodologically with the following disciplines and practices of the EP:

In the compulsory part of disciplines (B1.1):

-Business Process Management;
- Entrepreneurship;

In the part formed by the participants of educational relations (B1.2):

- Startup management;

- Organization development 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 content of the discipline "Risk Management of Business Processes", a student in the direction of training "Management" with the qualification (degree) "Bachelor" must have the following competencies:

Competency code	As a result of mastering the educational program, the student must have	List of planned learning outcomes by discipline
PC-5	Capable of gathering information about business problems and identifying business opportunities in the organization	**know:** theory of risk management; systems theory; conflict theory **be able to:** identify, register, analyze and classify risks and develop a set of measures to minimize them **own:** the skills to analyze, identify and document true business problems or business opportunities

4. Structure and content of the discipline.

Part-time education

The total labor intensity of the discipline is 4 credit units, i.e. 144 academic hours (of which 108 hours are independent work of students).

Seventh semester: lectures - 18 hours, seminars - 18 hours, form of control - exam.

The structure and content of the discipline "Risk Management of Business Processes" by terms and types of work are reflected in the Appendix.

5. The content of the sections of the discipline

Topic 1 Concept, essence, types of business processes and emerging risks.

Subject, goals and objectives of risk management. Correlation between business process risk management and risk management in modern realities. The concept of economic and social security in the state, regional and personal aspects. The experience

of the global financial crisis of 2008-2012. Guidelines for knowledge management and course study planning.

Topic 2 Risk analysis system for business processes of an economic entity.

The concept of the crisis of the socio-economic system. Typology of crises. Crisis as a regularity in the development of macrosystems. Possibilities of recognition and forecasting of crises. The impact of the crisis on the effectiveness of management at the macro and micro levels. Subjective-local crises.

Topic 3 Methods and tools for risk management of business processes of an economic entity.

Characteristics of economic security systems: at the state level; at the regional level; at the organizational and individual levels. Scientific and practical approaches to the organization of economic security. Classification of threats in the field of economic security. Risk assessment methods in RUR. Algorithm for achieving economic security at the organization level. Information security as one of the main conditions for ensuring economic security.

Topic 4 Risk assessment in business processes in economic entities.

Common causes of insolvency and insolvency of Russian enterprises. Absolute and relative insolvency. Definition and prevention of insolvency and insolvency. Information base for diagnosing the insolvency of an enterprise. Assessment of solvency, financial stability and business activity of the enterprise. Criteria for assessing the insolvency of enterprises. Analysis of financial prerequisites for insolvency (bankruptcy) of enterprises. External control. Trust management. Ensuring social security during the liquidation of organizations. The mechanism of state regulation.

Topic 5 Risk assessment in business processes at manufacturing enterprises.

The concept of production (operational) analysis and its functions. The main methodological approaches to the analysis of the enterprise. Study of control systems. Organizational and legal analysis of the state of the enterprise. Marketing analysis. Analysis of social and economic partnership. Independent Expertise in Risk Management. Diagnostic systems used in Risk Management.

Topic 6 Financial risk management - risk neutralization.

Business plan for neutralizing the financial risks of the organization: prerequisites, essence, goals. The main measures for the financial recovery of the organization. The main channels for financing an organization that is in a state of

financial recovery. The activities of the financial service of the organization in a crisis. Cash flow management in a crisis and unstable situation. Accounts receivable management. Management of accounts payable during the period of financial recovery of the organization.

Topic 7 Financial risk management - financial analysis.

Goals and objectives of financial analysis. Factors influencing the choice of financial development strategy. Taking into account the principles of Risk Management and criteria of economic security in the development of strategic plans

Topic 8 Financial risk management - risk transfer.

The concept of transfer (transfer) of risks. Innovative goals, ideas, projects and programs. Project management. Examination of an innovative project according to the criteria of Risk Management.

Topic 9 Financial risk management - the formation of reserves.

The concept of the mechanism for the formation of risk management systems by redundancy within the framework of economic security. Relationship between quality management and risk management. Principles of accounting for economic security in the quality management system. The main directions for determining the effectiveness of mechanisms. Management of economic security in the quality management system.

