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# Abstract of the program of discipline
# B.1.1. "History of Russia"
# for the field of study 38.03.02 “Management”
# educational program: “Business Process Management”

## 1. Objectives, tasks and planned learning outcomes for the discipline

**Objective** the development of students' general civic awareness is the key to mastering the discipline identity based on an understanding of the historical experience of building Russian statehood at all its stages, an understanding that throughout Russian history, a strong central government has been of paramount importance for the construction and preservation of a single cultural and historical space of national statehood.

The stated goal is achieved by students mastering the basic categories and concepts of historical science and studying historical patterns.

**Tasks** The objectives of mastering the discipline and the planned learning outcomes for “History of Russia” are:

- to form in students a holistic image of Russian history with an understanding of its specific problems, to synchronize the Russian historical process with the global one, and also to develop the skills of working with historical sources and scientific literature;
- to help the student acquire knowledge of historical facts - dates, places, participants and results of the most important events, as well as historical names, terms; to learn historical concepts, concepts; to pay special attention to periods when Russia faced serious historical challenges or experienced crises, to consider the reasons and prerequisites that caused them, as well as ways to overcome them; historical experience of the national and religious policy of the Russian state at all stages of its existence (including the periods of the Russian Empire and the Soviet Union) in achieving interethnic peace and harmony, mutual influence and interpenetration of cultures;
- to develop in students the skills and abilities to extract information from historical sources, apply it to solve cognitive problems; use the techniques of historical description (narration of events, processes, phenomena) and explanation (disclosure of the causes and consequences of events, identification of common and different things in them, determination of their nature, classification, etc.);
- to form an understanding of the assessment of historical events and phenomena, critical thinking skills (the ability to determine and justify one’s attitude towards historical and modern events, their participants);
- to form a patriotically oriented political culture in future specialists based on an understanding of the historical aspects of current geopolitical and social problems, the sources of their origin and possible ways of resolving them, taking into account the historical experience of humanity;
- to form the responsibility of the future specialist for the results of his activities, to help determine his own parameters of life, values and norms of behavior in production, in scientific institutions, in entrepreneurial activity and personal participation in social transformations, as well as moral guidelines in resolving the global problems of our time;
- to form in students an understanding of the historical path of Russian civilization as an integral part of the world historical process through the study of the main cultural and historical eras;
- to form in students a holistic understanding of the main periods and trends in the development of the multinational Russian state from ancient times to the present day;

- to teach students to identify and analyze the most significant connections and features of historical phenomena and processes, systematize and generalize historical sources, reduce individual and often disparate facts and events into a coherent system of reliable knowledge, identify cause-and-effect relationships between them, the underlying processes that determine the course of social development, its driving forces and motivation;
- to form an approach to the history of the Russian state as a continuous process of acquiring national identity and the formation of a single cultural and historical space;
- to develop the need for a comparative approach to the assessment of similar processes and phenomena, such as the development of new territories, the building of an empire, the formation of forms and types of statehood, organizational forms of society, etc.;
- to develop a conscious evaluative attitude towards historical figures, processes and phenomena, excluding the possibility of the emergence of internal contradictions and mutually exclusive interpretations of historical events, including those of significant importance for individual regions of Russia;
- to develop a conscious attitude towards the history of the region's past as a basis for the formation of historical consciousness, the education of a common civic identity and patriotism

List of planned learning outcomes for the discipline (module), correlated with indicators of achievement of competencies:

| **Code and name competencies Indicators of achievement of competence** | **Code and name of competencies Indicators of achievement of competence** |
|---|---|
| **UK-5.** Capable analyze and take into account the diversity of cultures in the process of intercultural interaction | **IUK-5.1.**Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical and philosophical contexts<br>**IUK-5.2.**Recognizes the system of universal human values, understands the importance for the development of civilizations of the historical heritage and socio-cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings<br>**IUK-5.3.**Interacts with people taking into account socio-cultural characteristics in order to successfully complete professional tasks and social integration |

## 2. The place of the discipline in the structure of the educational program (Bachelor's degree program)

The discipline "History" is part of Block 1. Disciplines (modules). Basic part" and is interconnected with the development of other disciplines of this block. It expands the understanding of the diversity of the modern world through understanding its evolution in space and time, and also contributes to understanding the development of individual sectors of human economic activity and the factors motivating it. This ensures intra- and interdisciplinary the logical connection of this discipline with other disciplines in the structure of the educational program.

The study of the discipline "History of Russia" is based on key educational competencies obtained in secondary comprehensive school: value-semantic, educational and cognitive, general cultural, informational, communicative, social and labor, methods and skills of personal self-improvement.

**Abstract of the program of discipline**
**B.1.2. "Philosophy"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**Objectives** mastering the discipline "Philosophy" are:

- ensuring that students master the basics of philosophical knowledge;
- formation of an understanding of the specifics of philosophy as a way of knowing and spiritually mastering the world, the main sections of modern philosophical knowledge, philosophical problems and methods of their research;
- development of skills for independent analysis of the meaning and essence of the problems that have occupied the minds of philosophers of the past and present, as well as the current state of society in its socio-historical and ethical contexts.

**To the main tasks** mastering the discipline "Philosophy" should include:

- mastering the basic principles and techniques of philosophical knowledge;
- awareness of the system of universal human values, understanding the importance for the development of civilizations of the historical heritage and socio-cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings
- development of skills for critical perception and evaluation of information sources, the ability to logically formulate, present and argue one’s own vision of problems and ways to resolve them;
- mastering the techniques of conducting discussions, polemics, dialogue
- acquisition of skills for interacting with people, taking into account socio-cultural characteristics, in order to successfully complete professional tasks and social integration

**Learning outcomes** The following are relevant for the discipline:

- mastery of the basic principles and techniques of philosophical knowledge;
- understanding the intercultural diversity of society in socio-historical, ethical and philosophical contexts;
- awareness of the system of universal human values, understanding the importance for the development of civilizations of the historical heritage and socio-cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings;
- skills of critical perception and evaluation of information sources, the ability to logically formulate, present and argue one’s own vision of problems and ways to resolve them;
- mastery of techniques for conducting discussions, polemics, and dialogue;
- skills of interaction with people, taking into account socio-cultural characteristics, in order to successfully complete professional tasks and social integration.

Training in the discipline "Philosophy" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-1. Capable realize critical analysis of problem situations based on a systems approach, develop an action strategy | IUK-1.1 Analyzes a problem situation as a system, identifying its components and the connections between them.<br>IUK-1.2 Identifies gaps in information needed to solve a problem |

| | |
|---|---|
| | situations and designs processes to eliminate them.<br>IUK-1.3 Critically evaluates the reliability of information sources, works with contradictory information from different sources. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.
The discipline is directly related to the following OOP disciplines and practices:

Foreign language;

History of Russia;

Fundamentals of Russian statehood.

In the process of studying these disciplines, basic universal competencies are formed, aimed at forming a culture of philosophical thinking, the ability to analyze and synthesize. This creates the basis for the effective mastering of these disciplines, forms the basics of logical thinking in the student, the ability to identify patterns of development of nature and society, forms an active and useful civic position for society. The basic knowledge that a student should have after studying the discipline "Philosophy" is designed to facilitate the mastering of disciplines aimed at forming professional knowledge and skills.

**Abstract of the program of discipline**
**B.1.3. "Foreign language"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Foreign Language" include:

comprehensive development of students' communication skills formed at previous levels of education, necessary for effective everyday and professional communication, as well as familiarization of students with digital tools that both contribute to the formation of necessary foreign language communication competencies and facilitate oral and written interaction with foreign colleagues.

The main objectives of mastering the discipline "Foreign Language" include:

- mastering the necessary vocabulary for communication in everyday and professional purposes;
- development of skills for the correct use of grammatical constructions that ensure communication without distorting the meaning;
- development of the ability to perceive foreign speech by ear both in real life and in the form of video lectures and videos on the Internet;
- development of skills in reading and understanding professional and scientific literature in a foreign language in one’s field of study;
- development of the ability to correctly express one’s thoughts orally and in writing;
- development of the skill of using digital tools to form the necessary foreign language communicative competencies (online explanatory and bilingual dictionaries, tools for translating texts, correcting written speech, memorizing new words)
- development of adequate speech behavior in everyday and professionally oriented situations;
- formation and development of independent work skills (working with foreign-language sources, searching and analyzing necessary information, critical thinking), including with the use of digital tools (for example: Google documents, services for creating presentations, etc.).

Training in the discipline "Foreign Language" is aimed at developing the following competencies in students:

| Code and name competencies | Indicators of Competence Achievement |
|---|---|
| UK-4: ability to carry out business communication in oral and written forms in the state language of the Russian Federation and a foreign language | IUK-4.1. Takes into account the specifics of business communication in the state and foreign languages depending on the specifics of verbal and non-verbal means of communication<br>IUK-4.2. Able to exchange business information in oral and written forms in the state and foreign languages, taking into account the unique style of official and unofficial letters, Also sociocultural differences in the correspondence format.<br>IUK-4.3 Performs translation of professional texts from a foreign language into the state language of the Russian Federation and from the state language of the Russian Federation into a foreign language |

## 2. The place of the discipline in the structure of the educational program

This course is included in the list of the mandatory part/part formed by the participants of educational relations of block B1 "Disciplines (modules)". The discipline "Foreign Language" is logically, substantively and methodically connected with other humanitarian disciplines in the curriculum, aimed at broadening horizons, forming a humanistic worldview and developing communication skills, as well as with information technologies, which are aimed at forming the digital consciousness of students.

**Abstract of the program of discipline**
**B.1.4. "Fundamentals of Russian statehood"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**The main goal** mastering the discipline "Fundamentals of Russian statehood" is the formation in students of a system of knowledge, skills and competencies, as well as values, rules and norms of behavior associated with the awareness of belonging to Russian society, the development of a sense of patriotism and citizenship, the formation of a spiritual, moral and cultural foundation for a developed and integral personality, aware of the peculiarities of the historical path of the Russian state, the originality of its political organization and the combination of individual dignity and success with social progress and political stability of their homeland.

The implementation of the course involves the consistent acquisition by students of knowledge, ideas, scientific concepts, as well as historical, cultural, sociological and other data related to the problems of the development of Russian civilization and its statehood in historical retrospect and in the context of current challenges of political, economic, technogenic and other nature. Based on the stated goal, the following tasks can be identified for its achievement within the framework of the discipline:

- to present the history of Russia in its continuous civilizational dimension, to reflect its most significant features, principles and current guidelines;
- to reveal the value-behavioural content of the sense of citizenship and patriotism, inseparable from developed critical thinking, free development of personality and the ability to independently judge the current political and cultural context;
- to consider fundamental achievements, inventions, discoveries and accomplishments associated with the development of the Russian land and Russian civilization, to present them in a relevant and meaningful perspective that fosters in citizens pride and involvement in their culture and their people;
- to present the key meanings, ethical and ideological doctrines that have developed within Russian civilization and reflect its multinational, multi-confessional and solidarity (community) character;
- to consider the features of the modern political organization of Russian society, the causal nature and specificity of its current transformation, the value support of traditional institutional decisions and the special polyvariance of the relationship between the Russian state and society in the federal dimension;
- to explore the most likely external and internal challenges facing Russian civilization and its statehood at the present time, and to identify key scenarios for its future development;
- to outline the fundamental value principles (constants) of Russian civilization (unity of diversity, strength and responsibility, harmony and cooperation, love and trust, creation and development), as well as the interconnected value guidelines of Russian civilizational development.

Training in the discipline "Fundamentals of Russian Statehood" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement | Name of the evaluation indicator |
|---|---|---|
| UK-5. Capable of perceiving intercultural diversity societies in social- historical, ethical and philosophical contexts | IUK-5.1. Analyzes and interprets events, the current state of society, manifestations of its interculturality diversity in social historical, ethical and philosophical contexts; | **Know:**<br>- - fundamental achievements, inventions, discoveries and accomplishments associated with the development of the Russian land and Russian civilization, present them in a relevant and meaningful perspective;<br>- features of the modern political organization of Russian society, the causal nature and specificity of its current transformation, valueensuring traditional institutional solutions and special multivariance of relationships the Russian state and society in the federal dimension; |

| | | |
|---|---|---|
| | IUK-5.2. Recognizes the system of universal human values, understands importance for the development of civilizations historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings;<br>IUK-5.3. Interacts with people taking into account socio-cultural<br>features for the purpose of successful implementation professional tasks andsocial integration. | - fundamental value principles<br>Russian civilization, such as unity of diversity, strength and responsibility,<br>harmony and cooperation, love and trust, creation and development, as well as promising value guidelines for Russian civilizational development;<br>**Be able to:**<br>- adequately perceive current social and cultural differences, respectfully and carefully treat historical heritage and cultural traditions;<br>- find and use the information about cultural issues necessary for self-development and interaction with other people<br>the characteristics and traditions of various social groups;<br>- to demonstrate in their behavior a respectful attitude toward the historical heritage and socio-cultural traditions of various social groups, based on knowledge of the stages of the historical development of Russia in the context of world history and cultural traditions of the world;<br>**Own:**<br>- skills for consciously choosing value orientations and civic position;<br>- skills of reasoned discussion and solutions to problems of ideological, social and personal nature;<br>- a developed sense of citizenship and patriotism, and skills of independent critical thinking. |

## 2. The place of the discipline in the structure of the educational program

The discipline refers to the part formed by the participants of educational relations of block B1 "Disciplines (modules)". The discipline is directly related to the following disciplines and practices of the OOP:

History of Russia;
Law Basics;
Philosophy.

**Abstract of the program of discipline**

**B.1.5. "Digital Literacy"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. List of planned results of studying the discipline, correlated with the planned results of mastering the educational program

As part of mastering the main professional educational program of the bachelor's degree, the student must master the following learning outcomes in the discipline "Digital Literacy":

| Code and name competencies | Indicators of Competence Achievement |
|---|---|
| OPK-6. Capable of understanding the principles work of modern information technologies and use them for solutions tasks professional activities | IOPK-6.1. Knows the basics of information technology<br>IOPK-6.2. Can perform practical work on setting up computer equipment<br>IOPK-6.3. Has skills in working with application software |

## 2. The place of discipline in the structure of the OPEP

The academic discipline “Digital Literacy” is a mandatory part of cycle B.1 “Disciplines (modules)”.

**Abstract of the program of discipline**
**B.1.6. "Physical Education and Sports"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**The goal** The goal of mastering the discipline "Physical Education and Sports" is the formation of physical culture of the individual and the ability to purposefully use various means of physical education, sports and tourism to maintain and strengthen health, psychophysical training and self-preparation for future life and professional activities.

Achieving the set goal requires solving the following educational, developmental and health-improving tasks:

– understanding the social significance of physical culture and its role in personal development and preparation for professional activity;

– knowledge of the biological, psychological, pedagogical and practical foundations of physical education and a healthy lifestyle;

– formation of a motivational and value-based attitude towards physical culture, an attitude towards a healthy lifestyle, physical improvement and self-development of the habit of regular physical exercise and sports;

– mastering a system of practical skills and abilities that ensure the preservation and strengthening of health, mental well-being, the development and improvement of psychophysical abilities, qualities and personality traits, self-determination in physical education and sports;

– acquiring personal experience in improving motor and functional capabilities, ensuring general and professional-applied physical fitness for a future profession and everyday life;

– creation of a basis for the creative and methodologically sound use of physical education and sports activities for the purposes of subsequent life and professional achievements.

Planned learning outcomes for the discipline. The graduate must:

**know:**

- scientific and practical foundations of physical education and healthy lifestyle.

**be able to:**

- use the means and methods of physical education for professional and personal development, physical self-improvement, and the formation of a healthy lifestyle.

**own:**

- means and methods of strengthening individual health, physical self-improvement, values of physical culture of the individual for successful socio-cultural and professional activities.

Training in the discipline "Physical Education and Sports" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-7 Capable of supporting due physical level preparedness to ensure full social and professional activities | IUK-7.1. Competently selects health-preserving methods to maintain healthy image life with taking into account physiological characteristics of the body and conditions for the implementation of professional activities<br>IUK-7.2. Maintains an optimal level of physical activity to ensure full social and professional activity<br>IUK-7.3. Complies with healthy lifestyle norms in various life situations and in professional activities |

## 2. The place of the discipline in the structure of the educational program

The discipline "Physical Education and Sports" is one of the academic disciplines of the compulsory part of the basic cycle (B1) of the main educational program of the bachelor's degree.

Discipline "Physical Education and sport" interconnected logically and substantive and methodological with the following OOP disciplines:

– History of Russia;
– Philosophy;
– Life safety.

**Abstract of the program of discipline**
**B.1.7. "Law Basics"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goal of mastering the discipline "Law Basics" is to prepare students for activities in accordance with the qualification characteristics of a bachelor in the direction 38.03.02 "Management", including the formation of knowledge in the field of jurisprudence, ideas about the principles and specifics of legal regulation of relations in the professional sphere.

The objectives of the discipline are to develop students' skills

– application of the norms of the legislation of the Russian Federation in the course of their future professional activities;
– acceptance solutions and commissions legally significant actions V precisein accordance with the law;
– analysis of legislation and the practice of its application;
– orientation in specialized literature.

Training in the discipline "Law Basics" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-11 - able to form intolerable attitude towards manifestations of extremism, terrorism, corrupt behavior and counteract them in professional activities | IUK-11.1. Has developed legal awareness and a formed legal culture, respect for law and order. Knows the basic provisions of Russian legislation on combating extremist activity, terrorism, and corruption.<br>IUK-11.2. Understands the essence, models and forms of manifestation of extremism, terrorism, corruption in various spheres of personal and professional activity.<br>IUK-11.3. Complies with the rules of public interaction, adequately applies the norms of law and methods of preventing and countering extremist activity, terrorism, and corruption. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Law Basics” is a mandatory part of block B1 “Disciplines (modules)”.
It is connected with the disciplines:
"History of Russia",
"Philosophy",
"Corruption prevention".