Seminar plan

Seminar 1. Crises in socio-economic development, trends and characteristics
Seminar 2. Crises in the development of the organization
Seminar 3. State regulation of crisis situations
Seminar 4. Insolvency Procedures: Content and Application
Seminar 5. The Human Factor of Risk Management
Seminar 6. Strategy and technology of risk management
Seminar 7. Financial recovery and restructuring of an insolvent enterprise
Seminar 8. Foreign experience of risk management
Seminar 9. Human factor in pre-crisis and crisis conditions.

Tasks for self-fulfillment (Topic 5)
Analytical tasks of diagnosing the activities of the organization.

Diagnostics of the organization's activity (DDO) requires, first of all, the formation of a set of indicators characterizing this activity (let's call them benchmark indicators), as well as the choice of the duration of conditional reporting periods and time periods for promptly monitoring the situation and obtaining the values of these

indicators.

As a conditionally reporting period (T) you can take the time interval most often used in the practice of operational management, equal to one calendar month, and the time interval (t) - one calendar day. Then within the calendar year:

T = 1,…, 12; t = 1,…, 365 or t = 1,…, 366 (leap year).

In general terms: T is the number of the reporting period from the beginning of the calendar year; t is the number of the time interval from the beginning of the calendar year.

Based on the accepted periodicity, the values of indicators during diagnosis can be calculated either at the end of the selected time point T (the end of the T-th month) or t (the end of the t-th day), or for the selected period ΔT or Δt . To assess the situation in the monitored period, it is also necessary to take into account the number of periods of the same duration that have passed from the starting point - from the beginning of the year in months - i, i = 1.11 or in days - j, j = 1, 364 (or j =1, 365

time from the beginning of the current month to the current day (Δt) or a full calendar month (ΔT) upon its completion. The chosen duration of the notional reporting period ΔT makes it equal to the reporting period traditionally used by most organizations.

It is desirable to limit the composition of indicators by which the organization's activities can be diagnosed.

The attention of administrative and managerial personnel can be continuously directed to a limited set of indicators. This is explained by the psycho-physiological features of the perception of information, due to which only a limited number of objects can be perceived by a person at the same time without losing the integrity of the perception of the picture.

When determining the most preferred number of objects in one of the experiments, each subject was shown in turn sheets of paper with a different number of symbols (dots or stripes) printed on them. It turned out that if the number of displayed signs did not exceed seven, then the subjects, not counting them, in most cases immediately intuitively called the correct number. In other words, there was a so-called "instant grasp", or, as psychologists say, a simultaneous (simultaneous) perception (sometimes called the "volume of perception") of information. Thus, the results of the described experiments allowed psychologists to consider the number 7 ± 2 as a number limiting the number of objects instantly perceived by a person. Moreover, we can talk about both individual symbols and numbers, and rather large information blocks.

The recommendations given by psychologists can also be used in the selection of benchmark indicators used in the diagnostics of the organization's activities (DDO), i.e. their number should be within 7 ± 2.

The following is an approximate list of benchmarking indicators of the organization's activities, which can be recommended as a model for use in diagnosing the activities of organizations:

1. The volume of products sold or services rendered (RP).

2. Cost of products or services (C).

3. The amount of short-term liabilities of the organization: current (KZ) and overdue (KZ') accounts payable, current (Z) and overdue (Z') loans and borrowings.

4. The amount of current (DZ) and overdue (DZ') receivables.

5. The amount of money the organization (D).

6. The cost of fixed assets (FC), working capital (Oc) and intangible assets (IA) of the organization.

7. The amount of the wage fund (PHOT); the number of personnel of the organization (H).

8. The amount of funds allocated for development - the organization's innovative activities (Crazv).

The proposed indicators can be used to assess the activities of an organization characterized by a significant volume of services provided, the great complexity of the applied calculations and methods of working with information; increased requirements for its accuracy imposed by client enterprises; a large number of customers on the one hand and supplier organizations on the other. However, even abstracting from these features of the organization, it is possible, with the necessary degree of confidence, to speak of the high universality of the above guiding indicators, which makes them suitable for use with minor refinements in diagnosing the activities of most commercial organizations.

The universality of the selected indicators is due to their ability to reflect the so-called basic objects of attention of administrative and managerial personnel, as well as the most important targets of a modern organization, which include:

- expansion of the sales market for products, works or services (RP);
- intensive development of the organization (RP, C, OF, ObS, NMA, Srazv);
- active and flexible interaction with clients (RP, DZ, DZ', D);
- ensuring mutual fulfillment of obligations (KZ, KZ', Z, Z', DZ, DZ', D);
- increasing the satisfaction of employees, including administrative and managerial personnel, with the level of remuneration (payroll, P).

The above list of indicators is exemplary and can be modernized: reduced or expanded accordingly, based on the specifics of the activities of a particular organization.

The calculations performed when diagnosing the activities of the organization, taking into account the above conditions, predetermine the following actions:

1. Finding the absolute values of indicators:

a) for the moments T: OFT, ObST, NMAT, FOTT, CHT, KZT, KZ'T, ZT, Z'T, DZT, DZ'T; DT; RP ΔT, C ΔT,

Right awayΔT;

b) for moments t: KZt, KZ't, Zt, Z't, DZt, DZ't, Dt, ObSt, RP Δt, C Δt.

2. Calculation of the rate of measurement of indicators (indices):

for the period ΔT - indices: OFT , ΔT/T-l, OFT/(T-1), obs T/(T-1), intangible

assets T/(T-1), payroll T/(T-1) , KZ T/(T-1),

Estimating the values of indicators at time points t, for periods Δt [td, t], as well as for short periods of time [tj, t] is the most efficient. Its implementation makes it possible to identify the key points of the emerging economic situation at the early stages of its formation and, on the basis of this information, to develop and implement adequate SD that reduce the possibility of obtaining an unsatisfactory result.

The transition from periods ΔT to periods Δt and time intervals [t-d, t], along with timely informing administrative and managerial personnel about the peculiarities of the current situation, also pursues other goals: assessing the uniformity of the formation of indicators during the month, establishing standard values of indicators, identifying relationships between performance results and the factors that shape them.

The actions proposed in the framework of diagnostic calculations can be implemented in practice if some changes are made to them, determined by the specifics of the activities of a particular organization and, accordingly, the guiding indicators selected for use in the diagnosis of the organization's activities.

The expediency of performing specific actions may undergo some changes dictated by the priority tasks facing the administration of the organization and the observed changes in the conditions of the organization's activities.

Diagnostic calculations can be performed in the context of the following procedures:

1. Daily monitoring of the dynamics of the values of indicators (at time t), excluding non-working days.

OBJECTIVES (Topic 6):

- determination of the nature of the behavior of orienting indicators at the maximum frequency of their observation;
- trend analysis of indicators;
- classification of indicators according to the degree of stability of their behavior.

Content:Daily (for each moment of time t, excluding weekends and holidays; t = 1,…, 365) finding indicators of KZt, KZ't, Zt, Z't, DZt, DZ't, Dt, ObSt, RP Δt, With Δt.

This procedure allows you to establish an appropriate frequency for monitoring the performance of the organization.

The procedure can be implemented:

a) at the initial stages of the application of DDO in the management of the organization;

b) at the stages of active use of DDO for setting up the parameters of the functioning of the diagnostic system.

The required frequency of tuning is determined by the dynamics of the industry that includes the organization, as well as the degree of stability of its activities of the organization itself.

Optimization of the frequency of tracking diagnosed

indicators. Tasks to be solved:

- prevention of probable losses incurred due to untimely detection of threatening trends and, as a result, a delay in the implementation of the necessary control actions (decided when determining the maximum required frequency of monitoring indicators);
- rationalization of resource costs for diagnosing (orientation to the minimum allowable frequency of diagnosing procedures).

Both problems are variant optimization problems. Their solution requires the use of special tools.

Content:Determining the appropriate frequency (frequency) for monitoring indicators.

Assessment of the dynamics of orienting indicators for periods ΔT, Δt [t-d, T] and short periods of time [tj, t].

Tasks to be solved:

- determination of short-term and medium-term prospects for the development of the organization;
- establishing the influence of previously made management decisions on the studied (guiding) indicators through the analysis of the changes caused by these decisions;
- development and specification of normative values of reference indicators.

Content:Finding growth rates (indices) or growth rates of indicators for selected periods of time.

The choice of the period is determined by the frequency of monitoring indicators adopted as a result of the previous procedure, as well as by the time interval close to the period of manifestation of the consequences of management decisions to be quantified.

Establishment of acceptable values of guiding indicators. Tasks to be solved:

- setting targets for the development of the organization;
- description of the conditions for the functioning of the organization;
- tracking the impact of previously made management decisions on benchmarking indicators.