**Abstract of the program of discipline**
**B.1.8. "Introduction to the profession"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objective of the discipline is to prepare students for educational activities in educational program disciplines. This discipline allows the student to make a choice regarding further specialization in relation to his specialty, taking into account his personal, individual abilities and needs. The main blocks of economic sciences are considered in order for the student to understand his future development within the framework of this specialty. The discipline will allow students to begin to independently determine their own further development, both within the framework of the individual and within the framework of separately formed groups united by interests and needs.

The main objectives of mastering the discipline "Introduction to the Profession" include:

- development of personal qualities of the student from the point of view of adaptation to the social environment;
- education and development of highly moral and ethical principles that will form a comprehensively developed specialist ready to interact with the outside world;
- mastering the base of methodological knowledge in preparation for various types of classes, which will help the student in a more complete and comprehensive study of the proposed disciplines.

Training in the discipline "Introduction to the Profession" is aimed at developing the following competencies in students:

| **Code and name competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-9. Able to use basic defectological knowledge in social and professional spheres | IUK-9.1. Has an understanding of inclusive competence and the specifics of applying basic defectological knowledge in the social and professional spheres<br>IUK-9.2. Shows tolerance towards disabled people and people with disabilities<br>IUK-9.3. Applies the principles of non-discriminatory interaction with people with disabilities and limited health capabilities, taking into account their socio-psychological characteristics when communicating in various spheres of life |
| OPK-1. Able to solve professional problems on knowledge base (on intermediate level) of economic, organizational and management theory | IOPK-1.1. Knows ways to solve professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory.<br>IOPK-1.2. Able to solve professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory.<br>IOPK-1.3. Possesses skills in solving professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 "Disciplines (modules)". The discipline "Introduction to the profession" is logically and substantively interconnected. methodically with the following disciplines and practices of the OP:

- Project activities
- Basic Management
- Economic theory

**Abstract of the program of discipline**
**B.1.9. "Basic Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The objectives of mastering the discipline "Fundamentals of Management" are to study the basic management mechanisms both at the level of the organization and its individual elements; to develop in students modern management thinking and the qualities of a 21st century manager who is able to work effectively and achieve set goals to gain a competitive advantage for the organization.

The main objectives of mastering the discipline "Fundamentals of Management" include:

- mastering the basic concepts, principles, tools and methods of management theory;
- students' awareness of the need to develop professionally significant qualities necessary for managing the organization's resources;
- mastering management methods and improving the ability to apply them in professional activities;
- development of an active life position, the ability to analyze the processes of socialization and adaptation in the context of social change, the characteristics of self-awareness and self-development of the individual in modern society.

Training in the discipline "Fundamentals of Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| OPK - 2. Capable of collecting, processing and analyzing data necessary for solutions delivered management tasks, using modern tools and intelligent information analytical systems | IOPK-2.1. Knows the methods of collecting, processing and analyzing data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems.<br>IOPK-2.2. Able to collect, process and statistically analyze data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems.<br>IOPK-2.3. Possesses the skills to collect, process and analyze data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 "Disciplines (modules)". The discipline "Basic Management" is logically and substantively interconnected.
Methodically with the following disciplines and practices of the OP:

- Project activities
- Human Resources Management
- Introduction to the profession
- Economic theory

**Abstract of the program of discipline**
**B.1.10. "Economic Theory"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

**Objectives, tasks and planned learning outcomes for the discipline**

**Objectives** mastering the discipline "Economic Theory" are:

- basic knowledge in the field of economic theory, methodology of knowledge in the field of objective economic processes in Russia and the world;
- to develop economic thinking aimed at understanding the forms, methods, priorities and directions of economic development.

The main objectives of mastering the discipline "Economic Theory" include:

- to form a systemic understanding of the content of economic processes in Russia and the world;
- to form knowledge about the principles of behavior of various economic entities in conditions of limited economic resources;
- to form an understanding of the mechanism of functioning of a market economy;
- develop skill evaluate positivity (efficiency) events macroeconomic policy of the state and its impact on economic entities;
- develop practical skills for making decisions in a changing economic environment at the micro, meso, and macro levels.

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

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-10.<br>Able to make informed decisions economic decisions in various areas of life | IUK-10.1. Understands the basic principles of functioning of macroeconomics and economic development, goals and types of state participation in the economy<br>IUK-10.2. Represents the main patterns of functioning of microeconomics and factors ensuring rational use resources and achieving effective results of activities<br>IUK-10.3. Applies methods of economic and financial planning to achieve personal financial goals, uses financial instruments for managing personal budget that are adequate to the set goals, optimizes own financial risks |
| OPK-1.<br>Able to solve professional problems knowledge based tasks(at the intermediate level) economic, organizational and management theory | IOPK-1.1. Knows ways to solve professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory.<br>IOPK-1.2. Able to solve professional problems based on knowledge (at the intermediate level) of economics, organizational and management theory.<br>IOPK-1.3. Possesses skills in solving professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory. |

## The place of the discipline in the structure of the bachelor's degree program

The discipline "Economic Theory" belongs to the basic part of block B.1.1.10.
It is related to the disciplines
- "Basic Management",
- "Introduction to the profession",
- "Human Resources Management"

**Abstract of the program of discipline**
**B.1.11 "Human Resources Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Human Resources Management" include:

- formation of scientifically based ideas about the basic concepts, approaches and patterns of personnel management in an organization;
- disclosure of the specifics of using psychological knowledge in recruiting, recording and evaluating the organization's personnel, as well as practical skills that allow the acquired knowledge to be effectively used in implementing personnel development management technologies.

The main objectives of mastering the discipline "Human Resources Management" include:

- to reveal the conceptual, methodological and practical foundations for training personnel in a developing organization;
- to form general ideas about the goals, directions, stages and subjects of development of the organization’s human resources potential;
- define the main tasks and content of activities of HR services and the professional responsibilities of the HR manager;
- to provide a general idea of the personnel, information, regulatory, methodological, legal and office support of the personnel management system.

List of planned learning outcomes for the discipline, correlated with the planned learning outcomes for the educational program:

| **Code and name of competencies** | **Indicators of Competence Achievement** | **List of planned learning outcomes in the discipline** |
|---|---|---|
| OPK-3. Able to develop sound organizational and managerial decisions taking into account their social significance, to facilitate their implementation conditions of a complex and dynamic environment and assess their consequences | IOPK-3.1. Knows development principles reasonable organizational and managerial decisions taking into account their social significance, to assist their implementation in a complex and dynamic environment and assess their consequences.<br>IOPK-3.2. Able to develop sound organizational-management decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences.<br>IOPK-3.3. Owns development skills reasonable organizational and managerial decisions taking into account their social significance, to assist their implementation in the conditions of complex and dynamic environment and assess their consequences. | Know:<br>- the basics of developing and implementing the concept of personnel management.<br>Be able to:<br>- forecast and plan the organization's need for personnel in accordance with strategic plans of the organization and determine effective paths her satisfaction;<br>- analyze the state and development trends of the labor market from the point of view of vision provision the organization's personnel needs<br>Own:<br>- methods for implementing basic management functions in the field of personnel management;<br>methods planning number and professionalism staff composition in accordance with strategic plans organizations. |

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

The discipline "Human Resources Management" is one of the professional academic disciplines of the basic part of the basic cycle (B1.11) of the main educational program of the bachelor's degree.

The discipline "Human Resources Management" is interconnected logically and substantively-methodically with the following disciplines and practices of the OP:

In terms of disciplines of the basic part of the program (B.1.1)

- Basic Management

In terms of elective disciplines of the optional part of the program (B1.2)

- Modern organizational management structures.

**Abstract of the discipline program**
**B.1.12. "Organization Life Cycle Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Organization Life Cycle Management" include deepening the knowledge of bachelors on the problems of development and management of organization development, which constitute one of the main components of the professional cycle.

The main objectives of mastering the discipline "Organization Life Cycle Management" include:

- Gain an understanding of the fundamentals of organizational development in the internal and external environment.
- To characterize the principles of sustainable development of an organization and the conditions for implementing this concept.
- To form an understanding of the fundamental and applied sections of the discipline and to develop skills for their creative use in scientific and industrial-technical activities.
- To prepare for active communication in scientific, industrial and social spheres of activity.
- To develop basic skills of economic analysis and the ability to apply them to understand the socio-economic processes of assessing economic, social and environmental policies.
- To teach how to competently carry out activities for planning the development of an organization.

Training in the discipline "Organization Life Cycle Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| OPK-3. Capable of developing justified organizational and managerial decisions taking into account their social significance, to assist their implementation in a complex and dynamic environment and evaluate them consequences | IOPK-3.1. Knows the principles of developing sound organizational and managerial decisions taking into account their social significance, facilitates their implementation in a complex and dynamic environment and evaluates their consequences.<br>IOPK-3.2. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences.<br>IOPK-3.3. Possesses the skills to develop sound organizational and managerial decisions taking into account their social significance, to facilitate their implementation in a complex and dynamic environment and to assess their consequences. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.

The discipline “Organization Life Cycle Management” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- Project activities;
- Basic Management;
- Business Process Management;
- Economic theory.

**Abstract of the program of discipline**
**B.1.13. "Business Process Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Business Process Management" is intended to present a modern concept of managing a company (enterprise) operating in difficult economic conditions.

The main goals of mastering the discipline "Business Process Management" include:

- introducing students to the problems and prospects of effective organization of production and operational processes,
- to develop theoretical knowledge and practical skills in the basic principles of production (operational) management in order to increase the competitiveness of the enterprise

The main objectives of mastering the discipline "Business Process Management" include:

- identification of types of operating activities and significant interrelations between them;
- consideration of modern problems of operations management based on research the basics of the formation and functioning of the organization's operating system;
- study of the stages of the life cycle of operating systems, highlighting the characteristic features of each stage and determining the main approaches to solving their inherent operational problems;
- study of the motives for the creation and conditions for the selection of a new product based on modern strategic approaches;
- acquisition of practical skills in developing the process of creating a new product in an organization, including skills in forming service plans for organizations engaged in the service sector;
- consideration of the theoretical foundations of the construction of production processes and determination of the possibilities of using specific process strategies based on the most influential factors;
- mastering the skills of designing production processes using modern production flow planning tools and based on studying the conditions for choosing a method for providing services;
- identifying areas for improving the operational activities of modern organizations.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| OPK-4. Capable identify and evaluate new market possibilities, develop business plans for creation and development new directions activities and organizations | IOPK-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for creation and development new directions of activity of organizations.<br>IOPK-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity for organizations.<br>IOPK-4.3. Possesses the skills and methods of identifying and assessing new market opportunities, developing business plans for the creation and development of new areas of activity for organizations. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Business Process Management” is one of the compulsory disciplines of the cycle (B1.1) of the bachelor’s degree educational program.

Discipline "Business Process Management" interconnected logically and substantive and methodological with the following disciplines and practices of the educational program:

*In the basic part (B1.1):*

- Introduction to project activity;
- Organization Life Cycle Management

*In the part formed by participants in educational relations (B.1.2):*

- Project activities;
- Business process management tools;
- Business processes reengineering;
- Systematic management of business processes.

**Abstract of the program of discipline**

**B.1.14. "Corruption Prevention"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goal of mastering the discipline "Anti-corruption regulation" is to prepare students for activities in accordance with the qualification characteristics of a bachelor in the direction, including the formation of knowledge in the field of jurisprudence, ideas about the foundations and specifics of legal regulation of relations in the professional sphere.

The main objectives of mastering the discipline "Anti-corruption regulation" include:

- application of the norms of the legislation of the Russian Federation in the course of their future professional activities;
- making decisions and performing legally significant actions in strict accordance with the law;
- analysis of legislation and the practice of its application; - orientation in specialized literature.

Training in the discipline "Corruption Prevention" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-11. Capable of forming an intolerant attitude towards manifestations of extremism, terrorism, corruption behavior and counteract them in professional activities | IUK-11.1. Has a developed legal consciousness and formation of legal culture, respect for law and order. Knows the basic provisions of Russian legislation on combating extremist activity, terrorism, corruption<br>IUK-11.2. Understands the essence, models and forms of manifestation extremism, terrorism, corruption in various areas of personal and professional activity<br>IUK-11.3. Complies with the rules of public interaction, adequately applies legal norms and methods of preventing and countering extremist activity, terrorism, and corruption |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.

Discipline "Corruption Prevention" interconnected logically and substantive and methodological with the following disciplines and practices of the educational program:

- "History of Russia",
- "Philosophy",
- "Law Basics".

**Abstract of the discipline program**
**B.1.15. "Digitalization of management processes"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Digitalization of management processes" include:

– formation of knowledge about modern principles, methods and means of modern information technologies as applied to management, methods and means of their application in business;

– preparing students for activities in accordance with the qualification characteristics of a bachelor in the field, including the development of skills to identify necessary improvements in an organization; ensuring the use of information technologies to improve the efficiency of professional activities.

The main objectives of mastering the discipline "Digitalization of management processes" include:

– mastering the methodology, analysis and selection of information technologies for use in the context of professional activity in an organization, mastering the methods and conditions for using information technologies, selecting evaluation criteria, quality indicators, determining the parameters to be verified, the procedure for determining and processing the information received and its protection.

Training in the discipline "Digitalization of management processes" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| OPK-5. Capable use in solving professional problems tasks of modern information technologies and software funds, including control large arrays data and their Intelligent analysis | IOPK-5.1. Knows modern methods of using information technologies and software, including management of large data arrays and their intellectual analysis.<br>IOPK-5.2. He can do it use at solving professional tasks modern informational technologies and software, including management of large data sets and their intelligent analysis.<br>IOPK-5.3. Possesses the skills to use modern information technologies and software tools, including management, in solving professional problems large data sets and their intelligent analysis. |
| OPK-6. Capable understand principles of operation modern information technologies and use their for solution tasks of professional activity | IOPK-6.1. Knows the principles of operation of modern information technologies and the methodology of their use to solve problems of professional activity.<br>IOPK-6.2. Able to apply the principles of modern information technologies to solve problems of professional activity.<br>IOPK-6.3. Possesses skills in using modern information technologies to solve problems of professional activity. |

## 2. The place of the discipline in the structure of the educational program

The discipline "Digitalization of management processes" is one of the academic disciplines of the part formed by the participants of educational technologies of the bachelor's degree educational program.

The discipline "Digitalization of management processes" is interconnected logically and in terms of content and method with the following disciplines and practices of the EP:

- "Digital literacy";
- "Technologies for organizing management interaction";

- "Process management";
- "Business process management tools";
- "Fundamentals of Technological Entrepreneurship".

**Abstract of the discipline program**
**B.1.16. "Methods of making management decisions"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The aim of the academic discipline "Methods of making management decisions" is to develop practice-oriented knowledge about qualitative, statistical and quantitative methods of development, making management decisions and practical skills for their development.

Objectives of the discipline:

– acquisition of systematic knowledge in the field of theory and practice of development and adoption of management decisions;

– studying the experience of effective organizations in making management decisions and determining the possibility of its use in the work of Russian companies;

– understanding the mechanisms for developing and making management decisions that correspond to real socio-economic reality;

– acquisition of practical skills and professional competencies in collecting, processing and analyzing information on external and internal environmental factors for the development and adoption of management decisions at the level of a business organization,

– mastering the skills of finding solutions to non-standard management problems.

Training in the discipline "Methods of making management decisions" is aimed at developing the following competencies in students:

| **Code and name competencies** | **Indicators of Competence Achievement** |
|---|---|
| OPK-3. Capable of developing justified organizationally management decisions taking into account their social significance, to assist their implementation in a complex and dynamic environment and assess their consequences | IOPK-3.1. Knows the principles of developing sound organizational and managerial decisions taking into account their social significance, facilitates their implementation in a complex and dynamic environment and evaluates their consequences.<br>IOPK-3.2. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences.<br>IOPK-3.3. Possesses the skills to develop sound organizational and managerial decisions taking into account their social significance, to facilitate their implementation in a complex and dynamic environment and to evaluate them consequences. |
| PC-6 – Ability to formulate possible solutions based on target indicators developed for them, as well as to analyze, justify and select solutions | IPC-6.1. Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining up-to-date business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes.<br>IPC-6.2. Can identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; determine the connections and dependencies between the elements of business analysis information; apply information technologies to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the activities of |

| | |
|---|---|
| | the organization; analyze the requirements of stakeholders in terms of the quality criteria defined by the selected approaches; evaluate the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; model the volume and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques.<br>IPC-6.3. Has the skills to identify, collect and analyze business analysis information to generate possible solutions; describe possible solutions; analyze solutions in terms of achieving the target indicators of the solutions; evaluate the resources required to implement solutions; evaluate the effectiveness of each solution option as the ratio between the expected level of resource use and the expected value; choosing a solution for implementation as part of a group of experts. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.

The discipline “Methods of making management decisions” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- Basic Management
- Business Process Management
- Organizational Development Management

**Abstract of the program of discipline**
**B.1.17. "Functional Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**Objectives** mastering the discipline "Functional Management" are:

- students study the basic management mechanisms both at the organizational level and at individual management elements;
- developing in them modern management thinking and the qualities of a 21st century manager who is able to work effectively and achieve set goals to gain a competitive advantage for the organization.

**Objectives of the discipline**:

- acquisition of theoretical principles on the subject, principles, functions, methods, means and forms of management of organizations;
- formation of a management worldview, thinking, skills and abilities in making and implementing management decisions that arise in the process of functioning of the organization.

**List of planned learning outcomes for a discipline (module), correlated with the planned learning outcomes**

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| OPK-1. Capable of solving professional problems based on knowledge (on intermediate level) of economic, organizational and management theory | IOPK-1.1. Knows ways to solve professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory. |
| | IOPK-1.2. Able to solve professional problems based on knowledge (at the intermediate level) of economic, organizational and management theory. |
| | IOPK-1.3. Possesses skills in solving professional problems based on knowledge (at the intermediate level) economic, organizational and management theory. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Functional Management” refers to the part formed by the participants of educational relations of block B1 “Disciplines (modules)” (B.1.18).

Discipline "Functional management" interconnected logically and substantive and methodological with the following disciplines of the educational program:

- Quality management;
- Operations management;
- Production management.

**Abstract of the program of discipline**
**B.1.18. "International management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

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

**Course objectives:**

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

**Course objectives:**

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

**List of planned learning outcomes for a discipline (module), correlated with the planned results of mastering the program professional training.**

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competence | Code and content of the competency achievement indicator |
|---|---|
| OPK - 4. Capable of identifying and assessing new market opportunities, developing business plans for the creation and development of new areas of activity and organizations | IOPK-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for the creation and development of new areas of activity for organizations.<br>IOPK-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity for organizations.<br>IOPK-4.3. Possesses the skills and methods of identifying and assessing new market opportunities, developing business plans for the creation and development of new areas activities of organizations. |

| | |
|---|---|
| UK-5. Capable of perceiving intercultural diversity of society in socio-historical, ethical and philosophical contexts | IUK-5.1. Analyzes and interprets events, the current state of society, its manifestations intercultural diversity in socio-historical, ethical and philosophical contexts<br>IUK-5.2. Recognizes the system of universal human values, understands the importance of historical heritage and socio-cultural traditions for the development of civilizations various social groups, ethnic groups and religions, and also world religions, philosophical and ethical teachings<br>IUK-5.3. Interacts with people taking into account socio-cultural characteristics for the purpose of successful completion of professional tasks and social integration |

## 2. The place of the discipline in the structure of the educational program

The discipline “International Management” is one of the disciplines of the part formed by participants in educational relations (B.1.20) of the bachelor’s degree educational program.

The discipline "International Management" is interconnected logically and in terms of content and method with the following disciplines of the educational program:

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

**Abstract of the program of discipline**
**B.1.19. "Cross-cultural management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Cross-cultural management" is aimed at students receiving higher education, aimed at obtaining the competence necessary for performing a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and in its structural divisions, acquiring the qualification of "Manager".

**Course objectives:**

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

**Course objectives:**

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

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-5. Capable of perceiving intercultural diversity of society in socio-historical, ethical and philosophical contexts | IUK-5.1. Analyzes and interprets events, the current state of society, its manifestations intercultural diversity in the socio-historical, ethical and philosophical contexts<br>IUK-5.2. Recognizes the system of universal human values, understands the importance for the development of civilizations of the historical heritage and socio-cultural traditions of various social groups, ethnic groups and faiths, as well as world religions, philosophical and ethical teachings<br>IUK-5.3. Interacts with people taking into account socio-cultural characteristics in order to successfully complete professional tasks and social integration |

## 2. The place of the discipline in the structure of the educational program

The discipline "Cross-cultural management" is one of the disciplines of the part formed by the participants of educational relations of the bachelor's educational program.

The discipline “Cross-cultural management” is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- Basic Management;
- Human Resources Management;
- Distributed Communities Management

**Abstract of the discipline program**
**B.1.20. "Organizational Change Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Organizational Change Management" include:

– formation of knowledge about modern principles, methods and means of managing organizational changes in relation to management, methods and means of their application in business;

– preparing students for activities in accordance with the qualification characteristics of a bachelor in the field, including the development of skills to identify necessary improvements in an organization; ensuring the application of organizational change management methods to improve the effectiveness of professional activities.

The main objectives of mastering the discipline "Organizational Change Management" include:

– mastering the methodology, analysis and selection of methods and means of managing organizational changes for use in the conditions of professional activity in the business environment. Mastering the methods and conditions for using organizational changes, selecting evaluation criteria, quality indicators, determining the parameters to be verified, the procedure for determining and developing a strategy for organizational changes.

Training in the discipline "Organizational Change Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| PK-1 Capable of carrying out regulation of department processes organizations or development of administrative regulations for the organization's divisions | IPK-1.1. Knows the theory of process management; principles of process classification; methods of process structuring; fundamentals of operations management; methods of collecting information (observations, data recording, timekeeping, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, study of feedback from stakeholders); methods of designing functional and role models; methods of classifying information about the process and the process environment; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods for improving the efficiency of processes and administrative regulations; fundamentals of implementing changes; fundamentals of business process modeling; methodological documents and rules for monitoring compliance of processes or administrative regulations; methods for assessing the reliability of the collected information; methods for analyzing the collected information; rules for preparing reports, conclusions based on the results of control; methods for assessing the efficiency of processes or administrative regulations.<br>IPK-1.2. Can analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, process stakeholders, current standards, resources, inputs, outputs and indicators of a process or administrative regulation; analyze the composition and sequence of operations that make up a process or administrative regulation; find necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; conduct observations, interviews and questionnaires; aggregate and generalize the collected information; classify processes and objects of the process environment or administrative regulations; identify deficiencies, inconsistencies in the functioning of a process or administrative regulations, formulate and justify proposals for their correction; monitor the compliance of developed documents with regulatory and methodological documentation; assess the resources required to improve processes or administrative regulations; |

| | |
|---|---|
| | implement communications, hold working meetings, find consensus; use software for developing process regulations or administrative regulations; develop local regulations in accordance with regulatory and methodological documents; develop process or administrative regulations diagrams; assess the resources required to put into effect process regulations or administrative regulations or proposals to improve their efficiency; develop, coordinate and approve action plans, assess the achievement of results, develop corrective measures to achieve plans; provide consulting assistance to employees of the organization; select checkpoints that allow assessing the degree of compliance with regulations and drawing up control plans; assess the reliability of information obtained during control; analyze the performance and effectiveness indicators of processes and administrative regulations; identify deviations from established criteria and performance indicators of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the effectiveness of a process or administrative regulation; formulate and justify proposals for improving the effectiveness of processes or administrative regulations; prepare reports and conclusions based on the results of control activities.<br>IPK-1.3. Has the skills to define the goals of the process of the organization's division or the administrative regulations of the organization's division; to define the boundaries of the process of the organization's division or the administrative regulations of the organization's division; to define stakeholders, the owner and participants of the process of the organization's division or the administrative regulations of the organization's division; determining the inputs and outputs of the process of the organization's division or the beginning and result of the implementation of the administrative regulations of the organization's division; clarification of the sequence of work in the process of the organization's division or the administrative regulations of the organization's division; clarification of the resources used, Russian and international legislation, local regulations, reporting documents required to carry out the division process organization or administrative regulations of the organization's division; identifying employees of the division responsible for each work in the process of the organization's division or administrative regulations of the organization's division; collecting information on the current system of planning and reporting of the work of the process of the organization's division or administrative regulations of the organization's division; collecting information on the progress and results of the process of the organization's division or administrative regulations of the organization's division; formalizing the results of information collection; systematizing the collected information on the process of the organization's division or administrative regulations of the organization's division; developing regulations for the process of the division organization or administrative regulations of the organization's division and regulatory documents (instructions, regulations); development procedures for monitoring the implementation of the division's process regulations organization or administrative regulations of the organization's division; development of proposals to improve the efficiency of the organization's division process or administrative regulations of the division organization; planning of activities for the implementation of the regulations process of the organization's division or administrative regulations of the organization's division; implementation of the regulations of the process of the organization's division or administrative regulations of the organization's division; implementation of proposals to improve the efficiency of the process of the organization's division or administrative regulations of the organization's division; assessment of the effectiveness of measures to put into effect regulations of the process of the division of the organization or administrative regulations of the division of the organization; determination of procedures for monitoring the implementation of the regulations of the process of the division of the organization or administrative regulations of the organization's division; collection of information on the progress and results of the implementation of the process of the organization's division or administrative regulations of the organization's division; analysis of the collected information for compliance with the criteria established for conducting control; assessment of the effectiveness of the process of the organization's division or administrative regulations of the organization's division; development of recommendations for improving the effectiveness of the processes of the organization's division or administrative regulations of the organization's division; registration of the results of control over the implementation of regulations of the process of the organization's division or administrative regulations of the organization's division. |

| | |
|---|---|
| PK-4. Capable of carrying out training to be carried out, monitoring parameters and assessment of success conducted change organizations | IPK-4.1. Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information in an up-to-date state; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities in a volume sufficient to solve business analysis problems; theory interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; risk management theory; methods of planning the organization's activities; methods and techniques for determining evaluation indicators current or desired state of the organization; methods for evaluating the effectiveness of decisions.<br>IPK-4.2. Able to plan, organize and conduct meetings and discussions with stakeholders; identify, record, analyze and classify risks and develop complex measures to minimize them; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology in the volume necessary for business analysis purposes; analyze internal(external) factors and conditions influencing the activities of the organization; analyze degree participation interested parties; explain the need to carry out business analysis work; to carry out changes in in accordance with the chosen solution; assess the organization's readiness to changes in accordance with the chosen solution; develop indicators and conduct an assessment of the organization's condition; evaluate the business opportunity implementation of the solution in terms of the selected target indicators; to carry out analysis of the organization's activities; model the volume and boundaries of work; collect, classify, systematize and ensure storage and updating business analysis information; formalizing business analysis results analysis in accordance with the selected approaches; analyze requirements stakeholders in terms of quality criteria defined chosen approaches; conduct a subject area analysis; analyze requirements for the solution in terms of quality criteria determined selected approaches; to evaluate the effectiveness of the solution from the point of view from the point of view of the selected criteria.<br>IPK-4.3. Possess the skills to analyze the organization's readiness to conduct changes; development and implementation of measures to prepare the organization for implementation of changes; monitoring of the changes being implemented from the point of view of achievements developed target indicators solutions; management interaction with stakeholders (satisfaction, degree involvement); risk management associated with the activities carried out in organization of changes; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case failure of the solution to achieve the set business goals; analysis and development of ways to adapt the organization to the use of the new solution. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.

The discipline “Organizational Change Management” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- "Quality Management";
- "International Management";
- "Cross-cultural management";
- "Management of distributed communities";
- "Self-management and time management."

**Abstract of the program of discipline**
**B.1.21. "Project Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Project Management" include the unification of all previously acquired knowledge and skills into a single comprehensive management system, as well as the study and mastering by students of the theoretical foundations and practical skills of project management.

The main objectives of mastering the discipline "Project Management" include:

- Gain an understanding of the fundamentals of project development and management in internal and external environments.
- To form an understanding of the fundamental and applied sections of the discipline and to develop skills for their creative use in scientific and industrial-technical activities.
- To prepare for active communication in scientific, industrial and social spheres of activity.
- To develop basic skills of economic analysis and the ability to apply them to understand the socio-economic processes of assessing economic, social and environmental policies.
- To teach how to competently carry out activities for planning project development.

Training in the discipline "Project Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-2. Capable determine the range of tasks within the framework of the set goal and choose the optimal ways to solve them, based on current legal norms, existing resources and limitations | IUK-2.1. Formulates a set of tasks within the framework of the stated goal of the project, the solution of which ensures its achievement<br>IUK-2.2. Defines the links between the set tasks, the main components of the project and the expected results of its implementation<br>IUK-2.3. Selects optimal methods of planning, distribution of areas of responsibility, problem solving, analysis results taking into account current legal regulations, existing conditions, resources and limitations, and possibilities of use |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 "Disciplines (modules)". Discipline "Project Management" interconnected logically and substantive- methodically with the following disciplines and practices of the OP:

- Project activities
- Introduction to project work
- Basic Management
- Economic theory

**Abstract of the program of discipline**
**B.1.22. "Entrepreneurship"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The purpose of mastering the discipline "Entrepreneurship" is to form in students a holistic system of thinking, knowledge and skills in the content, organization of entrepreneurial activity, its functions, types, characteristics of the external and internal environment of entrepreneurial activity, organizational and legal forms of enterprises (organizations), business planning, stages of creating and registering a business, risks and ethics in entrepreneurship.

The main objectives of mastering the discipline "Entrepreneurship" include:

- to equip students with knowledge in the field of entrepreneurship;
- provide an understanding of the basic laws governing business activities;
- master the features of the external and internal business environment;
- teach how to draw up business plans;
- to reveal the essence of the emergence and calculation of risks of entrepreneurial activity.

Training in the discipline "Entrepreneurship" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| OPK - 4. Capable identify and evaluate new market opportunities, develop business-plans for creation and development of new directions activities and organizations | IOPK-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for the creation and development of new areas of activity for organizations.<br>IOPK-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations.<br>IOPK-4.3. Possesses the skills and methods of identifying and assessing new market opportunities, developing business plans for the creation and development new directions activities of organizations. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 "Disciplines (modules)". The discipline "Entrepreneurship" is logically and substantively interconnected methodically with the following disciplines and practices of the OP:

– Quality management
– Process management
– Self-management and time management
– Strategic management
– Small Business Management

**Abstract of the discipline program**
**B.1.23. "Management of professional trajectory"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The main goals of mastering the discipline "Management of professional trajectory" include:

– formation of knowledge about modern principles, methods and means of modern management trajectories as applied to management, methods and means of their application in business;

– preparing students for activities in accordance with the qualification characteristics of a bachelor in the field, including the development of skills to identify necessary improvements in an organization; ensuring the use of information technologies to improve the efficiency of professional activities.

The main objectives of mastering the discipline "Management of professional trajectory" include:

– mastering the methodology, analysis and selection of management technologies for application in the conditions of professional activity in an organization, mastering the methods and conditions for using management technologies, selecting evaluation criteria, quality indicators, determining the parameters to be verified, the procedure for determining and processing the received management information and its protection.

Training in the discipline "Management of professional trajectory" is aimed at developing the following competencies in students:

| **Code and name competencies** | **Indicators of Competence Achievement** |
|---|---|
| PK-1 Capable of carrying out regulation of department processes organizations or development of administrative regulations for the organization's divisions | IPK-1.1. Knows the theory of process management; principles of process classification; methods of process structuring; fundamentals of operations management; methods of collecting information (observations, data recording, timekeeping, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, study of feedback from stakeholders); methods of designing functional and role models; methods of classifying information about the process and the process environment; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods for improving the efficiency of processes and administrative regulations; fundamentals of implementing changes; fundamentals of business process modeling; methodological documents and rules for monitoring compliance of processes or administrative regulations; methods for assessing the reliability of the collected information; methods for analyzing the collected information; rules for preparing reports, conclusions based on the results of control; methods for assessing the efficiency of processes or administrative regulations.<br>IPK-1.2. Can analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, process stakeholders, current standards, resources, inputs, outputs and process or administrative regulation indicators; analyze the composition and sequence of operations that make up a process or administrative regulation; find the necessary documents and information about a process or administrative regulation regulations in paper and electronic form in information systems; conduct observations, interviews and questionnaires; aggregate and generalize collected information; classify processes and objects of the process environment or administrative regulations; identify deficiencies, inconsistencies in the functioning of a process or administrative regulations, formulate and justify proposals for their correction; monitor the compliance of developed documents with regulatory and methodological documentation; assess the resources required to improve processes or administrative regulations; implement communications, hold working meetings, find consensus; use software for developing process regulations or administrative regulations; develop local regulations in accordance with regulatory and methodological documents; |

| | |
|---|---|
| | develop process or administrative regulations diagrams; assess the resources required to put into effect process regulations or administrative regulations or proposals to improve their effectiveness; develop, coordinate and approve action plans, assess the achievement of results, develop corrective measures to achieve plans; provide advisory assistance to employees of the organization; select checkpoints that allow assessing the degree of compliance with regulations and drawing up control plans; assess the reliability of information obtained during control; analyze the performance indicators and effectiveness of processes and administrative regulations; identify deviations from established criteria and indicators of the functioning of processes and administrative regulations; calculate the efficiency of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative regulation; formulate and justify proposals for improving the efficiency of processes or administrative regulations; prepare reports and conclusions based on the results of control activities.<br>IPK-1.3. Has the skills to define the goals of the process of the organization's division or the administrative regulations of the organization's division; to define the boundaries of the process of the organization's division or the administrative regulations of the organization's division; to define stakeholders, the owner and participants of the process of the organization's division or the administrative regulations of the organization's division; determining the inputs and outputs of the process of the organization's division or the beginning and result of the implementation of the administrative regulations of the organization's division; clarification of the sequence of work in the process of the organization's division or the administrative regulations of the organization's division; clarification of the resources used, Russian and international legislation, local regulations, reporting documents required to carry out the division process organization or administrative regulations of the organization's division; identifying employees of the division responsible for each work in the process of the organization's division or administrative regulations of the organization's division; collecting information on the current system of planning and reporting of the work of the process of the organization's division or administrative regulations of the organization's division; collecting information on the progress and results of the process of the organization's division or administrative regulations of the organization's division; formalizing the results of information collection; systematizing the collected information on the process of the organization's division or administrative regulations of the organization's division; developing regulations for the process of the division organization or administrative regulations of the organization's division and regulatory documents (instructions, regulations); development procedures for monitoring the implementation of the division's process regulations organization or administrative regulations of a division of an organization; development of proposals to improve the efficiency of the process of a division of an organization or administrative regulations of a division of an organization; planning activities to put into effect the regulations of the process of a division of an organization or administrative regulations divisions of the organization; implementation of the regulations of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of proposals to improve the efficiency of the process of the division of the organization or the administrative regulations of the division of the organization; assessment of the effectiveness of measures to put into effect regulations of the process of the division of the organization or administrative regulations of the division of the organization; determination of procedures for monitoring the implementation of the regulations of the process of the division of the organization or administrative regulations of the organization's division; collection of information on the progress and results of the implementation of the process of the organization's division or administrative regulations of the organization's division; analysis of the collected information for compliance with the criteria established for conducting control; assessment of the effectiveness of the process of the organization's division or administrative regulations of the organization's division; development of recommendations for improving the effectiveness of the processes of the organization's division or administrative regulations of the organization's division; registration of the results of control over the implementation of regulations of the process of the organization's division or administrative regulations of the organization's division. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Management of professional trajectory” is one of the academic disciplines of the compulsory part (B.1.23) of the bachelor’s degree educational program.