Content:Establishment of standard values for standardized indicators and acceptable values for non-standardized ones. The latter can be set at any time or period of time, the duration of which is determined by the availability of the necessary information and the professionalism of the administrative and managerial personnel of the organization. Establishing acceptable values requires taking into account the specifics of the organization's work (in particular, the seasonality of work, demand for products, etc.), as well as the features of the dynamics of indicators identified during the implementation of the first procedure over short periods of time.

Evaluation of the intensity of the functioning of the organization as one of the characteristics of the quality of management (Topic 7).

Tasks to be solved:

- assessment of the intensity of diagnosing the organization's activities;
- assessment of the intensity of the analytical and diagnostic search;
- assessment of the tension of operational management.

Content:Determination of the intensity of the functioning of the organization for a selected period of time.

The considered procedures (1-5) represent a complete cycle of diagnostic calculations. However, it should be noted that during the next cycle, the results obtained at the previous stage may remain unchanged for some procedures. In organizational terms, the implementation of the listed procedures can be carried out in parallel-sequentially, i.e. individual calculations can be parallel.

Specific forms and timeframes for the implementation of the recommended procedures depend on the characteristics of the organization's activities and on the results achieved as a result of the implementation of each procedure.

Further, the universal features of the use of diagnostic calculations in the context of the orienting indicators adopted for use are considered in more detail.

Let us consider the volume of sold products or performed works (services) - RP as an object of diagnosis.

Used indicators:

- absolute (RP ΔT, RP Δt);
- indices characterizing growth rates (RP ΔT/ Δ(T-1), RP Δt/ Δ(T-1), RP Δt/ Δ(t-1)). The absolute values of indicators are subject to calculation with a frequency determined in accordance with the procedures presented above.

Sales volume indicators calculated for each month (RP ΔT) are traditionally used in the analysis of the organization's activities and characterize its development and achievements in conquering the market. Narrowing the period for tracking implementation indicators (transition from ΔT to Δt) allows:

a) after the analyzed month, differentiate the achieved indicator RP ΔT into components in order to assess in detail the positive and negative factors of its formation, the identification of which will create the basis for improving the mechanism for managing the functioning of the organization, as well as for accumulating and formalizing the experience of effective management;

b) at any current time, monitor the indicators of RP Δt and, on this basis, evaluate the prospects for achieving certain results in the reporting period (set values of RP ΔT indicators), as well as identify threatening manifestations of instability in the organization’s activities at an early stage.

Each additionally received unit of sold products of a certain name not only contributes to the formation of the results of the organization's activities, but also affects

the very mechanism of its functioning. In this regard, along with the absolute indicators of implementation, a special place should be occupied by indicators of the rate of their change (RP ΔT/ Δ(T-1). Finding the growth rate can be used when establishing acceptable values of benchmark indicators, within the framework of the procedures outlined earlier. It is allowed to calculate them both at the current moment of time and in retrospect when evaluating management decisions made in the relevant period.In addition, growth and growth indicators are of interest for checking compliance with the most important economic proportions in the organization, for example,

6. Educational technologies

The methodology for teaching the discipline "Risk Management of Business Processes" 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:

- lecture (dialogue, problematic), seminar, independent work;
- discussion and defense of reports;
- preparation for the colloquium.

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

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

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

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/course/view.php?id=7187

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 Fund of assessment tools for conducting intermediate certification of students in the discipline (module)

6.1.1. 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-5	Capable of gathering information about business problems and identifying business opportunities in the 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.

6.1.2.*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-5- Capable of collecting information about business problems to identify business opportunities of the organization				
Index				
	2	**3**	**four**	**5**
know: theory of risk management; systems theory; conflict theory	The student demonstrates the complete absence or insufficient compliance of the	The student demonstrates incomplete compliance with the following knowledge:	The student demonstrates partial compliance with the following knowledge: theory of risk	The student demonstrates full compliance with the following knowledge: theory of risk management; systems

	following knowledge: theory of risk management; systems theory; conflict theory	theory of risk management; systems theory; conflict theory	management; systems theory; conflict theory	theory; conflict theory
be able to: identify, register, analyze and classify risks and develop a set of measures to minimize them	The student is unable or insufficiently able to: identify, register, analyze and classify risks and develop a set of measures to minimize them	The student demonstrates incomplete compliance with the following skills: identify, register, analyze and classify risks and develop a set of measures to minimize them	The student demonstrates partial compliance with the following skills: identify, register, analyze and classify risks and develop a set of measures to minimize them	The student demonstrates full compliance with the following skills: identify, register, analyze and classify risks and develop a set of measures to minimize them
own: the skills to analyze, identify and document true business problems or business opportunities	The student does not know or does not know enoughthe skills to analyze, identify and document true business problems or business opportunities	The student has the skills to analyze, identify and document true business problems or business opportunities	The student partially ownsthe skills to analyze, identify and document true business problems or business opportunities	The student is fully versedthe skills to analyze, identify and document true business problems or business opportunities

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

Form of intermediate certification: 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 "Risk Management of Business Processes" are allowed to interim certification.

Evaluation scale	*Description*
Excellent	*Independent work was done, test tasks were passed, active participation in a business game, performance of 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 errors are made, 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 annex 1 to the work program.

7. Educational, methodological and information support of the discipline

Main literature

1. Korotkov E. M. Risk management of business processes + additional materials in EBS: a textbook for universities - M .: Yurayt Publishing House, 2021. - 406 p. -

ISBN 978-5-534-01066-4. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/468439

Additional literature:

1. Risk management of business processes: textbook and workshop for universities / edited by N. D. Koryagin. - Moscow: Yurayt Publishing House, 2021. - 367 p. - (Higher education). - ISBN 978-5-534-00539-4. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/469053

2. Kochetkova A. I. Risk management of business processes. Toolkit: textbook and workshop for universities - M .: Yurayt Publishing House, 2021. - 440 p. - (Higher education). — ISBN 978-5-534-01617-8. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/470354

Software and Internet Resources:

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

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 38.03.02 "Management".

The program was made by:
Head of the Department "Management"

Candidate of Economics, Associate Professor / Alenina E.E./
Candidate of Economics, Senior Lecturer, Department of Management
/ Kostromin P.A. /

The program was approved at a meeting of the department "Management"
August 29, 2022, Protocol No. 1
Head of the Department "Management"
k. e. Sc., Associate Professor / Alenina E.E. /

Part-time education

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	K.R.	K.P.	Report	To	K/r	E	Z
1 Concept, essence, types of business processes and emerging risks.	7	one	2	2		12	1.			+	+	+		
2 Risk analysis system for business processes of an economic entity.	7	2	2	2		12	2.			+	+	+		
3. Methods and tools for risk management of business processes of an economic entity.	7	3	2	2		12	3.			+	+	+		
4. Risk assessment in business processes in economic entities.	7	four	2	2		12	4.			+	+	+		
5. Risk assessment in business processes at manufacturing enterprises.	7	5	2	2		12	5.			+	+	+		
6. Financial risk management - risk neutralization	7	6	2	2		12	6.			+	+	+		
7. Financial risk management - financial analysis.	7	7	2	2		12	7.			+	+	+		
8. Financial risk management - risk transfer.	7	eigh t	2	2		12	8.			+	+	+		
9. Financial risk management - provisioning	7	9	2	2		12	9.			+	+	+		
Appraisal Form										+	+	+		

Total			eighteen	eighteen		108				one	one		E	

Appendix 2 to
work program

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"

(MOSCOW POLYTECH)

Direction of training: 38.03.02 "Management"

Form of study: full-time, part-time

Educational Program Business Process Management

Type of professional activity: organizational and managerial, information and analytical

Department: Management

VALUATION FUND

BY DISCIPLINE Business process risk management

Composition: 1. Passport of the fund of appraisal funds

2. Description of evaluation tools:
topics of reports, colloquia, questions for the exam

Compiled by:

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

Art. teacher, Ph.D. Kostromin P.A.

Moscow, 2022

Table 1

Business Process Risk Management					
GEF VO 38.03.02 "Management"					
In the process of mastering this discipline, the student forms and demonstrates the following **competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
Index	Wording				
PC-5	Capable of gathering information about business problems and identifying business opportunities in the organization	**know:** theory of risk management; systems theory; conflict theory **be able to:** identify, register, analyze and classify risks and develop a set of measures to minimize them **own:** the skills to analyze, identify and document true business problems or business opportunities	lecture, independent work, seminars	DC, exam	**A basic level of** Knowledge of risk management theory; systems theory; conflict theory Ability to identify, register, analyze and classify risks and develop a set of measures to minimize them Ability to analyze, identify and document true business problems or business opportunities **Enhanced level** Detailed knowledge of risk management theory, systems theory, conflict theory; Atthe ability to analyze risks and develop a set of measures to minimize them in turbulent conditions Possession of skills to identify and factor analysis of true business problems or business opportunities