The discipline “Management of professional trajectory” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- "Quality Management";
- "International Management";
- "Cross-cultural management";
- "Management of distributed communities";
- "Self-management and time management."

**Abstract of the program of discipline**

**B.1.24. "Management of distributed communities"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

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

**Course objectives:**

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

**Course objectives:**

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

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competence | Code and content of the competency achievement indicator |
|---|---|
| **UK-3-**Capable organize and manage the work of the team, developing team strategy to achieve the set goal. | IUK-3.1. Demonstrates the managerial competence necessary to form a team and manage its work based on the developed cooperation strategy.<br>IUK-3.2. Plans, organizes, motivates, evaluates and adjusts joint activities to achieve the set goal, taking into account the interests, behavioral characteristics and opinions of its members.<br>IUK-3.3. Applies methods, techniques and strategies for optimizing the socio-psychological climate in a team, preventing and resolving conflicts, technologies for training and developing professional and communicative competence of team members. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Management of distributed communities” is one of the disciplines of the part formed by participants in educational relations (B.1.1.26) of the bachelor’s degree educational program.

The discipline “Management of Distributed Communities” is interconnected logically and in terms of content and method with the following disciplines of the EP:

- "Entrepreneurship"
- "Management of professional trajectory"

**Abstract of the program of discipline**
**B.1.25. "Quality Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objectives of mastering the discipline "Quality Management" include: the formation of a holistic systemic understanding of the theory and practice of quality management in students, the need to use these achievements in all areas of organizations, regardless of their industry affiliation, as well as skills and abilities in the field of quality management of products, services, work, and activities of domestic enterprises and organizations.

The main objectives of mastering the discipline "Quality Management" include:

- master the basic categorical apparatus of social security law;
- study the current legislation on pensions and benefits;
- to develop students’ specialized knowledge on issues related to types of pensions and benefits in the Russian Federation and principles of establishment;
- to develop in students the ability and skills to apply in practical activities
- the acquired knowledge and norms of social security law to solve specific tasks;
- to disclose the general provisions of social security in the Russian Federation.

Training in the discipline "Quality Management" is aimed at developing students of the following competencies:

| **Code and name competencies** | **Indicators of Competence Achievement** |
|---|---|
| PK-4. Capable of carrying out training to be carried out, monitoring parameters and assessment of success conducted in the organization of changes | **IPK-4.1.**Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information in an up-to-date state; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; the subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; risk management theory; methods for planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions.<br>**IPK-4.2.**Able to plan, organize and conduct meetings and discussions with stakeholders; identify, record, analyze and classify risks and develop a set of measures to minimize them; present business analysis information in various ways and formats for discussion with interested parties; apply information technology volume, necessary for goals business analysis; analyze internal (external) factors and conditions that influence activities organizations; analyze degree participation stakeholders; explain the need for business analysis work; implement changes in accordance with the chosen solution; evaluate readiness organizations to changes in accordance with the chosen solution; develop indicators and conduct an assessment of the organization's condition; evaluate the business feasibility of implementing a solution in terms of the selected target indicators; analyze the organization's activities; model the volume and boundaries of work; collect, classify, systematize, and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; analyze stakeholder requirements in terms of the quality criteria determined by the selected approaches; conduct an analysis of the subject area; analyze the requirements for the solution in terms of the quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of the selected criteria. |

| | |
|---|---|
| | **IPK-4.3.**Possess the skills to analyze the organization's readiness to implement changes; develop and implement measures to prepare the organization for changes; monitor the changes being implemented in terms of achieving the developed target indicators of the solution; manage interactions with stakeholders (satisfaction, level of involvement); manage risks associated with changes being implemented in the organization; analyze and evaluate the effectiveness of the implemented solution; analyze the causes and develop ways to improve the solution in the event that the solution fails to achieve the set business goals; analysis and development of ways to adapt the organization to the use of a new solution. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 "Disciplines (modules)". The discipline "Quality Management" is logically and substantively interconnected methodically with the following disciplines and practices of the OP:

- Project activities
- Process management
- Consulting management

**Abstract of the discipline program**
**B.1.26. "Organization and conduct of research in management"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objectives of mastering the discipline "Organization and Conduct of Research in Management" should include the formation of theoretical knowledge in students in the field of the current state and implementation of scientific research; the formation of an understanding in students of the directions of development of scientific research in the field of their educational program focus.

The main objectives of mastering the discipline "Organization and Conduct of Research in Management" include:

- familiarizing students with the specifics of scientific research, the methodology for carrying out scientific research work,
- preparation of research reports,
- planning and conducting economic experiments,
- performing approximation of experimental data and analysis of the obtained results.

Training in the discipline "Organization and Conduct of Research in Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| **PK-6.** Capable of forming possible solutions based on developed for them target indicators, also carry out analysis, justification and choice of solutions | IPK-6.1. Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization to the extent necessary for business analysis purposes.<br>IPK-6.2. Able to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; determine the connections and dependencies between elements of business analysis information; apply information technologies to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting activities organizations; analyze requirements stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; model the scope and scope of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques.<br>IPC-6.3. Possesses the skills of identifying, collecting and analyzing information business analysis to generate possible solutions; description of possible solutions; analysis of solutions in terms of achieving target indicators of decisions; assessment of resources required for implementation solutions; performance evaluations each options decisions as a relationship between the expected level of resource use and the expected value; choosing a solution for implementation in as part of a group of experts. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.

The discipline “Organization and Conduct of Research in Management” is interconnected logically and in terms of content and method with the following disciplines and practices of the EP:

- Project activities
- Basic Management
- Process management
- Law basics

**Abstract of the program of discipline**
**B.1.27. "Production Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Production Management" include:

- to form a systematic understanding of the essence and content of production management, its goals, objectives, methodology, place and role in the system of economic sciences and practical management;
- to teach how to coordinate the activities of performers using methodological tools for implementing management decisions in the field of functional management to achieve specific goals of the organization.

The main objectives of mastering the discipline "Production Management" include:

- studying practical sides functioning manufacturing enterprises;
- study of existing production management systems;
- mastering the basic techniques of planning and developing a production plan.

Education by discipline "Production management" directed on development of the following competencies in students:

| **Code and name competencies** | **Indicators of Competence Achievement** |
|---|---|
| **PK-1** Capable of carrying out regulation of department processes organizations or development of administrative regulations of the organization's divisions | **IPK-1.1.**Knowledge of process management theory; principles of process classification; methods of process structuring; fundamentals of operations management; methods of collecting information (observations, data recording, timekeeping, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, study of feedback from stakeholders); methods of designing functional and role models; methods of classifying information about the process and the process environment; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods for improving the efficiency of processes and administrative regulations; fundamentals of implementing changes; fundamentals of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the reliability of the collected information; methods for analyzing the collected information; rules for preparing reports, conclusions based on the results of control; methods for assessing the efficiency of processes or administrative regulations.<br>**IPK-1.2.**Can analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, process stakeholders, current standards, resources, inputs, outputs and process or administrative regulations indicators; analyze the composition and sequence of operations that make up a process or administrative regulations; find the necessary documents and information about a process or administrative regulations in paper and electronic form in information systems; conduct observations, interviews and questionnaires; aggregate and generalize collected information; classify processes and objects of the process environment or administrative regulations; identify deficiencies, inconsistencies in the functioning of a process or administrative regulation, formulate and justify proposals for their correction; monitor the compliance of developed documents with regulatory and methodological documentation; assess the resources required to improve processes or administrative regulations; implement communications, hold working meetings, find consensus; use software for developing process regulations or administrative regulations; develop local regulatory acts in accordance with regulatory and methodological documents; develop process or administrative regulation diagrams; assess the resources required to put into effect process regulations or administrative regulations or proposals to improve their effectiveness; develop, coordinate and approve action plans, assess the achievement of results, develop corrective |

| | |
|---|---|
| | measures to achieve plans; provide consulting assistance to employees of the organization; select checkpoints that allow assessing the degree of compliance with regulations and drawing up control plans; assess the reliability of information obtained during control; analyze the performance and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and performance indicators of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify potential for improving the efficiency of a process or administrative regulation; formulate and justify proposals for improving the efficiency of processes or administrative regulations; prepare reports and conclusions based on the results of control activities.<br>**IPK-1.3.**Has the following skills: defining goals of an organizational unit process or administrative regulations of an organizational unit; defining boundaries of an organizational unit process or administrative regulations of an organizational unit; defining stakeholders, owner and participants of an organizational unit process or administrative regulations of an organizational unit; defining inputs and outputs of an organizational unit process or the start and result of implementing administrative regulations of an organizational unit; clarifying the sequence of work in an organizational unit process or administrative regulations of an organizational unit; clarifying the resources used, Russian and international legislation, local regulations, reporting documents required to implement an organizational unit process or administrative regulations of an organizational unit; identifying employees of the unit responsible for each work in the organizational unit process or administrative regulations of an organizational unit; collecting information on the current system of planning and reporting on the work of an organizational unit process or administrative regulations of an organizational unit; collecting information on the progress and results of an organizational unit process or administrative regulations of an organizational unit; formalizing the results of information collection; systematizing the collected information about the organizational unit process or administrative regulations of an organizational unit; developing regulations for the organizational unit process or administrative regulations of an organizational unit and regulatory documents (instructions, provisions); development of procedures for monitoring the implementation of the regulations of the process of the organization's division or the administrative regulations of the organization's division; development of proposals for improving the efficiency of the process of the organization's division or the administrative regulations of the organization's division; planning of activities for the implementation regulations of the process of the organization's division or administrative regulations of the organization's division; implementation of the regulations process of the organization's division or administrative regulations of the organization's division; implementation of proposals to improve the efficiency of the process of the organization's division or administrative regulations of the organization's division; assessment of the efficiency of measures to put into effect the regulation of the process of the organization's division or administrative regulations of the organization's division; determination of procedures for monitoring the implementation of the regulation of the process of the organization's division or administrative regulations of the organization's division; collection of information on the progress and results of the implementation of the process of the organization's division or administrative regulations of the organization's division; analysis of the collected information for compliance with the criteria established for conducting control; assessment of the efficiency of the process of the organization's division or administrative regulations of the organization's division; development of recommendations to improve the efficiency of the processes of the organization's division or administrative regulations of the organization's division; registration of the results of monitoring the implementation of regulations of the process of the organization's division or administrative regulations of the organization's division. |

## 2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 “Disciplines (modules)”.

Discipline "Production management" interconnected logically and substantive and methodological with the following disciplines and practices of the educational program:

- Quality management
- Technology of organizing management interaction
- Process management

**Abstract of the discipline program**
**B.1.28.2 "Life safety and military training"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Life Safety" include the following:

Objectives for mastering Module 1 “Life Safety”:

- to form in students a general idea of the inseparable unity of effective professional activities with requirements to security and security human. Implementation these requirements guarantees preservation human performance and health, prepares him for action in extreme conditions.

The main objectives of mastering Module 1 “Life Safety” include:

- formation of basic knowledge about existing environmental threats and their negative factors;
- study of behavior patterns in situations that threaten human life and health;
- use of modern methods of hazard prevention;
- development of skills for providing first aid and ensuring human safety;
- study of the rules and regulations for ensuring human life safety.

Objectives for mastering Module 2 “Basics of Military Training”:

- the development of knowledge, skills and abilities in students necessary for the development of students of higher education institutions as citizens capable and ready to fulfill their military duty and the obligation to defend their homeland in accordance with the legislation of the Russian Federation.

The main objectives of mastering the module “Basics of Military Training” include:

- developing in students an understanding of the main provisions of the military doctrine of the Russian Federation, as well as the foundations of military development and the structure of the Armed Forces of the Russian Federation (AF RF);
- developing high social consciousness and military duty in students;
- fostering discipline, high moral and psychological qualities of the individual citizen - patriot;
- acquisition of basic knowledge and formation of key military skills;
- disclosure of the specifics of the activities of various categories of military personnel of the RF Armed Forces;
- familiarization with regulatory documents in the field of ensuring state defense and military service;
- developing discipline in military formation, a respectful attitude towards military rituals and traditions, and military uniforms;
- study and acceptance of the rules of military courtesy;
- acquisition of knowledge of statutory norms and rules of conduct for military personnel.

Education by discipline "Life Safety" directed on development of the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-8. Capable of creating and maintaining in everyday life and in the professional activities safe conditions life activities for preservation of the natural environment, ensuring sustainable | IUK-8.1. Analyzes and identifies factors of harmful influence on the vital activity of elements habitat (technical means, technological processes, materials, buildings and structures, natural and social phenomena), as well as hazardous and harmful factors within the framework of the activities carried out |

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|---|---|
| development society, including in the event of a threat or occurrence of emergency situations and military conflicts | IUK-8.2. Understands the importance of maintaining safe working and living conditions, preservation of the natural environment to ensure sustainable development of society, including in the event of a threat of dangerous or emergency situations and military conflicts<br>IUK-8.3. Explains the rules of conduct in the event of emergencies of natural and man-made origin and military conflicts, describes the methods of participation in restoration activities |

## 2. The place of the discipline in the structure of the educational program

The discipline "Life Safety" is one of the academic disciplines of the compulsory part of Block 1 "Disciplines (modules)" and is included in the educational program for training bachelors in all areas of training for all forms of education.

**Abstract of the discipline program**
**B.1.2.1. "Modern organizational management structures"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**The purpose of discipline** "Modern organizational management structures": development of professional competence of a manager in the field of management of organizations of various organizational and legal forms based on understanding the patterns of behavior of employees in these social systems.

**Objectives of the discipline**:

– to develop knowledge about the methodological foundations of developing and constructing an organizational management structure;

– develop basic skills related to future professional activities: design, organizational, communication, information, etc.;

– to promote awareness of the need to acquire comprehensive knowledge in the field of designing the organizational structure of a company.

Training in the discipline "Modern organizational management structures" is aimed at developing the following competencies in students:

| Code and name competencies | Indicators of Competence Achievement |
|---|---|
| **PC-1** Capable realize regulation processes divisions organizations or development administrative regulations divisions organizations | **IPK-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; fundamentals of operational management; methods of collecting information (observations, data recording, timekeeping, photography of the working day, interview techniques, etc.) questionnaires, analysis of documents and reporting information, study of feedback from stakeholders); methods of designing functional and role models; methods of classifying information about the process and the process environment; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance assessment; process modeling notations; methods for improving the efficiency of processes and administrative regulations; fundamentals of implementing changes; fundamentals of business modeling processes; methodological documents and rules for monitoring compliance of processes or administrative regulations; methods for assessing the reliability of collected information; methods for analyzing collected information; rules for preparing reports, conclusions based on control results; methods for assessing the effectiveness of processes or administrative regulations. |
| | **IPK-1.2.**Able to analyze information about process boundaries, requirements for process, goals of the process or administrative regulations; analyze zones responsibilities, stakeholders in the process, applicable regulations, resources, inputs, outputs and indicators of a process or administrative regulations; analyze the composition and sequence of operations that make up process or administrative regulation; find the necessary documents and information about the processor administrative regulations in paper and electronically in information systems; to perform observations, interviews and survey; aggregate and summarize the collected information; perform classification processes and process environment objects or administrative regulations; identify shortcomings, inconsistencies in functioning of the process or administrative regulations, formulate and justify proposals for their correction; monitor the compliance of developed documents with regulatory and methodological documentation; assess the resources needed to improve processes or administrative regulations; implement communications, hold working meetings, find consensus; use software to develop process regulations or administrative regulations; develop local regulations in accordance with regulatory and methodological documents; develop process or administrative regulations; assess the resources required to implement process regulations or administrative regulations or proposals to improve their effectiveness; develop, coordinate and approve action plans, evaluate the achievement of results, develop corrective measures to achieve plans; |

| | |
|---|---|
| | provide consulting assistance to employees of the organization; select control points that allow assessing the degree of compliance with regulations and draw up control plans; assess the reliability of information obtained during monitoring; analyze indicators of efficiency and effectiveness of processes and administrative regulations; identify deviations from established criteria and indicators of the functioning of processes and administrative regulations; calculate the efficiency of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative regulation; formulate and justify proposals for improving the efficiency of processes or administrative regulations; prepare reports, conclusions based on the results of control activities. |
| | **IPK-1.3.**Possesses the skills to define the goals of the process of the organization's division or the administrative regulations of the organization's division; defining the boundaries of the process of the organization's division or the administrative regulations of the organization's division; defining the stakeholders, owner and participants of the process of the organization's division or administrative regulations of the organization's division; determining the inputs and outputs of the organization's division process or the start and result of the execution of the administrative regulations of the organization's division; clarifying the sequence of work in the process of the organization's division or administrative regulations of the organization's division; clarifying the resources used, Russian and international legislation, local regulations, reporting documents required to perform the process of the organization's division or administrative regulations of the organization's division; identifying employees of the division responsible for each work in the process divisions of the organization or administrative regulations of the divisions of the organization; collection of information on the current system of planning and reporting on the work of the process of the division of the organization or administrative regulations of the division of the organization; collection of information on the progress and results of the process of the division of the organization or administrative regulations of the division of the organization; registration of the results of the collection of information; systematization of collected information about the process of the organization's division or administrative regulations of the organization's division; development of regulations of the process of the organization's division or administrative regulations of the organization's division and regulatory documents (instructions, regulations); development of procedures for monitoring the implementation of the regulations of the process of the organization's division or the administrative regulations of the organization's division; development of proposals for improving efficiency of the process of the organization's division or administrative regulations of the organization's division; planning activities for the implementation of the regulation of the process of the organization's division or administrative regulations of the organization's division; implementation of the regulation process of the organization's division or administrative regulations of the organization's division; implementation of proposals for improving the effectiveness of the process of the organization's division or the administrative regulations of the organization's division; assessment of the effectiveness of measures to putting into effect the regulations of the process of the division of the organization or the administrative regulations of the division of the organization; definitions procedures for monitoring the implementation of the regulations of the process of the organization's division or the administrative regulations of the organization's division; collecting information on the progress and results of the implementation of the division's process organization or administrative regulations of the organization's division; analysis of the collected information for compliance with the criteria established for conducting control; assessment of the effectiveness of the process of the organization's division or administrative regulations of the organization's division; development of recommendations for improving the effectiveness of the division's processes organization or administrative regulations of the organization's division; registration of the results of monitoring the implementation of the process regulations divisions of an organization or administrative regulations of a division of an organization. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Modern organizational management structures” refers to the part formed by the participants of educational relations of block B1 “Disciplines (modules)” (B.1.2.1).

The discipline “Modern organizational management structures” is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- "Business Process Management";
- "Organization Life Cycle Management"
- "Digitalization of management processes";
- "Organizational Change Management";
- "Project Management".

**Abstract of the program of discipline**
**B.1.2.2. "Self-management and time management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objectives of mastering the discipline "Self-management and time management" should include the formation of students' basic knowledge of the theoretical foundations and practical skills in the field of time management as an intangible resource, which is the basis for organizing effective activities both at the personal and corporate levels, mastering the basic skills of creating a personal accounting system, time planning, personal goal setting and prioritization of tasks

The main objectives of mastering the discipline "Self-management and time management" include:

- familiarization with basic concepts, definitions, and categories in the field of time management;
- gaining knowledge about modern concepts, approaches, and technologies for the rational organization of time use as an intangible resource for professional development;
- study of technologies for effective time management at the personal and corporate levels.

Training in the discipline "Self-management and time management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-6. Capable of managing his own time, build and implement the trajectory self-development based on the principles of lifelong learning | IUK-6.1. Uses time management tools and methods when performing specific tasks, projects, and achieving set goals<br>IUK-6.2. Defines priorities of own activities, personal development and professional growth<br>IUK-6.3. Demonstrates readiness to build a professional career and determine a strategy for professional development based on an assessment of labor market requirements, educational services market offers, and taking into account personal capabilities and preferences |

## 2. The place of the discipline in the structure of the educational program

Discipline refers to parts, being formed participants educational relations, block B1 “Disciplines (modules)”.

The discipline “Self-management and time management” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- Project activities
- Cross-cultural management
- Basic Management

**Abstract of the program of discipline**
**B.1.2.3. "Small Business Management"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goal of mastering the discipline "Small Business Management" is for students to acquire comprehensive knowledge, skills and develop competencies in the field of organizational and economic mechanisms for the functioning of small business entities.

The main objectives of the discipline "Small Business Management" include the acquisition of knowledge by students in the following areas:

- the content of the concept of "entrepreneurship" and the history of its development;
- socio-psychological characteristics of the entrepreneur's personality;
- principles and technology of creating a small business;
- principles and technology of small business management.

Training in the discipline "Small Business Management" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| PK-6. Capable to form possible solutions based on designed for them target indicators, as well as to carry out analysis, justification and selection of solutions | **IPK-6.1.**Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization to the extent necessary for business analysis purposes.<br>**IPK-6.2.**Can identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; determine the connections and dependencies between elements of business analysis information; apply information technologies to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the activities of the organization; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; model the volume and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques.<br>**IPK-6.3.**Possesses the skills to identify, collect and analyze business analysis information to formulate possible solutions; describe possible solutions; analyze solutions in terms of achieving target indicators of solutions; assess the resources required to implement solutions; assess the effectiveness of each solution option as a ratio between the expected level of use resources and expected value; selection of a solution for implementation as part of a group of experts. |

## 2. The place of the discipline in the structure of the educational program

Discipline refers to parts, being formed participants educational relations of block B1 "Disciplines (modules)".

Discipline "Small Business Management" interconnected logically and substantive and methodological with the following disciplines and practices of the educational program:

- Entrepreneurship;
- Distributed Community Management;
- Management and evaluation of business processes efficiency.

**Abstract of the program of discipline**
**B.1.2.4. "Marketing Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Marketing Management" is aimed at students receiving higher education, aimed at obtaining the competence necessary for performing professional activities in the field of effective functioning of the marketing management system of the organization as a whole and in its structural divisions.

**Course objectives:**

The objective of the academic discipline "Marketing Management" is to acquire knowledge, develop skills and abilities in managing marketing activities, master the principles and methods of marketing management of an enterprise, and make strategic and tactical decisions.

**Course objectives:**

- study of modern management concepts, basic theoretical and methodological provisions of enterprise marketing management;
- formation of knowledge of the development and implementation of marketing strategies, plans and marketing programs (pricing, product, communication, sales policies);
- familiarization with the processes of organizing marketing activities, building organizational marketing structures, functions and job responsibilities of marketing service specialists,
- development of skills in the use of modern technologies, methodological techniques and procedures for making marketing decisions at the strategic and operational levels, developing plans and monitoring the marketing activities of the enterprise.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-5.** Capable of conducting information gathering business problems identify business opportunities for the organization | **IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization’s activities in a volume sufficient to solve business analysis problems.<br>**IPK-5.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, record, analyze and classify risks and develop a set of measures to minimize them; Collect, classify, systematize, store and update business analysis information; Present business analysis results in accordance with the selected approaches; Determine the links and dependencies between business analysis information elements; Present business analysis information in various ways and formats for discussion with stakeholders; |

| | |
|---|---|
| | Apply information technologies to the extent necessary for business analysis purposes; Analyze internal (external) factors and conditions affecting the organization's activities; Analyze stakeholder requirements in terms of the quality criteria determined by the selected approaches; Formulate stakeholder requirements in accordance with the selected approaches; Classify stakeholder requirements in accordance with the selected approaches; Model stakeholder requirements in accordance with the selected approaches; Document stakeholder requirements in accordance with the selected approaches to requirements formulation; Determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; Manage changes in stakeholder requirements in accordance with the selected approach; analyze the quality of business analysis information in terms of selected criteria; conduct domain analysis; perform functional decomposition of work; model the volume and boundaries of work; identify and classify business problems or business opportunities; present information about identified business problems or business opportunities in various ways and formats for discussion with stakeholders.<br>**IPK-5.3.**Possesses skills in analyzing stakeholder needs; analyzing context; identifying and documenting true business problems or business opportunities; coordinating identified business problems or business opportunities with stakeholders; and developing decision targets. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Sales and Customer Relationship Management” is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the bachelor’s degree educational program.

The discipline "Sales and Customer Relationship Management" is logically and substantively-methodically interconnected with the following disciplines of the OP:

- "Business Process Management";
- "Entrepreneurship";
- "Basic Management".

**Abstract of the program of discipline**
**B.1.2.5. "Process management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objectives of mastering the discipline "Process Management" include: - the formation of knowledge about modern methods of adaptive business management processes;

– preparing students for activities in accordance with the qualification characteristics of a bachelor in the field of 38.03.02 "Management".

The main objectives of mastering the discipline "Process Management" include:

– mastering methods of analysis and modeling of business processes.

– developing students’ understanding of the theoretical foundations of changes in the organization’s activities and practical techniques – technologies and methods for implementing these changes.

Training in the discipline "Process Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| PK-2. Capable of designing and implementing cross-functional organization processes | **IPK-2.1.**Knowledge of methods for 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 organizational goals into indicators of cross-functional processes and administrative regulations; methods and techniques for process optimization; principles and rules for working with documents and with regulatory and methodological documentation; specialized software for process management; fundamentals of operational management; fundamentals of economics, cost accounting and performance evaluation; process management theory; principles of integration of corporate information systems; fundamentals of project management; principles and methods of change management; methods of making management decisions.<br>**IPK-2.2.**Able to aggregate, structure and generalize information; develop local regulations in the field of cross-functional process management; use specialized software for process management; monitor the compliance of developed documents with regulatory and methodological documentation; measure the effectiveness of a cross-functional process or administrative regulation; identify the potential for improving the effectiveness of a cross-functional process or administrative regulation; formulate and justify proposals for improving the effectiveness of cross-functional processes or administrative regulations; communicate, hold working meetings, find consensus; assess the resources needed for improvement cross-functional process or administrative regulations; assess the risks of selected solutions; develop requirements for integration with corporate information systems; prepare and conduct presentations; develop and present action plans, evaluate the achievements 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.<br>**IPK-2.3.**Has the skills to systematize the collected information on the cross-functional process of the organization or the administrative regulations of the organization; document the cross-functional process of the organization or develop the administrative regulations of the organization in accordance with the requirements of regulatory and methodological documentation; develop an executable cross-functional process of the organization or the administrative regulations of the organization using specialized software for process management; develop checkpoints to assess the degree of compliance with the regulations, and methods for measuring the performance indicators of the cross-functional process of the organization or the administrative regulations of the organization; develop proposals to improve the efficiency of the cross-functional |

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|---|---|
| | process of the organization or the administrative regulations of the organization; formalize the results of the development or revision of the cross-functional process of the organization or the administrative regulations of the organization; plan the implementation of the cross-functional process of the organization or the administrative regulations of the organization or its improvement; implement the cross-functional process of the organization or the administrative regulations of the organization or its improvement; assess the effectiveness of the implementation of the cross-functional process of the organization or the administrative regulations of the organization or its improvement; brief personnel on the implemented or improved cross-functional process of the organization or administrative regulations of the organization. |

## 2. The place of the discipline in the structure of the educational program

Discipline refers to parts, being formed participants educational relations of block B1 “Disciplines (modules)”.

The discipline "Process Management" is interconnected logically and substantively-methodically with the following disciplines and practices of the EP:

– Managing the competitiveness of an organization
– Organization Life Cycle Management
– Organizational Development Management
– Perspective management

**Abstract of the discipline program**
**B.1.2.6. "Management of subject-object relations in business processes"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**The purpose of discipline** "Management of subject-object relations in business processes": developing in students a sufficient amount of theoretical knowledge and practical skills in the development, adoption and organization of the implementation of management decisions aimed at ensuring the smooth operation of the production system, establishing the main production processes, providing the management of the production enterprise and corporations with all the necessary theoretical information.

**Objectives of the discipline**:

– to master the structure and content, construction and analysis of the concept of "business process", the need for its rational organization;

– to introduce the defining principles of building business processes in corporations, their features and application possibilities;

– to teach modern approaches to managing corporate activities;

– to provide students with fundamental knowledge in the field of business process theory, allowing them to successfully master the training profile "Management of Innovative Business Processes".

Training in the discipline "Management of subject-object relations in business processes" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **UK-3**Capable of carrying outsocial interaction and implement your role in the team | IUK-3.1. Determines his/her role in the team based on the cooperation strategy for achieving the set goal, taking into account the behavioral characteristics and interests of other team members |
| | IUK-3.2. Plans and analyzes the consequences of personal actions, adequately evaluates the ideas and proposals of other participants for achieving the set goal in teamwork |
| | IUK-3.3. Carries out the exchange of information, knowledge and experience with team members, observing the established norms and rules of social interaction, bears personal responsibility for one's contribution to the outcome of teamwork |

## 2. The place of the discipline in the structure of the educational program

The discipline "Management of subject-object relations in business processes" refers to the part formed by the participants of educational relations of block B1 "Disciplines (modules)" (B.1.2.06).

The discipline "Management of subject-object relations in business processes" is interconnected logically and in terms of content and method with the following disciplines of the educational program:

– "Business Process Management";

– "Organization Life Cycle Management"

– "Cross-cultural management";

– "Organizational Change Management";

– "Project Management".

**Abstract of the program of discipline**
**B.1.2.7. "Innovation Management"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

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

**Course objectives:**

– Studying innovative management how scientific and methodological project management tools;

– development of skills for solving professional problems using innovative management approaches;

– development of students' competencies established by the educational program in accordance with the Federal State Educational Standard of Higher Education for a given discipline.

**Course objectives:**

– to develop the ability to analyze legislation and the practice of its application

– to develop the ability to analyze innovation processes based on the generalization of global experience and taking into account Russian reality.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **UK-11.**Capable of forming an intolerant attitude towards manifestations of extremism, terrorism, and corrupt behavior and counteract them in professional activities | **IUK-11.1.**Has developed legal awareness and a well-formed legal culture, respect for law and order. Knows the basic provisions of Russian legislation on combating extremist activity, terrorism, and corruption |
| | **IUK-11.2.**Understands the essence, models and forms of manifestation of extremism, terrorism, corruption in various spheres of personal and professional life activities |
| | **IUK-11.3.**Complies with the rules of social interaction, adequately applies the rules of law and methods of preventing and counteracting extremist activity, terrorism, corruption |

## 2. The place of the discipline in the structure of the educational program

The discipline "Innovation Management" is one of the disciplines of the part formed by the participants of educational relations (B.1.2.) of the bachelor's degree educational program.

The discipline "Innovation Management" is interconnected logically and substantively-methodically with the following disciplines and practices of the EP:

– Project management

– Project activities

– Pre-graduation practice

**Abstract of the program of discipline**
**B.1.2.8. "Startup Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Startup Management" include familiarizing students with the theory and practice of management activities in relation to enterprises and small business organizations and studying the possibilities and methods of commercializing technologies and business models.

The main objectives of mastering the discipline "Startup Management" include:

- study of the practical side of the creation and registration of business entities.
- study of the basics of business planning, primary analysis of an innovative project.
- studying the possibilities of creating innovative small and medium-sized businesses.

Training in the discipline "Startup Management" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-5.** Capable of conducting collection information about business problems identify business opportunities for the organization | **IPK-5.1.** Knows the theory of interpersonal and group communication in business interaction; theory conflicts; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities in a volume sufficient to solve business analysis problems.<br>**IPK-5.2.** Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective techniques communications; to identify, register, analyze and classify risks and develop a set of measures to minimize them; gather, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; determine connections and dependencies between elements business analysis information; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions that affect the organization's activities; analyze stakeholder requirements in terms of quality criteria determined by the selected approaches; formalize stakeholder requirements in accordance with the selected approaches; classify requirements stakeholders in accordance with the selected approaches; model stakeholder requirements in accordance with the selected approaches; document stakeholder requirements in accordance with the selected design approaches requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the chosen approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of the selected criteria; conduct an analysis of the subject area; perform a functional decomposition of work; model the volume and boundaries of work; identify and classify business problems or business opportunities; present information about the identified business problems or business opportunities in various ways and formats for discussion with stakeholders. |

| | |
|---|---|
| | **IPK-5.3.** Has skills in analyzing stakeholder needs; analyzing context; identifying and documenting true business problems or business opportunities; coordinating with stakeholders identified business problems or business opportunities; formation of target indicators for solutions. |

## 2. The place of the discipline in the structure of the educational program

The discipline belongs to the part formed by the participants of educational relations, block B1 “Disciplines (modules)”.

The discipline "Startup Management" is interconnected logically and substantively-methodically with the following disciplines and practices of the OP:

- Basic Management;
- Methods of making management decisions;
- Process management.

**Abstract of the discipline program**
**B.1.2.9. "Managing the competitiveness of an organization"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Managing the competitiveness of an organization" is aimed at students receiving higher education and is aimed at obtaining the competence necessary to perform a new type of professional activity in the field effective functioning of the sales management system of the organization as a whole and its structural divisions, acquisition of the qualification "Manager".

**Course objectives:**

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

**Course objectives:**

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

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

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

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-5.** Capable of gathering information on business issues identify business-organization capabilities | **IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; the subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems.<br>**IPK-5.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, record, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize business analysis results in accordance with the selected approaches; determine the connections and dependencies between business analysis information elements; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze stakeholder requirements in terms of the quality criteria defined by the selected approaches; formalize stakeholder requirements in accordance with the selected approaches; classify stakeholder requirements in accordance with the selected approaches; model stakeholder requirements in |

| | |
|---|---|
| | accordance with the selected approaches; document stakeholder requirements in accordance with the selected approaches to requirements formulation; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the selected approach; analyze the quality of business analysis information in terms of the selected criteria; conduct subject area analysis; perform functional decomposition of work; model the scope and boundaries of work; identify and classify business problems or business opportunities; present information about the identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders.<br>**IPK-5.3.**Possesses skills in analyzing stakeholder needs; analyzing context; identifying and documenting true business problems or business opportunities; coordinating identified business problems or business opportunities with stakeholders; and developing decision targets. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Managing the competitiveness of an organization” is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the bachelor’s degree educational program.

The discipline “Managing the competitiveness of an organization” is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- Basic Management;
- Sales and customer relationship management;
- Distributed Communities Management

**Abstract of the discipline program**
**B.1.2.10. "Corporate Social Responsibility"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Corporate Social Responsibility" is aimed at students receiving higher education, aimed at obtaining the competence necessary for performing a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and in its structural divisions, acquiring the qualification of "Manager".

**Course objectives:**

– to develop knowledge in the field of technologies for assessing economic and social conditions for carrying out entrepreneurial activities, identifying new opportunities and forming new business models.

– development of skills for coordinating entrepreneurial activities in order to ensure the consistency of the implementation of the business plan by all participants.

**Course objectives:**

– to develop in students the ability to analyze the relationships between the functional strategies of companies in order to prepare balanced management decisions.

– to develop the ability to analyze organizational and economic problems in order to stimulate production and increase the volume of sales of products, improve the quality and competitiveness of manufactured goods and services, and economically and effectively use material, financial and labor resources.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-3 -**Able to identify stakeholders and realize interaction with them | **IPK-3.1.**Knows stakeholder theory; theory of interpersonal and group communication in business interaction; conflict theory; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems; methods of planning the organization's activities.<br><br>**IPC-3.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; determine the connections and dependencies between elements of business analysis information; apply information technologies to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the activities of the organization; analyze the degree of stakeholder participation; analyze the quality of business analysis information in terms of selected criteria; conduct an analysis of the subject area; perform a functional decomposition of work; model the volume and boundaries of work; present business analysis information in various ways and in various formats for discussion with stakeholders; explain the need for business analysis work. |

| | |
|---|---|
| | **IPK-3.3.**Has knowledge of methods for analyzing context, organizational structure, business processes in order to identify stakeholders; collecting and recording information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analyzing and classifying stakeholders; developing strategies for engaging stakeholders and collaborating with them; developing stakeholder engagement plans; preparing stakeholders for collaboration (explanation, training); stakeholder engagement and monitoring stakeholders; managing risks associated with interactions with stakeholders. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Corporate Social Responsibility” is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the bachelor’s degree educational program.

The discipline "Corporate Social Responsibility" is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- Basic Management;
- Human Resources Management;
- Distributed Communities Management

**Abstract of the program of discipline**
**B.1.2.11. "Foresight Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goal of mastering the discipline "Foresight Management" should include:
- developing students' knowledge and skills in the field of foresight technologies.

The main objectives of mastering the discipline "Foresight Management" include:
- Mastering the theory, methodology and technologies of Foresight.
- Familiarization with domestic and foreign experience in the application of foresight technologies.
- Evaluation of the feasibility of using Foresight.

Training in the discipline "Foresight Management" is aimed at developing the following competencies in students:

| Code and name competencies | Indicators of Competence Achievement |
|---|---|
| PK-5. Capable of conducting information gathering business problems identify business opportunities for the organization | **IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; the subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems.<br>**IPK-5.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, record, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize business analysis results in accordance with selected approaches; determine the links and dependencies between elements of business analysis information; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze stakeholder requirements in terms of quality criteria determined by the selected approaches; formalize stakeholder requirements in accordance with the selected approaches; classify stakeholder requirements in accordance with the selected approaches; model stakeholder requirements in accordance with the selected approaches; document stakeholder requirements in accordance with the selected approaches to requirements formulation; identify stakeholder requirement attributes and their meanings in accordance with the chosen approaches; manage changes in stakeholder requirements parties in accordance with the chosen approach; analyze the quality of business analysis information in terms of the chosen criteria; conduct domain analysis; perform functional work breakdown; model the scope and boundaries of work; identify and classify business problems or business opportunities; present information about the identified business problems or business opportunities in various ways and formats for discussion with stakeholders.<br>**IPK-5.3.**Has skills in analyzing stakeholder needs; analyzing context; identifying and documenting true business problems or business opportunities; coordinating with stakeholders identified business problems or business opportunities; formation of target indicators for solutions. |

## 2. The place of the discipline in the structure of the educational program

Discipline refers to parts, being formed participants educational relations of block B1 “Disciplines (modules)”.

The discipline "Foresight Management" is interconnected logically and substantively-methodically with the following disciplines and practices of the OP:

- Management in industries and areas of activity
- Corporate management
- Organizational Development Management
- Perspective management

**Abstract of the discipline program**
**B.1.2.12. "Management and evaluation of business processes efficiency"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Management and evaluation of business processes efficiency" is aimed at students receiving higher education, aimed at obtaining the competence necessary for performing a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and in its structural divisions, acquiring the qualification of "Manager".

**Course objectives:**

- to develop knowledge in the field of technologies for assessing economic and social conditions for carrying out entrepreneurial activities, identifying new opportunities and forming new business models.

- development of skills for coordinating entrepreneurial activities in order to ensure the consistency of the implementation of the business plan by all participants.

**Course objectives:**

- to develop in students the ability to analyze the relationships between the functional strategies of companies in order to prepare balanced management decisions.

- to develop the ability to analyze organizational and economic problems in order to stimulate production and increase the volume of sales of products, improve the quality and competitiveness of manufactured goods and services, and economically and effectively use material, financial and labor resources.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| PK-4. Capable of carrying out preparation to implementation, monitoring of parameters and evaluation of success conducted change organizations | **IPK-4.1**. Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information up to date; information technologies (software) used in the organization to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions.<br>**IPC-4.2**. Able to plan, organize and conduct meetings and discussions with stakeholders; identify, record, analyse and categorize risks and develop a set of measures to minimize them; Present business analysis information in various ways and formats for discussion with stakeholders; Apply information technology to the extent necessary for business analysis purposes; Analyze internal (external) factors and conditions affecting the organization's activities; Analyze the degree of stakeholder participation; Explain the need for business analysis work; Carry out changes in accordance with the selected solution; Assess the organization's readiness for changes in accordance with the selected solution; Develop indicators and assess the state of the organization; |

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|---|---|
| | Assess the business feasibility of implementing the solution in terms of the selected target indicators; Conduct analysis of the organization's activities; Model the volume and boundaries of work; Collect, classify, systematize, and ensure the storage and updating of business analysis information; Present business analysis results in accordance with the selected approaches; Analyze stakeholder requirements in terms of the quality criteria determined by the selected approaches; Conduct analysis of the subject area; Analyze solution requirements in terms of the quality criteria determined by the selected approaches; Assess the effectiveness of the solution in terms of the selected criteria.<br>**IPK-4.3**. Have the skills to analyze the organization's readiness to implement changes; develop and implement measures to prepare the organization for changes; monitor the changes being implemented in terms of achieving the developed target indicators of the solution; manage interactions with interested parties (satisfaction, level of involvement); risk management caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the reasons and development of ways to improve the solution in case the solution fails to achieve the set business goals; analysis and developing ways for the organization to adapt to the use of a new solution. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Management and evaluation of business processes efficiency” is one of the disciplines of the part formed by the participants of educational relations (B.1.2.12.) of the master’s degree educational program.

The discipline “Management and evaluation of business processes efficiency” is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- "Corporate and social responsibility
- “Foresight management”
- "Strategic Management"

**Abstract of the program of discipline**
**B.1.2.13. "Strategic Management"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The goal of the discipline "Strategic Management" is to master the methodological tools of strategic management of an organization as a subject of market relations, to develop the skills of strategic analysis, as well as the search, justification and adoption of strategic decisions.

The main objectives of mastering the discipline "Strategic Management" include:

- use of models and tools of strategic management in relation to the organization in various typical situations (assessment of the competitive position of the organization);
- justification of the strategic goals of the organization.

Training in the discipline "Strategic Management" is aimed at developing the following competencies in students:

| Code and name competencies | Indicators of Competence Achievement |
|---|---|
| **PK-5.**Capable of collecting information on business issues identify business opportunities of the organization | **IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; the subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems.<br>**IPK-5.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; determine the links and dependencies between elements of business analysis information; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the activities of the organization; analyze stakeholder requirements in terms of quality criteria determined by the selected approaches; formalize stakeholder requirements in accordance with the selected approaches; classify stakeholder requirements in accordance with the selected approaches; model stakeholder requirements in accordance with the selected approaches; document stakeholder requirements in accordance with the selected approaches to requirements formulation; identify stakeholder requirement attributes and their meanings in accordance with the chosen approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; conduct an analysis of the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and classify business problems or business opportunities; present information about the identified business problems or business opportunities in various ways and formats for discussion with stakeholders.<br>**IPK-5.3.**Has skills in stakeholder needs analysis; context analysis; identifying and documenting true business problems or business opportunities; approvals with stakeholders identified business problems or business opportunities; formation of target indicators for solutions. |

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|---|---|
| **PK-6.** Capable to form possible solutions based on the targets developed for them indicators, and also carry out analysis, justification and choice of solutions | **IPK-6.1.** Knows visual modeling languages; systems theory; the subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; the theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization to the extent necessary for business analysis purposes.<br>**IPK-6.2.** Able to identify, record, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with selected approaches; determine the connections and dependencies between elements business analysis information; apply information technology in the volume necessary for business analysis purposes; analyze internal(external) factors and conditions influencing the activities of the organization; analyze stakeholder requirements in terms of quality criteria determined by the selected approaches; to carry out assessment of the effectiveness of the solution in terms of the selected criteria; evaluate the business feasibility of implementing a solution from the point of view of selected target indicators; model the volume and boundaries of work; plan, organize and conduct meetings and discussions with interested parties; use techniques effective communications.<br>**IPK-6.3.** Possesses the skills to identify, collect and analyze information business analysis for formations possible solutions; descriptions possible solutions; analysis of solutions in terms of achieving goals decision indicators; assessment of resources required for implementation solutions; ratings efficiency each options solutions how the relationship between the expected level of resource use and expected value; selection of a solution for implementation as part of a group experts. |

## 2. The place of the discipline in the structure of the educational program

The discipline belongs to the part formed by the participants of educational relations, block B1 “Disciplines (modules)”.

The discipline "Strategic Management" is logically and substantive and methodological with the following disciplines and practices of the educational program:

- Project activities
- Fundamentals of Management
- Business Process Management
- Foresight management
- Startup management

**Abstract of the discipline program**
**B.1.2.14. "Sales and Customer Relationship Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

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

**Course objectives:**

– to develop knowledge in the field of technologies for assessing economic and social conditions for carrying out entrepreneurial activities, identifying new opportunities and forming new business models.

– development of skills for coordinating entrepreneurial activities in order to ensure the consistency of the implementation of the business plan by all participants.

**Course objectives:**

– to develop in students the ability to analyze the relationships between the functional strategies of companies in order to prepare balanced management decisions.

– to develop the ability to analyze organizational and economic problems in order to stimulate production and increase the volume of sales of products, improve the quality and competitiveness of manufactured goods and services, and economically and effectively use material, financial and labor resources.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-3** - Capable identify interested parties and implement interaction with them | **IPC-3.1.** Knows theory interested parties; theory interpersonal and group communication in business interactions; theory conflicts; languages visual modeling; theory risk management; systems theory; subject area and specifics activities of the organization in a volume sufficient to solve problems business analysis; methods of planning the organization's activities.<br>**IPK-3.2.**Able to use stakeholder identification techniques parties; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques communications; to identify, register, analyze classify risks and develop a set of measures to address them minimization; gather, classify, systematize and ensure storage and updating of business analysis information; to present the results of business analysis in accordance with the selected approaches; determine the connections and dependencies between elements business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder participation; analyze the quality of business analysis information in terms of selected criteria; conduct subject area analysis; perform functional decomposition of work; model the volume and boundaries of work; present business analysis information in various ways and formats for discussion with stakeholders; explain the need for business analysis work. |

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|---|---|
| | **IPK-3.3.**Has knowledge of methods for analyzing context, organizational structure, business processes in order to identify stakeholders; collecting and recording information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analyzing and classifying stakeholders; developing strategies for engaging stakeholders and collaborating with them; developing stakeholder engagement plans; preparing stakeholders for collaboration (explanation, training); stakeholder engagement and monitoring stakeholders; managing risks associated with interactions with stakeholders. |

## 2. The place of discipline instructure of the educational program

The discipline “Sales and Customer Relationship Management” is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the bachelor’s degree educational program.

The discipline "Sales and Customer Relationship Management" is logically and substantively-methodically interconnected with the following disciplines of the OP:

- "Business Process Management";
- "Entrepreneurship";
- "Strategic Management".

**Abstract of the program of discipline**
**B.1.2.15. "Corporate Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**Target** discipline "Corporate Management": study and assimilation by students of the basics of corporate management, the specifics of the functioning of corporate structures, acquisition of practical skills in working with corporate documentation.

**Tasks** disciplines:

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

Training in the discipline "Corporate Management" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| PK-2. Capable of designing and implement cross-functional organization processes | IPK-2.1. Knows the methods of designing functional-role models; methods of structural decomposition of cross-functional processes and administrative regulations; principles and methods of measuring and analyzing the performance indicators of cross-functional processes and administrative regulations; principles and methods of translating the organization's goals into indicators of cross-functional processes and administrative regulations; methods and techniques for optimizing processes; principles and rules for working with documents and with regulatory and methodological documentation; specialized software for process management; fundamentals of operational management; fundamentals of economics, cost accounting and performance evaluation; process management theory; principles of integration of corporate information systems; fundamentals of project management; principles and methods of change management; methods of making management decisions.<br>IPK-2.2. Able to aggregate, structure and generalize information; develop local regulations in the field of cross-functional process management; use specialized software for process management; monitor the compliance of developed documents with regulatory and methodological documentation; measure the effectiveness of a cross-functional process or administrative regulation; identify the potential for improving the effectiveness of a cross-functional process or administrative regulation; formulate and justify proposals for improving the effectiveness of cross-functional processes or administrative regulations; carry out communications, conduct working meetings, find consensus; evaluate resources required to improve a cross-functional process or administrative regulation; assess the risks of selected solutions; develop requirements for integration with corporate information systems; prepare and conduct presentations; develop and present action plans, evaluate the achievement of results, develop corrective measures to achieve plans; manage change implementation projects; plan and conduct personnel training; evaluate the actual effectiveness of an implementation or improvement project. |

| | |
|---|---|
| | IPK-2.3. Possesses the skills of systematizing the collected information on 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; developments executable cross-functional process of organizing or administrative regulations of an organization using specialized software for process management; development of control points that allow assessing the degree of compliance with regulations, and methods for measuring indicators efficiency cross-functional process of organization or administrative regulations organizations; development of proposals to improve the efficiency of cross-functional process organizations or administrative regulations of the organization; registration of the results of development or revision cross-functional process organizations or administrative regulations of the organization; planning the implementation of a cross-functional process of the organization or administrative regulations of the organization or its improvement; implementation of a cross-functional process of the organization or administrative regulations organizations or his improvements; performance evaluation implementations cross-functional process of organizing or administrative regulations of the organization or its improvement; training of personnel on the implemented or improved cross-functional process organization or administrative regulations of the organization. |

## 2. The place of the discipline in the structure of the educational program

Discipline refers to parts, being formed participants educational relations, block B1 “Disciplines (modules)”.

Discipline "Corporate management" interconnected logically and substantive and methodological with the following disciplines and practices of the educational program:

- Project activities
- Cross-cultural management
- Basic Management
- Strategic management

**Abstract of the discipline program**
**B.1.2.16. "Management of crowdfunding and crowdinvestment platforms"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**Objectives** development discipline "Management of crowdfunding and crowdinvestment platforms" is the study and mastering by students of the theoretical foundations and practical skills of crowdfunding and crowdinvesting.

The main objectives of mastering the discipline "Management of crowdfunding and crowdinvesting platforms" include:

- conduct a retrospective analysis of financial and economic activities;
- develop investment project projects;
- plan costs for the production of products, works (services);
- develop a long-term financial plan (budget).

Training in the discipline "Management of crowdfunding and crowdinvesting platforms" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| PK-3. Able to identify interested partiesparties and interact with them | IPK-3.1. Knows stakeholder theory; theory of interpersonal and group communication in business interaction; conflict theory; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems; methods of planning the organization's activities.<br>IPK-3.2. Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize business analysis results in accordance with selected approaches; determine the links and dependencies between elements of business analysis information; apply information technologies to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder participation; analyze the quality of business analysis information in terms of selected criteria; conduct subject area analysis; perform functional decomposition of work; model the volume and boundaries of work; present business analysis information in various ways and in various formats for discussion with stakeholders; explain the need for business analysis work.<br>IPK-3.3. Has knowledge of methods for analyzing context, organizational structure, business processes in order to identify stakeholders; collecting and recording information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analyzing and classifying stakeholders; developing strategies stakeholder engagement and collaboration; developing stakeholder engagement plans; preparing stakeholders for collaboration (explanation, training); stakeholder engagement and stakeholder monitoring; managing risks associated with stakeholder engagement. |

## 2. The place of the discipline in the structure of the educational program

The discipline belongs to the part formed by the participants of educational relations, block B1 “Disciplines (modules)”.

The discipline “Management of crowdfunding and crowdinvesting platforms” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- Project activities
- Cross-cultural management
- Basic Management
- Entrepreneurship
- Corporate management
- Startup management

**Abstract of the discipline program**
**B.1.2.17. "Business Process Management Tools"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

**The purpose of discipline** "Business Process Management Tools": developing in students a holistic systemic understanding of the essence of various organizational management tools, organizational development management models, as well as skills and abilities in the field of assessing the effectiveness of organizational management.

**Objectives of the discipline**:

- provide knowledge of the basic management tools of an organization;
- teach how to apply business process management tools in practice;
- analyze the productivity and efficiency of the organization's management.

Training in the discipline "Business Process Management Tools" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-2** Capable design and implement cross-functional organization processes | **IPK-2.1.** Knows methods of designing functional and role-based models; methods of structural decomposition of cross-functional processes and administrative regulations; principles and methods measurements and analysis indicators efficiency cross-functional processes and administrative regulations; principles and methods of translating the organization's goals into cross-indicators functional processes and administrative regulations; methods and methods of process optimization; principles and rules of working with documents and with normative and methodological documentation; specialized software security for management processes; fundamentals of operational management; fundamentals of economics, cost accounting and performance evaluation; process management theory; principles integration of corporate information systems; fundamentals project management; principles and methods of change management; methods of making management decisions. |
| | **IPK-2.2.** He can do it aggregate, structure and generalize information; develop local regulations in the field management cross-functional processes; use specialized software security for management processes; control the compliance of developed documents normative and methodological documentation; measure the effectiveness cross-functional process or administrative regulations; identify potential increases efficiency cross-functional process or administrative regulations; formulate and to justify offers by increase efficiency cross-functional processes or administrative regulations; realize communications, conduct working meetings, find consensus; assess resources, necessary for improvements cross-functional process or administrative regulations; evaluate risks selected solutions; develop requirements for integration with corporate information systems; prepare and conduct presentations; develop and present plans events, evaluate achievement results, develop corrective actions to achieve plans. |
| | **IPK-2.3**. Has the skills to systematize the collected information on the cross-functional process of the organization or the administrative regulations of the organization; document the cross-functional process of the organization or develop the administrative regulations of the organization in accordance with the requirements of regulatory and methodological documentation; develop an executable cross-functional process of the organization or the administrative regulations of the organization using specialized process management software; develop checkpoints to assess the degree of compliance with the regulations, and methods for measuring the performance indicators of the cross-functional process of the organization or the administrative regulations of the organization; develop proposals to |

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| | improve the efficiency of the cross-functional process of the organization or the administrative regulations of the organization; formalize the results of the development or revision of the cross-functional process of the organization or the administrative regulations of the organization; plan the implementation of the cross-functional process of the organization or the administrative regulations of the organization or its improvement; implement the cross-functional process of the organization or the administrative regulations of the organization or its improvement; assess the effectiveness of the implementation of the cross-functional process of the organization or the administrative regulations of the organization or its improvement; briefing personnel on the implemented or improved cross-functional process organization or the administrative regulations of the organization. |

## 2. The place of the discipline in the structure of the educational program

The discipline " Business Process Management Tools " refers to the part formed by the participants of educational relations of block B1 "Disciplines (modules)" (B.1.2.17).

The discipline “Business Process Management Tools” is logically and substantively-methodically interconnected with the following disciplines of the EP:

- "Management and evaluation of business processes efficiency";
- "Process management".

**Abstract of the program of discipline**
**B.1.2.18. "Systemic management of business processes"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objectives of mastering the discipline "Systemic management of business processes" should include consideration of the theoretical foundations and practical application of the apparatus of systemic management of business processes of an organization.

The main objectives of mastering the discipline "Systemic management of business processes" include:

- formation of a scientific understanding and acquisition of general theoretical knowledge about business processes in an organization;
- study of methods of modeling and analysis of business processes;
- study of the possibilities of practical application of modern technologies for assessing and improving business processes;
- acquiring skills in using software tools and technologies designed to manage business processes;
- acquisition of skills and abilities in analysis and optimization of production, administrative, and information processes;
- development of the necessary practical skills for working with modern computer technology and software and solving practical problems of describing the business processes of an enterprise for the purpose of their subsequent automation.

Training in the discipline "Systemic Management of Business Processes" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-1. Capable carry out search, critical analysis and synthesis of information, apply system approach to solving the tasks | IUK-1.1. Analyzes the task, identifying its basic components<br>IUK-1.2. Searches, critically evaluates, generalizes, systematizes and ranks the information required to solve the task<br>IUK-1.3. Considers and proposes rational options for solving the assigned task, using a systematic approach, critically evaluates their advantages and disadvantages |

## 2. The place of the discipline in the structure of the educational program

Discipline refers to parts, being formed participants educational relations, block B1 "Disciplines (modules)".

The discipline "Systemic management of business processes" is interconnected logically and in terms of content and method with the following disciplines and practices of the educational program:

- Project activities
- Basic Management
- Business Process Management
- Economic theory

**Abstract of the discipline program**
**B.1.2.19. "Systems for formalizing management processes"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

**The purpose of the training** The purpose of the discipline "Systems for formalizing management processes" is to familiarize students with the procedure for preparing and registering organizational and administrative documents as a basic process in the implementation of all management functions.

The main objectives of mastering the discipline "Systems for formalizing management processes " include:

- study of the basic provisions and standards for documenting management activities,
- familiarization with modern methods and techniques for creating documents,
- production practical skill development main service documents regulating management activities,
- mastery techniques and skills works with various documents, rational organization of document flow at the enterprise.

Education by discipline "Systems for formalizing management processes " is aimed at developing the following competencies in students:

| | |
|---|---|
| UK-4. Capable realize business communication in oral and written forms in the state language Russian Federation and foreign language(s) | IUK-4.1. Takes into account the specifics of business communication in the state and foreign languages depending on the specifics of verbal and non-verbal means of communication<br>IUK-4.2. Able to exchange business information in oral and written forms in the state and foreign languages, taking into account the unique style of official and unofficial letters, as well as socio-cultural differences in the format of correspondence<br>IUC-4.3. Translates professional texts from a foreign language into the state language of the Russian Federation and from the state language of the Russian Federation into a foreign language |

## 2. The place of the discipline in the structure of the educational program

The discipline "Systems for formalizing management processes" refers to the part of disciplines formed by participants in educational relations

The discipline "Systems for formalizing management processes" is interconnected logically and substantively methodically with the following disciplines of the EP:

- Organization and conduct of research in management;
- Management of subject-object relations in business processes;
- Business process reengineering;

**Abstract of the program of discipline**
**B.1.2.20. "Organization Development Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

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

**Course objectives:**

– to develop knowledge in the field of technologies for assessing economic and social conditions for carrying out entrepreneurial activities, identifying new opportunities and forming new business models.

– development of skills for coordinating entrepreneurial activities in order to ensure the consistency of the implementation of the business plan by all participants.

**Course objectives:**

– to develop in students the ability to analyze the relationships between the functional strategies of companies in order to prepare balanced management decisions.

– to develop the ability to analyze organizational and economic problems in order to stimulate production and increase the volume of sales of products, improve the quality and competitiveness of manufactured goods and services, and economically and effectively use material, financial and labor resources.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competence | Code and content of the competency achievement indicator |
|---|---|
| PK-4. Capable prepare for implementation, monitor parameters and evaluate the success of changes implemented in the organization | **IPK-4.1**. Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information in an up-to-date state; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; the subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of an organization; methods for assessing the effectiveness of decisions.<br>**IPK-4.2**. Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder participation; explain the need for business analysis work; carry out changes in accordance with the selected solution; assess the organization's readiness for changes in accordance with the selected solution; develop indicators and assess the state of the organization; assess the business feasibility of |

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|---|---|
| | implementing the solution in terms of the selected target indicators; analyze the organization's activities; model the volume and boundaries of work; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; analyze the requirements of stakeholders in terms of the quality criteria determined by the selected approaches; conduct an analysis of the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of the selected criteria.<br>**IPK-4.3**. Possess the skills to analyze the organization's readiness to implement changes; develop and implement measures to prepare the organization for changes; monitor the changes being implemented in terms of achieving the developed target indicators of the solution; manage interactions with stakeholders (satisfaction, level of involvement); manage risks associated with changes being implemented in the organization; analyze and evaluate the effectiveness of the implemented solution; analyze the causes and develop ways to improve the solution in the event that the solution fails to achieve the set business goals; analyze and develop ways to adapt the organization to the use of a new solution. |
| PK-5. Capable of conducting collection information about business problems identify business-organization capabilities | **IPK-5.1.** Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools management requirements stakeholders; visual modeling languages; risk management theory; systems theory; subject area and the specifics of the organization's activities to a volume sufficient for solutions to business analysis problems.<br>**IPK-5.2.** Able to use stakeholder identification techniques parties; plan, organize and conduct meetings and discussions with stakeholders; use techniques effective communications; to identify, register, analyze and classify risks and develop a complex measures to minimize them; collect, classify, Systematize and ensure the storage and updating of business analysis information; Present business analysis results in accordance with the selected approaches; Determine the connections and dependencies between business analysis information elements; Present business analysis information in various ways and formats for discussion with stakeholders; Apply information technology to the extent necessary for business analysis purposes; Analyze internal (external) factors and conditions affecting the organization's activities; Analyze stakeholder requirements in terms of the quality criteria determined by the selected approaches; Present stakeholder requirements in accordance with the selected approaches; Classify stakeholder requirements in accordance with the selected approaches; Model stakeholder requirements in accordance with the selected approaches; Document stakeholder requirements in accordance with the selected approaches to requirements formulation; Determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; Manage changes in stakeholder requirements in accordance with the selected approach; Analyze the quality of business analysis information in terms of the selected criteria; Conduct subject area analysis; perform functional work breakdown; model the scope and boundaries of work; identify and classify business problems or business opportunities; present information about identified business problems or business opportunities in various ways and formats for discussion with stakeholders.<br>**IPK-5.3.** Possesses skills in analyzing stakeholder needs; analyzing context; identifying and documenting true business problems or business opportunities; coordinating identified business problems or business opportunities with stakeholders; and developing decision targets. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Managing Organization Development” is one of the disciplines of the part formed by participants in educational relations (B.1.2.19.) of the Master’s degree educational program.

The discipline “Organization Development Management” is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- "Systematic management of business processes"
- "Business Process Reengineering"

**Abstract of the program of discipline**
**B.1.2.21. "Business process reengineering"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Business Process Reengineering" is designed to develop fundamental knowledge in the field of business development modeling, practical skills in assessing the current state of business activities.

The main goals of mastering the discipline "Business Process Reengineering" include:

- preparing students to develop business plans for creating new businesses and organizing entrepreneurial activities;
- preparing students for interdisciplinary research to solve problems related to modeling and analysis of business processes, as well as forecasting the results of the implementation of innovative technologies;
- preparing students for self-study and continuous professional self-improvement.

The main objectives of mastering the discipline "Business Process Reengineering" include:

– preparation for the use of terms and basic theories characterizing the current state and trends of business development;

– orientation in the theory of business processes, development trends of national and global markets, internationalization of forms of conducting international business;

– development of skills for independent work in analyzing efficiency and optimizing business management in modern market conditions.

As a result of mastering the discipline (module), students develop the following competence and the following learning outcomes must be achieved as a stage of developing the corresponding competence:

| Code and name of competence | Code and content of the indicatorachievement of competence |
|---|---|
| UK-1 Capable of searching, critically analyzing and synthesizing information, applying a systematic approach to solving assigned tasks | IUK-1.1. Analyzes the task, identifying its basic components<br>IUK-1.2. Carries out search, critically evaluates, generalizes, systematizes and ranks the information required to solve the assigned task<br>IUK-1.3. Considers and proposes rational options for solving the assigned task, using the system approach, critically evaluates their advantages and disadvantages |

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

The discipline “Business Process Reengineering” is one of the disciplines of the part formed by the participants of educational relations B.1.2.21 of the educational program 38.03.02 – “Management”.

The discipline "Business Process Reengineering" is interconnected logically and in terms of content and method with the following disciplines and practices of the EP:

- Information technology in professional activities;
- Organizational change management;
- Operations management;
- Modern organizational management structures.

**Abstract of the program of discipline**
**B.1.2.22. "Consulting Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The discipline "Consulting Management" is aimed at students receiving higher education, aimed at obtaining the competence necessary for performing a new type of professional activity in the field of effective functioning of the management system of the organization as a whole and its structural divisions.

**Course objectives:**

- study of theoretical foundations and acquisition of practical skills in the area of providing consulting services on management issues;
- to develop students' understanding of the essence, objectives and principles of determining strategy and technologies for conducting management consulting.

**Course objectives:**

– to develop in students the ability to analyze the relationships between the functional strategies of companies in order to prepare balanced management decisions.

– to develop the ability to analyze organizational and economic problems,

– familiarization with the essence and content of consulting activities;

– training in the theory and practice of conducting management consulting using professional consultants;

– consolidation of knowledge and development of skills in practical consulting.

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **PK-3 -**Able to identify stakeholders and implement interaction with them | **IPK-3.1.** Knows stakeholder theory; theory of interpersonal and group communication in business interaction; conflict theory; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems; methods of planning the organization's activities.<br><br>**IPK-3.2.** Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; determine the connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the activities of the organization; analyze the degree of stakeholder participation; analyze the quality of business analysis information in terms of selected criteria; conduct subject area analysis; perform functional decomposition of work; model the volume and boundaries of work; present business analysis information in various ways and in various formats for |

| | |
|---|---|
| | discussion with stakeholders; explain the need for business analysis work.<br>**IPC-3.3.** Has knowledge of methods for analyzing context, organizational structure, business processes in order to identify stakeholders; collecting and recording information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analyzing and classifying stakeholders; developing strategies for engaging stakeholders and collaborating with them; developing plans for interaction with stakeholders; preparing stakeholders for cooperation (explanation, training); interacting with stakeholders parties and monitoring of interested parties parties; management risks, conditioned by interaction with stakeholders. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Consulting Management” is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the bachelor’s degree educational program.

The discipline "Consulting Management" is interconnected logically and substantively-methodically with the following disciplines of the EP:

- Basic Management;
- Human Resources Management;
- Distributed Communities Management

**Abstract of the program of discipline**
**B.1.2.23.1. "Introduction to project activities"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

This program of the academic discipline "Introduction to Project Activities" sets the minimum requirements for the knowledge and skills of students in teamwork, including for effective integration into the project team, meeting project deadlines and obtaining the required results. The program is designed for the training direction 38.03.02 "Management", profile "Business Process Management" in accordance with:

- Federal state educational standards FSES3++;
- Higher education programs;
- The working curricula for the start of training in 2025.

**Objectives of the discipline**

The purpose of studying the discipline "Introduction to project activities" is introduce students to the basics project activities with purpose further application of the acquired knowledge and skills to solve specific practical problems using design method. tasks; develop communication skills.

The main objectives of studying the discipline:

- gain theoretical knowledge about the basics of project activities; distinguish between project organization and conducting research and launching a production cycle.
- define the problem and its relevance, classify the contradictions that the project is aimed at resolving.
- use methods of collective idea generation; interact effectively with team members during the project process.
- set goals, define tasks, plan the expected result from the project implementation.
- plan activities, resources required for project implementation, assess risks.
- use modern software tools to work on a project on the Internet.
- design and present your own projects to the public.

Training in the discipline "Introduction to project activities" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-2. Capable of defining a range of tasks within the framework of a set goal and choosing the best ways to solve them, based on current legal norms, available resources and limitations | IUK-2.1. Formulates a set of tasks within the framework of the stated goal of the project, the solution of which ensures its achievement<br>IUK-2.2. Defines the links between the set tasks, the main components of the project and the expected results of its implementation<br>IUK-2.3. Selects optimal methods of planning, distributing areas of responsibility, solving problems, analyzing results taking into account current legal regulations, existing conditions, resources and limitations, opportunities use |

## 2. The place of the discipline in the structure of the educational program

The discipline “Introduction to project activities” refers to the part formed by the participants of educational relations of the cycle B.1.2.23.4 of the module “Projects and project activities”.

The course "Introduction to project activities" is studied in the first year of study for the "Management" training program.

**Abstract of the program of discipline**
**B.1.2.23.2. "Project activities"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

This program of the academic discipline "Project Activity" establishes the necessary requirements for the knowledge and skills of students in working in a team, including for effective integration into the project team, meeting project deadlines and obtaining the required results.

The program is designed for the training direction 38.03.02 "Management", profile "Business Process Management" in accordance with:

- Federal state educational standards FSES3++;
- Higher education programs;
- The working curricula for the start of training in 2025.

**Objectives of the discipline**

The purpose of mastering the discipline "Project Activity" is to prepare students for professional activity and to develop their skills and abilities to solve non-standard problems and implement projects in interaction with other students.

**Objectives of studying the discipline**

The main objectives of studying the discipline:

- development of teamwork skills in students;
- development of project work skills;
- increasing students' motivation for self-education;
- ensuring that students master the basic standards of professional activity;
- students gain experience in using basic professional tools when solving non-standard problems within the framework of projects;
- developing students' skills in composing and designing presentations and defending the achieved project results in front of an audience of listeners.

Training in the discipline "Project activities" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-2. Capable of defining a range of tasks within the framework of a set goal and choosing the best ways to solve them, based on current legal norms, available resources and limitations | IUK-2.1. Formulates a set of tasks within the framework of the stated goal of the project, the solution of which ensures its achievement<br>IUK-2.2. Defines the links between the set tasks, the main components of the project and the expected results of its implementation<br>IUK-2.3. Selects optimal methods of planning, distributing areas of responsibility, solving problems, analyzing results, taking into account current legal regulations, existing conditions, resources and limitations, and possibilities of use |

## 2. The place of the discipline in the structure of the educational program

The discipline “Project activity” refers to the part formed by participants in educational relations of the cycle B1.2 “Part formed by participants in educational relations”.

The discipline belongs to the part formed by participants in educational relations of block B1.2 “Part formed by participants in educational relations”, module B.1.2.23.2 “Projects and project activities”. The discipline "Project activities" is studied in the 2nd, 3rd, 4th, 5th, 6th, 7th semesters of study in the field of training 38.03.02 "Management" for the profile "Business Process Management".

The study of the discipline is based on the following disciplines: Introduction to project activities. The discipline is directly related to the following disciplines and practices OP:

- Project management;
- Educational practice (project-based).

The basic principles of the discipline should be used in the future studying the following disciplines (practices):

- Fundamentals of Technological Entrepreneurship;
- Pre-graduation practice.

**Abstract of the program of discipline**
**B.1.2.23.3. "Project Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

This program of the academic discipline "Project Management" establishes the necessary requirements for the knowledge and skills of students in working in a team, including for effective integration into the project team, meeting project deadlines and obtaining the required results.

The program is designed for the training direction 38.03.02 "Management", profile "Business Process Management" in accordance with:

- Federal state educational standards FSES3++;
- Higher education programs;
- The working curricula for the start of training in 2025.

**Objectives of the discipline**

The purpose of mastering the discipline "Project Management" is to study and master by students the theoretical foundations and practical skills in the field of project management to form ideas about project activities (from the inception of an idea to the implementation of a project) as an integral system, all elements of which are interdependent. Possession of theoretical foundations and practical skills in the field of project management are necessary for the successful mastering and implementation of innovative technologies that determine industrial development and management, the creation and implementation of innovative projects, professional personal growth and self-development, creative solutions to current and strategic management problems: from personnel management to the development of high-tech technologies.

**Objectives of studying the discipline**

The main objectives of studying the discipline:

- study of the basic methods and technologies of project management: creation of a project concept, project team, project planning, implementation, etc.;
- study of the main project management technologies: characteristics, methods of application, limitations, advantages, disadvantages, area of use (application), etc.;
- formation and development of theoretical knowledge and practical skills in the field of technical and social design and project management.

Training in the discipline "Project Management" is aimed at developing the following competencies in students:

| Code and name competencies | Indicators of Competence Achievement |
|---|---|
| UK-2. Capable of defining a range of tasks within the framework of a set goal and choosing the best ways to solve them, based on from current legal regulations, available resources and restrictions | IUK-2.1. Formulates a set of tasks within the framework of the stated goal of the project, the solution of which ensures its achievement<br>IUK-2.2. Defines the links between the set tasks, the main components of the project and the expected results of its implementation<br>IUK-2.3. Selects optimal methods of planning, distributing areas of responsibility, solving problems, analyzing results, taking into account current legal regulations, existing conditions, resources and limitations, and possibilities of use |

## 2. The place of the discipline in the structure of the educational program

The discipline belongs to the part formed by the participants of educational relations of the cycle B.1.2.23.4 of the module “Projects and project activities”.

The discipline "Project Management" is studied in the 2nd semester of study in the field of training 38.03.02 "Management", profile "Business Process Management".

The discipline is directly related to the following disciplines and practices OP:

- Introduction to project activities;
- Introduction to the profession;

- Basic management;
- Human resource management;
- Educational practice (project-based).

**Abstract of the discipline program**
**B.1.2.23.4. "Fundamentals of Technological Entrepreneurship"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

This program of the academic discipline "Fundamentals of Technological Entrepreneurship" establishes the necessary requirements for the knowledge and skills of students in working in a team, including for effective integration into a project team, meeting project deadlines and obtaining the required results.

The program is designed for the training direction 38.03.02 "Management", profile "Business Process Management" in accordance with:

- Federal state educational standards FSES3++;
- Higher education programs;
- The working curricula for the start of training in 2025.

**Objectives of the discipline**

The purpose of mastering the discipline "Fundamentals of Technological Entrepreneurship" is to develop students' theoretical knowledge and practical skills in the field of economics, technological entrepreneurship and management of innovative projects. Studying and mastering the theoretical foundations and practical skills in the field of technological entrepreneurship forms students' ideas about project activities (from the inception of an idea to the implementation of a project) as an integral system, all elements of which are interdependent. Possession of theoretical foundations and practical skills in the field of technological entrepreneurship is necessary for the successful development and implementation of innovative technologies that determine industrial development and management, the creation and implementation of innovative projects, professional personal growth and self-development, creative solutions to current and strategic management problems: from personnel management to the development of high-tech technologies.

**Objectives of studying the discipline**

The main objectives of studying the discipline:

- study of the main theories of the functioning of the innovative economy and technological entrepreneurship, principles of organization, management and evaluation of innovative entrepreneurial activity;
- study of measures of state support for innovative activities and development of the innovative ecosystem;
- studying the fundamentals of commercialization of innovations and development of high-tech business;
- formation and development of theoretical knowledge and practical skills in the field of planning and designing the commercialization of the results of intellectual activity in the form of a startup, commercial contract, licensing agreement;
- selection of a business model and development of a business plan;
- market analysis and sales forecasting, consumer behavior analysis, assessment of the effectiveness of innovation activities, analysis of the risks of organizational development;
- study of working techniques in the high-tech commercialization market using the Product development and Customer development models;
- use of lean startup technologies and a flexible approach to management (agile), technologies for developing a financial model of a project;
- study of methods for conducting negotiations with investors and public presentations of projects (pitches).

Training in the discipline "Fundamentals of Technological Entrepreneurship" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| UK-2. Capable of defining a range of tasks within the framework of a set goal and choosing the best ways to solve them, based on from current legal regulations, available resources and restrictions | IUK-2.1. Formulates a set of tasks within the framework of the stated goal of the project, the solution of which ensures its achievement<br>IUK-2.2. Defines the links between the set tasks, the main components of the project and the expected results of its implementation<br>IUK-2.3. Selects optimal methods of planning, distributing areas of responsibility, solving problems, analyzing results, taking into account current legal<br>norms, existing conditions, resources and limitations, possibilities of use |

## 2. The place of the discipline in the structure of the educational program

The discipline belongs to the part formed by the participants of educational relations of the cycle B.1.2.23.4 of the module “Projects and project activities”.

The discipline "Project Management" is studied in the 4th semester of study in the field of training 38.03.02 "Management", profile "Business Process Management".

The discipline is directly related to the following disciplines and practices OP:

Introduction to project activities;
Project activities;
Project management;
Methods of making management decisions;
Entrepreneurship.

**Abstract of the program of discipline**
**B.1.1.ED.1 "Crisis management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

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

**Course objectives:**

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

**Course objectives:**

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

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

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage of developing the corresponding competencies:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| PK-5. Capable of conducting collection information about business problems identify business opportunities for the organization | IPK-5.1. Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems.<br>IPK-5.2. Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; determine the relationships and dependencies between elements of business analysis information; present business analysis information in various ways and in various formats for discussion with stakeholders parties; apply information technology to the extent necessary for business analysis purposes; analyze internal(external) factors and conditions affecting the organization's activities; analyze the requirements of interested parties in terms of quality criteria, defined by the selected approaches; formalize stakeholder requirements in accordance with the selected approaches; classify stakeholder requirements in accordance with the selected approaches; model stakeholder requirements in accordance with the selected approaches; document stakeholder requirements in accordance with the selected requirements formulation approaches; determine requirement attributes stakeholders and their importance in accordance with the selected approaches; manage changes in stakeholder requirements in |

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|---|---|
| | accordance with the selected approach; analyze the quality of business analysis information in terms of selected criteria; conduct a subject area analysis; perform a functional decomposition of work; model the volume and boundaries of work; identify and classify business problems or business opportunities; present information about the identified business problems or business opportunities in various ways and formats for discussion with stakeholders.<br>IPK-5.3. Has the skills to analyze stakeholder needs; analyze the context; identify and document true business problems or business opportunities; agree with stakeholders identified business problems or business opportunities; formation of target indicators for solutions. |

## 2. The place of the discipline in the structure of the educational program

The discipline "Crisis management" is one of the disciplines of the part formed by the participants of educational relations of the bachelor's educational program.

The discipline "Crisis management" is interconnected logically and in terms of content and method with the following disciplines of the educational program:

- "Business Process Risk Management"

**Abstract of the program of discipline**
**B.1.1.ED.1 "Business Process Risk Management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

The main objectives of mastering the discipline "Business Process Risk Management" include:

– formation of knowledge about modern principles, methods and means of modern management trajectories in relation to risk management of business processes, methods and means of their application in business;

– preparing students for activities in accordance with the qualification characteristics of a bachelor in the field, including the development of skills to identify necessary improvements in an organization; ensuring the use of information technologies to improve the efficiency of professional activities.

The main objectives of mastering the discipline "business process risk management" include:

– mastering the methodology, analysis and selection of management technologies for application in the conditions of professional activity in an organization, mastering the methods and conditions for using management technologies, selecting evaluation criteria, quality indicators, determining the parameters to be verified, the procedure for determining and processing the received management information and its protection.

Training in the discipline "Business Process Risk Management" is aimed at developing the following competencies in students:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| PK-5. Capable of conducting collection information about business problems identify business opportunities for the organization | IPK-5.1. Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to a degree sufficient to solve business analysis problems.<br>IPK-5.2. Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, record, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; determine the links and dependencies between elements of business analysis information; present business analysis information in various ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the activities of the organization; analyze the requirements of stakeholders in terms of quality criteria, determined by the chosen approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model requirements stakeholders in accordance with the selected approaches; document stakeholder requirements in accordance with the selected approaches to requirements; determine the attributes of the requirements stakeholders and their importance in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the selected approach; analyze the quality of business analysis information in terms of selected criteria; conduct a subject area analysis; perform a functional decomposition of work; model the volume and boundaries of work; identify and classify business problems or business opportunities; present information about the identified business problems or business |

| | |
|---|---|
| | opportunities in various ways and formats for discussion with stakeholders.<br>IPK-5.3. Possesses the skills of analyzing the needs of stakeholders; analyzing the context; identifying and documenting true business problems or business opportunities; coordinating identified business problems or business opportunities with stakeholders; and forming target indicators for decisions. |

## 2. The place of the discipline in the structure of the educational program

The discipline “Business Process Risk Management” is one of the optional academic disciplines of the bachelor’s degree program.

The discipline “Business Process Risk Management” is interconnected logically and in terms of content and method with the following disciplines and practices of the OP:

- "Quality Management";
- "International Management";
- "Cross-cultural management";
- "Management of distributed communities";
- "Self-management and time management."

**Abstract of the discipline program**
**B.1.2.ED.2 "Modeling of organizational systems"**
**for the field of study 38.03.02 "Management"**
**educational program: "Business Process Management"**

## 1. Objectives, tasks and planned learning outcomes for the discipline.

**The main goal** mastering the discipline "Modeling of organizational systems" - consideration of the theoretical foundations and patterns of construction and functioning of systems, including economic, methodological principles of their analysis and synthesis, application of the studied patterns to develop systemic approaches in decision-making.

The main objectives of mastering the discipline "Modeling of organizational systems" include:

- familiarization with the basic concepts and definitions of systems, the structure and general properties of systems, factors influencing the external environment, the possibilities and basic approaches to using systems analysis at the organizational level;
- students acquire theoretical knowledge of a systems approach to studying systems and practical skills in their modeling;
- students acquire practical knowledge of the basic methods used in systems analysis.

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

As a result of mastering the discipline, students develop the following competence and the following learning outcomes must be achieved as a stage of developing the corresponding competence:

| Code and name of competencies | Indicators of Competence Achievement |
|---|---|
| **UK-1** Capable of searching, critical analysis and synthesis of information, apply a systematic approach for solutions set tasks | **IUK-1.1.**Analyzes the task, identifying its basic components.<br>**IUK-1.2.**Conducts a search, critically evaluates, generalizes, systematizes and ranks the information required to solve the assigned task.<br>**IUK-1.3.**Considers and proposes rational options for solving the assigned task, using a systematic approach, critically evaluates their advantages and disadvantages. |
| **OPK-2** Capable of collecting, processing and analyzing data, necessary for the solution set management tasks, using modern tools and intelligent information and analytical systems | **IOPK-2.1.**Knows the methods of collecting, processing and analyzing data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems.<br>**IOPK-2.2.**Able to collect, process and statistically analyze data necessary to solve assigned management tasks using modern tools and intelligent technologies information and analytical systems.<br>**IOPK-2.3.**Possesses skills in collecting, processing and analyzing data necessary to solve the assigned management tasks, using modern tools and intellectual informational analytical systems. |

## 2. The place of the discipline in the structure of the educational program

Discipline "Modeling of organizational systems" refers to section elective disciplines No. 2 part (B1.ED.2) of the bachelor's degree program.

The discipline "Modeling of organizational systems" is interconnected logically and substantively-methodically with the following disciplines and practices of the OP:

- Organizational change management;
- Management of subject-object relations in business processes;
- Business process reengineering;
- Systematic management of business processes.

**Abstract of the program of discipline**
**B.1.2.ED.2 "System analysis in management"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goal of mastering the discipline "System Analysis in Management" is to consider the theoretical foundations and patterns of construction and operation of systems, including economic, methodological principles of their analysis and synthesis, the application of the studied patterns to develop systemic approaches in decision-making.

The main objectives of mastering the discipline "System Analysis in Management" include:

- familiarization with the basic concepts and definitions of systems, the structure and general properties of systems, factors influencing the external environment, the possibilities and basic approaches to using systems analysis at the organizational level;
- students acquire theoretical knowledge of a systems approach to studying systems and practical skills in their modeling;
- students acquire practical knowledge of the basic methods used in systems analysis.

Training in the discipline "System Analysis in Management" is aimed at developing the following competencies in students:

| **Code and name of competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-1. Capable carry out search, critical analysis and synthesis of information, apply a systematic approach to solving the assigned tasks | IUK-1.1. Analyzes the task, identifying its basic components IUK-1.2. Searches, critically evaluates, generalizes, systematizes and ranks the information required to solve the task<br>IUK-1.3. Considers and proposes rational options for solving the assigned task, using a systematic approach, critically evaluates their advantages and disadvantages |

## 2. The place of the discipline in the structure of the educational program

The discipline belongs to the elective part of block B1 “Disciplines (modules)”.

Discipline "System Analysis in Management" interconnected logically and substantive and methodological with the following disciplines and practices of the educational program:

- Project activities
- Basic Management
- Business Process Management
- Economic theory

**Abstract of the program of the discipline**
**FTD.1 "History of religions of Russia"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The course "History of Religions in Russia" is aimed at presenting adequate and relevant knowledge about religious traditions of Russia in the context of the formation of traditional Russian spiritual and moral values and all-Russian civil identity. The course is implemented based on the basic principles of the state national policy of the Russian Federation, the foundations of traditional Russian spiritual and moral values and consists of three main sections and topics grouped by them.

The main goal of mastering the course is to obtain the knowledge, skills and abilities necessary to understand the historical foundations of the formation and development, as well as the current state of religious traditions in the Russian Federation, their doctrinal, religious, cultural, value and legal characteristics relevant to the traditional spiritual and moral values of the Russian Federation, state-religious relations in the Russian Federation.

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

To study this discipline, it is advisable to use the knowledge, skills and abilities obtained in the first semester as a result of mastering the disciplines "History of Russia", "Fundamentals of Russian Statehood", as well as those obtained during the parallel study of the following disciplines: "Philosophy".

**Abstract of the program of the discipline**
**FDT.2 "Drill training"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main goals of mastering the discipline "Drill training" include the following:

Objectives of mastering the discipline "Drill training":

- acquisition of knowledge, skills and abilities necessary for the development of students of higher education institutions (hereinafter referred to as the university) as citizens capable and ready to fulfill their military duty and the obligation to defend their homeland in accordance with the legislation of the Russian Federation.

The main objectives of mastering the discipline "Drill training" include:

- formation of basic knowledge about drill training;
- mastering the skills of performing drill techniques with and without weapons.

Training in the discipline "Drill training" is aimed at developing the following competencies in students:

| **Code and name competencies** | **Indicators of Competence Achievement** |
|---|---|
| UK-8. Capable of creating and maintaining in everyday life and in professional activities safe conditions life activities to preserve the natural environment, provision sustainable development of society, including in the event of a threat or occurrence of emergency situations and military conflicts | IUK-8.1. Analyzes and identifies factors of harmful influence on the vital activity of elements of the living environment (technical means, technological processes, materials, buildings and structures, natural and social phenomena), as well as hazardous and harmful factors within the framework of the activities carried out<br>IUK-8.2. Understands the importance of maintaining safe working and living conditions, preserving the natural environment to ensure sustainable development of society, including in the event of a threat of dangerous or emergency situations and military conflicts<br>IUK-8.3. Explains the rules of conduct in the event of emergencies of natural and man-made origin and military conflicts, describes the methods of participation in recovery activities |

## 2. The place of the discipline in the structure of the educational program

The discipline "Drill training" is one of the optional disciplines and is included in the educational program for training bachelors in all areas of training for all forms of education.

**Abstract of the discipline program**
**FDT.3 "State programs and projects"**
**for the field of study 38.03.02 “Management”**
**educational program: “Business Process Management”**

## 1. Objectives, tasks and planned learning outcomes for the discipline

The main objective of the discipline "State Programs and Projects" is to combine all previously acquired knowledge and skills into a single comprehensive management system, as well as to study and master by students the theoretical foundations and practical skills of project management. The project approach to management is modern and highly effective, applied by many companies and organizations. Project management skills are necessary for managers in all sectors of economic and business activity, allow them to quickly and effectively respond to changes in the environment, follow the trends of the market situation development.

## 2. The place of the discipline in the structure of the educational program

The discipline "State programs and projects" is one of the optional disciplines of the bachelor's degree program.

The discipline “State programs and projects” is interconnected logically and in terms of content and method with the following disciplines and practices of the educational program:

- Management in industries and areas of activity;
- Fundamentals of Technological Entrepreneurship;
- International management;
- Small Business Management.