Appendix 3
to work program

List of evaluation tools for the discipline Business process risk management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Report, message (DS)	Product independent work student, representing a public speech on the presentation of the results of the solution of a certain educational and practical, educational and research or scientific Topics	Topics of reports, messages
2	Exam	The final form of knowledge assessment. In higher education institutions are held during examination sessions.	Questions for the exam
3	Colloquium (K)	A means of monitoring the assimilation of the educational material of the topic, section or sections of the discipline, organized as a training session in the form of an interview of a teacherwith students.	Topic questions

Questions for the examin the discipline "Risk Management of Business Processes"

formation of competence PC-5

1. Reengineering based on the principles of Risk Management.
2. External control.
3. Trust management.
4. Types and procedure for the implementation of reorganization procedures.
5. Types and procedure for the implementation of reorganization procedures.
6. Insolvency of the organization and mechanisms to overcome it.
7. Operational management as a factor in overcoming the crisis of the enterprise.
8. The origins of business conflicts and their role in risk management.
9. Leadership in a group and work with management personnel.
10. Power and partnership in risk management.
11. Role and personal aspects of a person and organization.

12. The human factor in pre-crisis and crisis states.
13. Professiogram of an anti-crisis manager.
    Goals and objectives of PR in the Risk Management system.
14. Economic safe career development of a human resource on the basis of the University Employment Service
15. Personnel management policy in terms of Risk management.
16. Anti-crisis personnel policy in the organization.
17. The role and functions of the manager in Risk Management by organizations.
18. Analysis of the reasons for the insolvency of the organization.
19. Assessment of the financial stability of the enterprise.
20. Analysis and design of information technologies in risk management.
21. Development of personnel policy in accordance with the principles of Risk Management.
22. Training of personnel to behave in crisis situations.
23. Situational analysis of personnel management in a crisis situation on a specific example.
24. Training of personnel to behave in crisis situations.
25. The mechanism of state regulation of socio-economic interactions in risk management.
26. Analysis of social and economic partnership.
27. Peculiarities of analysis and its functions in Risk Management.
28. Analysis and evaluation of the competitive advantages of the enterprise in risk management.
29. Formation of management teams in Risk Management.
30. Methodology for assessing the performance of personnel in Risk Management.
31. Social responsibility and management ethics.
32. Motivation of activity in Risk management.
33. Performance Evaluation Criteria in Risk Management.
34. Risk management of business processes by the personnel of the organization.

35. Human factor Risk management.
36. Personnel management in the implementation of the anti-crisis strategy of the enterprise.
37. Approaches to ensuring economic security.
38. Classification of risks of bankruptcy of enterprises.
39. Measures focused on ensuring economic security.
40. Information security as one of the main conditions for ensuring economic security.
41. Approaches to ensuring economic security.
42. Classification of threats in the field of economic security.
43. Classification of risks of bankruptcy of enterprises.
44. Insolvency of the organization and mechanisms to overcome it.
45. Directions and means of restructuring organizations in the process of risk management.
46. Features of the audit of crisis enterprises
47. Directions and means of restructuring organizations in the process of risk management.
48. Organizational mechanism for the liquidation of the enterprise.
49. Organizational mechanisms for the improvement of the enterprise.
50. Organizational and legal aspects of bankruptcy of organizations.
51. The role of information in diagnosing the state of the enterprise.
52. The role and importance of crisis diagnostics in risk management.
53. Bankruptcy risk assessment methods under the threat of bankruptcy.
54. Methods for reducing risks in the RUR.
55. Analysis functions in Risk Management.
56. Financial analysis of a crisis enterprise.
57. Study of control systems in risk management.
58. Organizational and legal analysis of the state of the enterprise.
59. Marketing Analysis in Risk Management.

60. Independent Expertise in Risk Management.
61. Commercial security assessment.
62. Strategic Planning in Risk Management
63. Factors influencing the choice of development strategy.
64. Accounting for economic security criteria in the development of strategic plans.
65. Development of recommendations on anti-crisis management and bankruptcy prevention at the enterprise.
66. Expertise of the project in the field of economic security.
67. Management Systems in Risk Management.
68. Bankruptcy of organizations and measures to prevent it.
69. Bankruptcy procedures (on the example of a separate procedure).
70. Measures to bring the organization out of the crisis.
71. Analysis of the quality of work in Risk Management.
72. Diagnostics of the economic condition of an insolvent organization.
73. Business valuation in crisis conditions.
74. Bankruptcy risk assessment methods under the threat of bankruptcy.
75. Methods for reducing risks in the RUR.
76. Measures focused on ensuring economic security.
77. Information security as one of the main conditions for ensuring economic security.
78. Ensuring social security during the liquidation of organizations.
79. Features of the audit of crisis enterprises
80. Expertise of the project in the field of economic security.

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 : Business process risk management

Direction of training: 38.03.02 "Management"

Course: 4, group _____, form of education: full-time, part-time

EXAMINATION TICKET No. 1.

1. Question assessing competencePC-6.
2.Competency QuestionPC-6

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

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

Topics of colloquiain the discipline "Risk Management of Business Processes"

(formation of PC-5 competencies)

1. Methods for diagnosing the financial and economic state of organizations.
2. Ways to prevent crisis conditions.
3. Training of specialists in anti-crisis management of organizations.
4. Development of planned solutions for the financial recovery of enterprises.
5. Conducting special office work in Risk Management.
6. Marketing support of management decisions in Risk Management.
7. Particular relevance of Risk Management in modern realities
8. The problem of economic and social security in the state, regional and personal aspects.
9. The ratio of economic security and economic efficiency.
10. Crises of the socio-economic system on the example of the global crisis of 2008-2012.
11. Crisis as a regularity in the development of macrosystems.
12. Crisis Recognition and Forecasting Toolkit.
13. The impact of the crisis on the effectiveness of management at the macro and micro levels in the preparation and development of management decisions.
14. Taking into account the threats of subjective-local crises in the implementation of management decisions.
15. Economic security in project management.
16. Innovation Potential in Risk Management
17. Essence and meaning of Risk Management
18. Business process risk management: problems and ways to resolve them.
19. Business process risk management at various stages of the organization's life cycle.
20. Forecasting methods for making managerial decisions.
21. The quality of managerial decisions in Risk Management.

22. Goal Setting in Risk Management.

Colloquium Evaluation Criteria

- Grade "excellent": deep and lasting assimilation of the program material; complete, consistent, competent and logically presented answers when modifying the task; freely coping with the tasks, knowledge of the material; well-founded decisions; possession of versatile skills and techniques for performing practical tasks.

- Evaluation "good": knowledge of the program material; competent presentation, without significant inaccuracies in the answer to the question; correct application of theoretical knowledge; possession of the necessary skills in performing practical tasks.

- Grade "satisfactory": assimilation of the main material; when answering, inaccuracies are allowed; insufficiently correct wording when answering; violation of the sequence in the presentation of program material; difficulties in performing practical tasks;

- Grade "unsatisfactory": no knowledge of the program material; errors occur when answering; difficulties in performing practical tasks.

Topics of reportsin the discipline "Risk Management of Business Processes"

(formation of PC-5 competencies)

1. Approaches to ensuring economic security.
2. Classification of threats in the field of economic security.
3. Classification of risks of bankruptcy of enterprises.
4. Bankruptcy risk assessment methods under the threat of bankruptcy.
5. Methods for reducing risks in the RUR.
6. Measures focused on ensuring economic security.
7. Information security as one of the main conditions for ensuring economic security.
8. Reengineering based on the principles of Risk Management.
9. External control.
10. Trust management.
11. Ensuring social security during the liquidation of organizations.
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54. Diagnostics of the economic condition of an insolvent organization.

55. Business valuation in crisis conditions.
56. The role and importance of crisis diagnostics in risk management.
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78. Social responsibility and management ethics.
79. Motivation of activity in Risk management.
80. Performance Evaluation Criteria in Risk Management.
81. Risk management of business processes by the personnel of the organization.
82. Human factor Risk management.
83. Personnel management in the implementation of the anti-crisis strategy of the enterprise.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
one	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the	The content reflects	The content does not	The content does not	The content does

	report	the essence of the problem under consideration and the main results obtained.	fully reflect the essence of the problem under consideration or the main results obtained.	fully reflect the essence of the problem under consideration and the main results obtained.	not reflect the essence of the problem under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
fo ur	Relevance to the topic	The presented material is fully consistent with the stated topic.	The material presented contains elements that are not relevant to the topic.	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic.