



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF RUSSIAN FEDERATION  
Federal state autonomous educational institution of higher education  
**Far Eastern Federal University**  
(FEFU)

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**SCHOOL OF ECONOMICS AND MANAGEMENT**

Approved by  
School of Economics and Management  
Academic Program Director

\_\_\_\_\_ D.A. Sokolova \_\_\_\_\_  
(signature) (surname and initials)  
« \_\_\_\_\_ » \_\_\_\_\_ 20\_\_ г.

Approved by  
Head of Management Department

\_\_\_\_\_ E.A. Glotova \_\_\_\_\_  
(signature) (surname and initials)  
« \_\_\_\_\_ » \_\_\_\_\_ 20\_\_ г.

**COURSE SYLLABUS**

Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))

**Field of training: 38.04.02 Management**

Master's Degree Program "International Business and Project Management"

**Mode of Study: full-time**

Year 1 Semester 1

Lectures 18 hours

Practical Studies 36 hours

including interactive teaching methods: lectures - practical studies 18 /lab. - hours

total hours of teaching load 54 hours

Individual work 90 hours.

including preparation for the exam 36 hours

pass \_\_\_\_ - \_\_\_\_ semester

exam 1 semester

The course syllabus has been prepared in accordance with the educational standard of the Far Eastern Federal University of July 07, 2015

The course syllabus has been discussed at the department of management meeting on «\_\_\_» \_\_\_\_\_ 20\_\_\_ г.

Head of Management Department \_\_\_\_\_ E.A. Glotova «\_\_\_» \_\_\_\_\_ 2018 г.

Author: \_\_\_\_\_ Maksim K. Sviridov, senior teacher

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**I. Course Syllabus has revised at the meeting of the department:**

«\_\_\_\_\_» \_\_\_\_\_ 20\_\_\_\_, record № \_\_\_\_\_

Head of Management Department \_\_\_\_\_ E.A. Glotova

**II. Course Syllabus has revised at the meeting of the department:**

«\_\_\_\_\_» \_\_\_\_\_ 20\_\_\_\_, record № \_\_\_\_\_

Head of Management Department of \_\_\_\_\_ E.A. Glotova

**Annotation to the work program of the discipline**  
**«Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))»**

The training course " Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))" is intended for students of the field of training 38.04.02 Management.

The course "Business planning (Бизнес-планирование)" is included in the optional part of the courses.

The general labor input of the discipline is four (4) credits, 144 hours. The curriculum provides lecture classes (18 hours), practical training (36 hours including methods of active learning - 18 hours), independent work (90 hours). The course is taught in the 1st semester of 1st year of the program.

The course syllabus has in depth coverage of the most critical topics of such courses as «Skills for Study in Economics and Management (Академические навыки в области экономики и менеджмента)», «The theory of organizations and organizational behaviour (Теория организации и организационное поведение)» and allows to prepare students for the development of a number of subjects such as: «Strategic Management (Стратегический менеджмент) «Venture capital investments and financial models (Венчурные инвестиции и финансовые модели)»».

**The content** of the discipline covers the following range of issues: the essence of planning, the concept of a business plan, the purpose of developing a business plan, the types of business plans, the stages of developing a business plan, the functions of a business plan, the tasks of business planning, initial questions for developing a business plan, sources of information for the business plan.

**Goal:**

The purpose of the discipline "Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))" is to provide students with an idea

of the content of planning as a scientific discipline, acquaintance with the basic concepts, methodology and methods for calculating the basic indicators of a business plan, drawing up a business plan for an enterprise and evaluating its effectiveness.

**Tasks:**

- mastering the skills of general planning fundamentals in the enterprise;
- knowledge and understanding of the essence of planned indicators, norms and standards;
- learning the basics of business planning;
- acquisition of practical skills in drawing up business plans for enterprises of various forms of ownership and legal forms.

For successful study the discipline " Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))", students should have the following preliminary competencies:

- methods of planning the activities of the company and justify management decisions;
- experience of leading domestic and foreign companies in the field of business planning and management;
- knowledge of the system of plans of the company;
- planning the operating (production) activities of the organization;
- calculation of the efficiency of use of production resources, financial analysis and use of the results in order to justify plans and management decisions;
- ways to make management decisions and a willingness to take responsibility for them;
- skills to collect and process the necessary data needed to develop plans and substantiate management decisions;
- methods of making strategic, tactical and operational decisions in the management of the operating (production) activities of organizations;

- methods of planning the company;
- practical skills in setting goals, objectives and organization of entrepreneurship, modeling and independent decision-making of effective management.

Because of studying the discipline "Business planning (Бизнес-планирование)", the students form the following professional competencies (elements of competencies):

Code and formulation competence	Stages of competences formation	
PC-3 ability to use modern methods of corporate finance management for solving strategic tasks	Knows	basic theoretical and methodological foundations of the organization and management of corporate finance
	Able to	design effective management solutions based on business planning tools
	Uses	approaches to the organization and management of rational use of financial resources in corporate structures
PC-5 the ability to determine the development prospects of the organization based on an assessment of the company's position in the market and trends in the influence of environmental factors	Knows	methods of researching the external environment of the organization in developing business plans
	Able to	to create scenarios of changes in market conditions in the near future based on business planning tools
	Uses	the skills of making business plans that respond to the challenges of the external environment

The following active / interactive learning methods are used to form the above competences within the framework of the “Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))” discipline: business game; discussion; practical tasks in small groups (using the case study method).

**Аннотация к рабочей программе дисциплины  
«Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))»**

Учебный курс «Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))» предназначен для студентов направления подготовки 38.04.02 Менеджмент.

Дисциплина «Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))» включена в состав вариативной части блока «Дисциплины (модули)».

Общая трудоемкость дисциплины составляет 4 зачетные единицы, 144 часов. Учебным планом предусмотрены лекционные занятия (18 часов), практические занятия (36 часов, в том числе МАО 18 часов), самостоятельная работа студентов (90 часов). Дисциплина реализуется на 1 курсе в 1 семестре.

Дисциплина « Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))» основывается на знаниях, умениях и навыках, полученных в результате изучения дисциплин «Skills for Study in Economics and Management (Академические навыки в области экономики и менеджмента)», «The theory of organizations and organizational behaviour (Теория организации и организационное поведение)», и позволяет подготовить студентов к освоению ряда таких дисциплин, как «Strategic Management (Стратегический менеджмент) «Venture capital investments and financial models (Венчурные инвестиции и финансовые модели)».

**Содержание** дисциплины охватывает следующий круг вопросов: сущность планирования, понятие бизнес-плана, цель разработки бизнес-плана, виды бизнес-планов, структура бизнес-плана, этапы разработки бизнес-плана, функции бизнес-плана, задачи бизнес-планирования, первоначальные вопросы для составления бизнес-плана, источники информации для составления бизнес-плана.

**Целью** дисциплины «Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))» является получение студентами представления о содержании планирования как научной дисциплины, знакомство с основными понятиями, методологией и методиками расчета основных показателей бизнес-плана, составление бизнес – плана предприятия и оценка его эффективности.

**Задачи:**

- овладение навыками общих основ планирования на предприятии;
- знание и понимание сущности плановых показателей, норм и нормативов;
- изучение основ бизнес планирования;
- приобретение практических навыков составления бизнес-планов предприятий различных форм собственности и организационно-правовых форм.

Для успешного изучения дисциплины «Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))» у обучающихся должны быть сформированы следующие предварительные компетенции:

- методы планирования деятельности фирмы и обоснования управленческих решений;
- опыт ведущих отечественных и зарубежных компаний в области планирования и управления деятельностью;
- знание системы планов деятельности фирмы;
- планирование операционной (производственной) деятельности организации;
- проведение расчетов эффективности использования производственных ресурсов, анализ финансового состояния и использовать полученные результаты в целях обоснования планов и управленческих решений;



- способы принятия управленческих решений и готовность нести за них ответственность;
- навыками сбора и обработки необходимых данных, необходимых для разработки планов и обоснования управленческих решений;
- методами принятия стратегических, тактических и оперативных решений в управлении операционной (производственной) деятельностью организаций;
- методами планирования деятельности фирмы;
- практическими навыками по постановке целей, задач и организации предпринимательства, моделированию и самостоятельному принятию эффективных управленческих решений.

В результате изучения данной дисциплины у обучающихся формируются следующие профессиональные компетенции (элементы компетенций):

Код и формулировка компетенции	Этапы формирования компетенции	
ПК-3 – способность использовать современные методы управления корпоративными финансами для решения стратегических задач	Знает	основные теоретические и методические основы организации и управления корпоративными финансами
	Умеет	проектировать эффективные управленческие решения на основе инструментария бизнес-планирования
	Владеет	подходами к организации и управлению рациональным использованием финансовых ресурсов в корпоративных структурах
ПК-5 – способность определения перспектив развития организации на основе оценки положения компании на рынке и тенденции влияния факторов внешней среды	Знает	методы исследования внешней среды организации при разработке бизнес-планов
	Умеет	составлять сценарии изменения рыночной конъюнктуры в ближайшем будущем на основе инструментария бизнес-планирования
	Владеет	навыками составления бизнес-планов, отвечающих на вызовы внешней среды

Для формирования вышеуказанных компетенций в рамках дисциплины «Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))» применяются следующие методы активного / интерактивного обучения: деловая игра; дискуссия; выполнение практических заданий в малых группах (с использованием метода кейс-стади).

# **I. STRUCTURE AND CONTENT OF THE THEORETICAL PART OF THE COURSE**

## **Topic 1. METHODOLOGICAL BASES OF PLANNING AT THE ENTERPRISE**

Lecture plan (2 hours):

1. The essence of planning, functions and principles.
2. Types of business plans.
3. The process and organization of planning at the enterprise.
4. Planned indicators, norms and standards.

The purpose of the lecture: consideration of the methodological foundations of enterprise planning.

Objectives of the lecture:

1) get acquainted with the concept of planning at the enterprise, its functions, principles

and species;

2) to study the process of organizing planning at the enterprise;

3) get acquainted with groups of planned indicators, norms and standards.

Key issues:

The concept of enterprise planning. Planning functions as a necessary control. The principles of enterprise planning. Types of business plans. Technological planning stages. Classification of enterprise planning. Prerequisites for creating a successfully functioning planning system. Requirements for indicators used in planning.

Conclusions on the topic:

All processes and planning stages at the enterprise are interconnected and dependent on each other. Together, they make up a certain planning system. The development of the plan is carried out on the basis of a system of technical and economic indicators, norms and standards.

## **Topic 2. BASES OF BUSINESS - PLANNING AT THE ENTERPRISE**

Lecture plan (2 hours):

1. The main goals and objectives of the business plan.
2. Stages of developing a business plan.

The purpose of the lecture: consideration of the theoretical foundations of business planning at the enterprise.

Objectives of the lecture:

- 1) get acquainted with the main goals and objectives of the business plan;
- 2) consider the initial issues for the preparation of a business plan and study the steps  
its development;

Key issues:

The concept of a business plan. The purpose of developing a business plan. The functions of business planning in the modern economy. The tasks of business planning. Initial questions for a business plan. Six stages of developing a business plan. Sources of information for a business plan.

Conclusions on the topic:

The purpose of developing a business plan is to plan the economic activities of the enterprise for the near and distant periods in accordance with the needs of the market and the possibilities of obtaining the necessary resources.

Before you start creating a BP, you need to get the whole complex of necessary information, answer the initial questions for drawing up a business plan, formulate the purpose of writing it.

When developing a business plan for the implementation of the project, it is necessary to show and reasonably present all the positive and attractive factors.

## **Topic 3. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN**

Lecture plan (2 hours):

1. Title page and table of contents
2. Annotation

### 3. Summary

### 4. Description of the industry and enterprise

### 5. Description of products (services)

The purpose of the lecture: consideration of the contents of the first sections of the business plan.

Objectives of the lecture:

1) to study the content and structure of the title page, table of contents, annotations and resumes;

2) get acquainted with the content of the section "Description of the industry and the enterprise";

3) to study the content and structure of the section "Product Description".

Key issues:

The content of the title page. The structure and importance of the Summary section. The content of the section "Description of the industry." The level of industry attractiveness for business. Analysis of its investment attractiveness. Brief information about the company. Characteristics of the proposed product (service). Rules for the description of the product (service).

Conclusions on the topic:

A business plan begins with a title page. A well-designed and well-designed title page gives the business plan a professional look.

An abstract of a business plan is compiled for higher appeals, advertisements.

Summary - a summary of the main provisions of the proposed plan.

A business plan is evaluated by potential investors according to a number of criteria, one of which is the industry in which the company intends to operate.

When describing the main characteristics of the product, emphasis is placed on those guidelines, the written advantages that these products will give potential consumers.

## **Topic 4. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN.**

**(Continued)**

Lecture plan (2 hours):

### 6. Marketing Plan

6.1. Methods for collecting and processing market information

6.2. Sales Forecasting Methods

6.3. Choosing an enterprise pricing strategy

6.4. Choosing a Marketing Strategy

6.5. Organization of a marketing communications system

6.6. Determination of the preliminary sales volume of the enterprise

The purpose of the lecture: consideration of the theoretical foundations of writing a marketing plan.

The objectives of the lecture: 1) to study the methods of collecting and processing information about the market; 2) get acquainted with various methods of forecasting sales; 3) to reveal the concept of market segmentation; 4) to study methods of determining prices; 5) to explore possible marketing strategies for the enterprise; 6) get acquainted with the elements of marketing communications

Key issues:

Market volume. Market size. The main objectives of market research.

Data collection methods. Information sources. Information processing methods. Sales forecasting methods. Method of expert assessments. Economic and statistical methods. The concept of market segmentation. Competitor analysis. Methods for determining the base price. Types of marketing strategies. The system of marketing communications.

Conclusions on the topic:

Marketing research allows you to collect the necessary information about market capacity, competitors, distribution channels, etc.

The choice of sales forecasting method depends on many factors.

Marketing strategies - is to bring the capabilities of the enterprise in accordance with the situation on the market.

## **Topic 5. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN.**

**(Continued)**

Lecture plan (2 hours):

7. Production plan

7.1. Location and land

7.2. Flow chart

7.3. Production program of the enterprise

7.4. Need for fixed assets

7.5. Need for revolving funds

7.6. The need for staff and payroll

7.7. Costing

7.8. Environmentally friendly and safe production

The purpose of the lecture: consideration of the theoretical foundations of writing a production plan.

The objectives of the lecture: 1) to get acquainted with the content of each paragraph of the section "Production Plan"; 2) to study all the necessary definitions and formulas for calculating the required indicators; 3) familiarize yourself with the type tables used in this section.

Key issues:

Location and land. The concept of the technological process. Types of production processes. The concept of the production program. Productive capacity. The need for production facilities and premises. The need for equipment, tooling, tools. The need for transport, communications. The size of the carry stock. Staff requirements planning. Payroll and recruiting staff. Current and additional staffing requirements. Planning payroll. Forms of payment. Production cost planning. Types of costs. Calculation of depreciation. Environmentally friendly and safe production

Conclusions on the topic:

The production plan is one of the most important sections of the business plan. The reliability and efficiency of planning depends on how correctly the

production program is developed and how accurately all costs are taken into account.

## **Topic 6. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN.**

**(Continued)**

Lecture plan (2 hours):

- 8. Organizational plan
  - 8.1. Management Team and Leading Specialists
  - 8.2. Legal support
  - 8.3. Project partners
  - 8.4. Support and Benefits
  - 8.5. Organizational structure of the enterprise
  - 8.6. Project Implementation Schedule
  - 8.7. HR policy

The purpose of the lecture: consideration of the theoretical foundations of writing an organizational plan.

Objectives of the lecture:

1) get acquainted with the content of each paragraph of the section "Organizational plan"; 2) get acquainted with the procedure for building the organizational structure of the enterprise; 3) familiarize yourself with the type tables used in this section.

Key issues:

The composition of the management team and leading experts. The list of legislative, regulatory and other documents related to the project. The concept and types of organizational structures. Stages of development of the enterprise structure project. Leaving the project implementation schedule. The main issues of personnel policy of the enterprise.

Conclusions on the topic:

The organizational plan allows you to highlight the project management team, identify subordination, make a list of legal documentation, determine the exact timing of the project and formulate the principles of personnel policy.



## **Topic 7. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN.**

### **(Continued)**

Lecture plan (2 hours):

9. Financial plan

9.1. Project financing

9.2. Sales forecast

9.3. Cost Planning (cost estimate)

9.4. Profit planning

9.5. Cash flow budget

The purpose of the lecture: consideration of the theoretical foundations of writing a financial plan.

The objectives of the lecture: 1) to get acquainted with the content of each item in the “Financial Plan” section; 2) get acquainted with the methods of planning costs and profits; 3) get acquainted with the principles of budgeting cash; 4) familiarize yourself with the type tables used in this section.

Key issues:

Sources of project financing. Total need for investment. Sales forecasting. The concept and structure of cost estimates. Basic methods for developing cost estimates. Estimated method. Summary method. Costing method. Schedule repayment by periodic installments. Profit planning. Tax deductions of the enterprise. Cash flow budget.

Conclusions on the topic:

The financial plan allows you to answer the following questions: at what expense

the project will be financed; what revenue is planned throughout the project; what costs must be incurred to achieve the objectives of the project; what profit we expect to receive; how the cash flow will be implemented.

## **Topic 8. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN.**

**(Continued)**

Lecture plan (2 hours):

10. The effectiveness and sensitivity of the project

9.1. General characteristics of performance evaluation methods

9.2. The method of pure modern value (NPV - method)

9.3. Discount payback period

9.4. Internal Rate of Return (IRR)

9.5. Project profitability

9.6. Sensitivity analysis

The purpose of the lecture: consideration of the theoretical basis for determining the effectiveness and sensitivity of the project.

Objectives of the lecture:

1) get acquainted with the methods for assessing the effectiveness of the project; 2) consider examples of calculating the effectiveness of the project; 3) familiarize yourself with the sequence of the sensitivity analysis; 4) familiarize yourself with the type tables used in this section.

Key issues:

Principles for evaluating effectiveness. Capital investment performance indicators. Discounting: concept and procedure of a method. Discounted payback period: advantages and disadvantages of the method. The economic meaning of the internal rate of return. The general concept and purpose of break-even analysis. Break-even point calculation.

Graphical break-even analysis. Break-even analysis for multinomenclature products. The sequence of the sensitivity analysis.

Conclusions on the topic:

The international practice of assessing the effectiveness of investments is based on the concept of the time value of money.

The most common method for evaluating effectiveness is the NPV method.

The purpose of the sensitivity analysis is to comparatively analyze the influence of various factors of the investment project on a key indicator of project effectiveness.

## **Topic 9. CONTENTS OF MAIN SECTIONS OF A BUSINESS PLAN.**

**(Continued)**

Lecture plan (2 hours):

11. Project risks

12. Applications

The purpose of the lecture: consideration of the theoretical basis for determining the risks of the project; consideration of the composition of applications.

Objectives of the lecture:

1) get acquainted with the methods of assessing project risks; 2) to consider the calculation procedure by the method of expert evaluations; 3) become familiar with risk management methods; 4) consider the composition of the applications.

Key issues:

The concept of risk management. Classification of risks. Risk assessment methods. The essence of the statistical method. Expert evaluation method: the essence and procedure of calculation. Risk management methods. Composition of applications.

Conclusions on the topic:

When planning economic activity, risks must be taken into account. Risk management helps prevent or reduce the negative impact of random factors on the process and project results. Project risk management methods come down to regulating their negative impact.

## **II. STRUCTURE AND CONTENT OF THE PRACTICAL PART OF THE COURSE Practical Studies (36 hours)**

**Lesson 1. Methodological foundations of enterprise planning. (2 hours)**

1. Seminar on lecture issues.
2. Reports on the topic: "The reasons for the limited application of business planning."

**Lesson 2: Introduction to Business Planning. (2 hours)**

1. Participants in business planning.
2. Metaphorical business game "The Frog Princess".

**Lesson 3. Basics of business planning in the enterprise. (4 hours)**

1. Business metaphorical game "Sands of Egypt."
2. Business game "Alice and Co."

**Lesson 4. Analysis of the industry and the enterprise in the business plan. (4 hours)**

1. Case "Nefmash".

**Lesson 5. Marketing research in business planning. (2 hours)**

1. Case "Marketing research of the market of household vacuum cleaners"

**Lesson 6. Seminar. (2 hours)**

1. Forecasting methods. Reports on the topic.

**Lesson 7. Sales Forecasting Based on Expert Assessment Method (2 hours)**

1. determining the importance of experts
2. determining the probability of sales with the help of expert opinion,
3. calculation of points for each interval of sales volumes.
4. solution of a practical problem.

**Lesson 8. Economic-statistical methods and models in sales forecasting.**

**(2 hours)**

1. The method of regression and correlation analysis.
2. The solution of the practical problem.

**Lesson 9. Sales Forecasting Based on the Extrapolation Method. (2**

**hours)**

1. Case "Forecasting sales of a travel company."

**Lesson 10. Determination of market capacity. (2 hours)**

1. Case "Interior-1".

**Lesson 11. Development of marketing strategy. (2 hours)**

1. Case "Feed" breakfast.

**Lesson 12: Production Plan: (4 hours)**

1. Costing, pricing.
2. Case "Path to light industry."

**Lesson 13. Evaluating the effectiveness of a business plan. (2 hours)**

1. Case "Responsible decision at the beginning of a career."

**Lesson 14. Break-even point. (2 hours)**

1. Financial strength.
2. The solution of the practical problem.

**Lesson 15. Comparative analysis of software for business planning. (2 hours)**

1. Reports on the topic.

### III. EDUCATIONAL-METHODICAL SUPPORT FOR THE INDEPENDENT STUDENT WORK

Teaching and methodological support for the independent student work in the discipline " Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))" is presented in Appendix 1 and includes:

- a schedule for performing independent work on the discipline, including approximate time limits for execution for each assignment;
- characteristics of tasks for independent work of students and methodological recommendations for their implementation;
- requirements for the presentation and registration of the results of independent work;
- criteria for evaluating the performance of independent work.

### IV. CONTROL OF ACHIEVING THE PURPOSES OF THE COURSE

#	Controlled topics	Codes and stages of forming competences		Evaluation tools	
				current control	intermediate control
1	Topic 1	PC-3	knows	-	OA-1, exam questions 1-4
			able to	-	
			uses	-	
2	Topic 2	PC-3 PC-5	knows	PT-1	OA-1, exam questions 5-9
			able to	PT-1	
			uses	PT-1 PT-2	
3	Topic 3	PC-3 PC-5	knows	PT-3	OA-1, exam questions 10-15
			able to	PT-3	
			uses	PT-3 PT-4	
4	Topic 4	PC-3 PC-5	knows	PT-5	OA-1, exam questions 11-16
			able to	PT-5 PT-6	
			uses	PT-5	

				PT-6	
5	Topic 5	PC-5	knows	PT-7	OA-1, exam questions 17-22
			able to	PT-7 PT-8	
			uses	PT-7 PT-8	
6	Topic 6	PC-5	knows	PT-9	OA-1, exam questions 23-28
			able to	PT-9	
			uses	PT-9 PT-10	
7	Topic 7	PC-3 PC-5	knows	PT-11	OA-1, exam questions 29-34
			able to	PT-11	
			uses	PT-11 PT-12	
8	Topic 8	PC-3 PC-5	knows	PT-13	OA-1, exam questions 35-39
			able to	PT-13	
			uses	PT-13	
9	Topic 9	PC-3 PC-5	knows	PT-14	OA-1, exam questions 40-43
			able to	PT-14	
			uses	PT-14 PT-15	

Typical control tasks, methodological materials that determine the procedures for assessing knowledge, skills and / or experience, as well as the criteria and indicators necessary for assessing knowledge, skills, and characterizing the stages of forming competences in the process of mastering the educational program are presented in Appendix 2.

## **V. LIST OF EDUCATIONAL LITERATURE AND INFORMATION AND METHODOLOGICAL SUPPORT OF DISCIPLINE**

### **Main Literature**

*(electronic and printed publications)*

1. Essays in Production, Project Planning and Scheduling / P. Simin Pulat, Subhash C. Sarin, Reha Uzsoy – Springer US, 2014 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-1-4614-9056-2>
2. Mathematical Methods and Models in Economic Planning, Management and Budgeting / Galimkair Mutanov – Springer Berlin Heidelberg, 2015 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-662-45142-7>

3. Distribution Planning and Control / David Frederick Ross – Springer US, 2015 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-1-4899-7578-2>

4. Planning and Roadmapping Technological Innovations / Tugrul U. Daim, Melinda Pizarro, Rajasree Talla – Springer International Publishing, 2014 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-319-02973-3>

### **Additional Literature**

*(electronic and printed publications)*

1. Dynamic and Stochastic Multi-Project Planning / Philipp Melchior – Springer International Publishing, 2015 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-319-04540-5>

2. The Strategy Planning Process / Rudolf Grünig, Richard Kühn – Springer Berlin Heidelberg, 2015 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-662-45649-1>

3. Capacity and Inventory Planning for Make-to-Order Production Systems / Klaus Altendorfer Melchior – Springer International Publishing, 2014 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-319-00843-1>

4. Supply Chain Management and Advanced Planning / Hartmut Stadler, Christoph Kilger, Herbert Meyr – Springer Berlin Heidelberg, 2015 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-642-55309-7>

5. Formal and Informal Strategic Planning / Daniel Ebner Kühn – Springer Fachmedien Wiesbaden, 2014 – Access mode: <http://link.springer.com/openurl?genre=book&isbn=978-3-658-04502-9>

### **List of information technologies and software**

In carrying out the educational process in the discipline " Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))", the standard software included in the Microsoft Office suite is used, namely the programs: Microsoft Office Word, Microsoft Office Excel, Microsoft Office Power Point.

## **VI. METHODOICAL INSTRUCTIONS FOR THE DEVELOPMENT OF DISCIPLINE**

*Algorithm for studying*



Discipline is implemented in the 1st course in the 1st semester and ends with the exam.

The theoretical part includes the basic theoretical positions on the discipline. Practical exercises include the following methods of active learning - a business game, a seminar-discussion, the implementation of practical tasks in small groups (using the case study method).

***Guidelines for conducting seminars (in the form of discussion), conducting a business game and carrying out practical tasks in small groups***

**The purpose** of practical training is to form and consolidate students' theoretical knowledge, skills and practical skills on the basics of management.

Practical exercises can be divided into three parts (stages): introductory, main (substantive), final.

***1. Seminar-discussion.***

*In the introductory part* of the lesson the teacher:

- ascertains the readiness of the group for the lesson, as well as difficulties during the preparation for the seminar;
- determines the significance of the topic in management issues;
- emphasizes the connection with other topics of the discipline;
- determines the order of conducting the seminar: how to speak (on call or voluntarily), how to submit a message (briefly, clearly without common words, with conclusions from what was said).

*The substantive part* of the seminar: depending on the form of the seminar, either the floor is given to the students to speak with a specially prepared abstract message, or, having formulated the first question (problem), suggests everyone to speak on this issue, or those who are not active, not sure to myself.

To the performance of students the following requirements:

- deep and complete disclosure of the essence of the disclosed problem;

- familiarizing the audience with different points of view on the problem under consideration;
- connection of his own speech with the problems of other speakers;
- convincing conclusions and proposals;
- use of rhetoric;
- questions, additions, clarifications, amendments, objections on the substance of the matter under discussion by the students of the group;
- giving the floor to those who wish to speak.

After the end of the discussion of the seminar issue, the teacher makes conclusions, and the group proceeds to discuss the next question.

After hearing the messages at the seminar, the teacher organizes their discussion:

1. Answers to students' questions. When answering questions, the speaker must comply with the requirements:

- the validity of the truth of what was said not by reference to the authority of one or another author, but based on the essence of the problem itself;
- to answer the question, and not to develop their thoughts.

2. Presentations on the discussion of the message. Students actively participate in the discussion. They must evaluate the speaker and the content of the message according to the criteria:

- logical presentation of the material;
- completeness of the disclosure of the essence of the problem, its various aspects;
- availability of examples from practical activities confirming the main points of the speech;
- methodological correctness of performance;
- the presence of a logical connection with the previous entry;
- coverage of various points of view on solving this problem;
- convincing conclusions and proposals;

- language of presentation, culture of speech, the use of rhetoric techniques.

During the discussion of any issue, arbitrary discussion may arise. The teacher should direct such a discussion in the right direction, give it the right direction. In a well-planned discussion in advance, correctly defined and timely raised special questions play an important role. All questions must meet the following requirements:

- clarity and clarity of language, certainty of boundaries, weight of semantic load;
- the relevance of the question at the moment, the sharpness of its sound in this situation, which arouses the interest of the audience;
- clarity of the questions posed to students.

By their nature, questions are clarifying, suggestive, counter, incidental.

During the discussion of issues (problems) of the seminar, students must strictly observe the ethics of the discussion: principle, responsibility, tact.

*The final part of the seminar:*

At the end of the seminar, the teacher summarizes the lesson in the form of a final word, in which it analyzes the level of discussion at the seminar:

- describes the general state of the problem under discussion;
- analyzes and evaluates student performance;
- gives an overall assessment of the lesson in achieving the goal;
- determines the questions, purpose and objectives of the next lesson, the necessary literature for preparation.

## **2. A business game.**

A business game is a form of learning that recreates certain practical situations and a system of relationships.

A business game as a learning method makes it possible to:

- to form motivation for training, and therefore can be effective at the initial stage of training;

- assess the level of preparedness of students (can be used both at the initial stage of training - for entrance control, and at the completion stage - for the final monitoring of the effectiveness of training);
- to assess the degree of mastering the material and transfer it from a passive state - knowledge - to an active - skill, and therefore it can be effective as a method for practicing the skill immediately after discussing theoretical material.

A business game is a form of recreating the subject and social content of the future professional activity of a specialist, modeling those relationship systems that are characteristic of this activity, modeling professional problems, real contradictions and difficulties experienced in typical professional problem situations.

The application of the active learning method "Business game" will allow to assess the degree of mastering the material and transfer it from a passive state - knowledge - to active - ability, will contribute to the implementation of an adequate assessment by the teacher of the level of students' knowledge gained during the lecture course.

*Methodical instructions:*

For successful practical implementation of the method, the following conditions must be created:

Material and technical resources and organizational conditions: a spacious bright audience, the ability to rearrange the furniture for convenient group work.

Work can be carried out in groups of 3-6 people.

*Working process:*

Application of the method of active learning "Business game" in the audience includes the following steps:

- introduction of the teacher: explanation of the rules of the game;
- distribution of students in small groups (3-6 people each);
- organization of work of students in small groups;
- task performance;

- organizing a general discussion;
- summarizing the presentation of the teacher, his analysis of the situation;
- assessment of students by the teacher.

### ***3. Fulfillment of practical tasks in small groups (case studies).***

Practical classes in small groups are conducted on individual topics according to the program of the discipline.

*In the introductory part* of the lesson the teacher:

- ascertains the readiness of the group, as well as difficulties during preparation for the lesson;
- determines the significance of the topic in management issues;
- emphasizes the connection with related topics of discipline.

To perform practical tasks (*case study analysis, cases, exercises, tasks*), students are divided into subgroups (3-4 people each) or work independently - this condition is determined by the issues at hand.

Students are given a task (situation - case) on a specific academic topic, the purpose and tasks of the work, as well as supporting background material (handout), which can be used to complete the task.

The purpose of practical exercises is to work out specific materials or actions to consolidate them in the minds of students and transform into skills and abilities that they can apply in specific management situations.

*The substantive part* of the practical training begins with the control of the group's mastering of the necessary theoretical material. Control of knowledge takes no more than 5-10% of the time of practical training.

Independent work of students in class should occupy 70 - 80% of its duration.

The teacher monitors the work of each of the students, providing methodological assistance in necessary cases.

*In the final part* of the lesson, the teacher checks the quality of the assignment. If the task was carried out in a subgroup, the practical work is

protected. If the students performed the task individually - the correctness of the calculations and decisions made on the blackboard (computer) is checked. On some topics, students work in subgroups, some tasks are done individually.

Technical training tools (educational videos, computers) are used for individual practical classes. Before the start of watching the training videos, students are also given an assignment. At the end of the review, a discussion of what they see is conducted, the correctness of the assignment is checked. In such classes, the group as a whole works, and each student has the opportunity to supplement the student's speaker.

## **VII. MATERIAL-TECHNICAL SUPPORT OF DISCIPLINE**

For the implementation of the educational process in the discipline " Business planning (UNIDO standards) (Бизнес-планирование (стандарты UNIDO))" the following logistical support is necessary:

- a large audience to ensure teamwork;
- computers equipped with standard software included in the Microsoft Office suite and Internet access;
- projector screen;
- flip charts (if possible).



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**SCHOOL OF ECONOMICS AND MANAGEMENT**

**EDUCATIONAL-METHODICAL SUPPORT  
FOR THE STUDENT'S INDEPENDENT WORK**  
**in the course « Business planning (UNIDO standards) (Бизнес-планирование  
(стандарты UNIDO))»**  
**Field of training: 38.04.02 Management**  
**Master's Degree Program "International Business and Project Management"**  
**Mode of Study: full-time**

**Vladivostok  
2019**

### **Schedule of independent work on discipline**

<b>#</b>	<b>Date / timeframe</b>	<b>Type of independent work</b>	<b>Approximate time limits for implementation</b>	<b>Form of control</b>
1	Week 1-2	Preparing for a practical lesson on the topic 1	24	OA-1, PT-1
2	Week 6-7	Preparing for a practical lesson on the topic 6	24	OA-1, PT-6
3	Week 15-16	Preparing for a practical lesson on the topic 15	24	OA-1, PT-15

### **Recommendations for independent work of students**

Independent work of students consists of preparation for practical exercises, including work with recommended literature, preparation of presentations.

When organizing independent work, the teacher must take into account the level of training of each student and foresee the difficulties that may arise when performing independent work. In this regard, the teacher gives each student individual and differentiated tasks. Some of them can be carried out in a group (for example, several students can do the report and presentation on one topic with the division of their duties - one prepares the scientific-theoretical part, and the second analyzes the practice).

### **Recommendations for working with literature**

When working independently with recommended literature, students should adhere to certain principles:

- when choosing a literary source, attention should be paid to such scientometric indicators as the level of publication and the authority of the authors;
- to get more voluminous and systemic views on the topic under consideration, it is necessary to look at several sources (possibly alternative ones);



- it is not necessary to jot down the entire text on the subject under consideration, since such an approach does not make it possible to realize the material; it is necessary to distinguish and outline only the main provisions, definitions and concepts that allow to build the logic of the answer to the questions being studied.

### **Guidelines for preparing for practical exercises**

#### ***Preparing for a practical lesson on topic 1 “Causes of limited use of business planning”.***

*Objective:* To prepare for the seminar-discussion. The student (group of students) should find in open sources and analyze information on the areas of application of business planning, its limitations as instructed by the teacher, and prepare a report (message) and presentation for protection in a practical lesson.

#### ***Preparing for a practical lesson on topic 6: “Forecasting methods”.***

*Objective:* To prepare for the seminar-discussion. A student (group of students) should find in open sources and analyze information about known sales forecasting methods and prepare a report (message) and a presentation for protection at a practical lesson.

#### ***Preparing for a practical lesson on topic 15 “Comparative analysis of business planning software products”.***

*Objective:* to prepare for the practical lesson.

A student (group of students) should study a software product voiced by a teacher, prepare a report (message) and a presentation for protection during a practical lesson. After hearing the reports, the discussion is summed up - the comparative advantages and disadvantages of different software products are assessed.

### **Methodical recommendations for the preparation of presentations**

Presentations in MS Power Point format are performed by students based on the results of practical tasks and tasks for independent work.

General presentation requirements:

- presentation should not be less than 10 slides;
- the first slide - title, which must be presented: the name of the project; surname, name, patronymic of the author;
- the next slide should be the content, where the main stages (moments) of the presentation are presented; it is desirable that from the content by hyperlink you can go to the desired page and return again to the content;
- design ergonomic requirements: color compatibility, a limited number of objects on the slide, text color;
- The final presentation slides should be a glossary and bibliography.

### **Evaluation criteria for completed assignments**

Evaluation of completed assignments is based on the results of practical exercises, during which students present and protect the results of assignments. Evaluation criteria and scales are presented in the Assessment Fund of this Work Program (Appendix 2).



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**SCHOOL OF ECONOMICS AND MANAGEMENT**

**ASSESSMENT TOOLS FUND**  
**in the course « Business planning (UNIDO standards) (Бизнес-планирование**  
**(стандарты UNIDO))»**  
**Field of training: 38.04.02 Management**  
**Master's Degree Program “International Business and Project Management”**  
**Mode of Study: full-time**

**Vladivostok**  
**2019**

**Passport of the assessment tools fund  
for the discipline “Business planning (Бизнес-планирование)”**

Code and formulation competence	Stages of competences formation	
PC-3 ability to use modern methods of corporate finance management for solving strategic tasks	Knows	basic theoretical and methodological foundations of the organization and management of corporate finance
	Able to	design effective management solutions based on business planning tools
	Uses	approaches to the organization and management of rational use of financial resources in corporate structures
PC-5 the ability to determine the development prospects of the organization based on an assessment of the company's position in the market and trends in the influence of environmental factors	Knows	methods of researching the external environment of the organization in developing business plans
	Able to	to create scenarios of changes in market conditions in the near future based on business planning tools
	Uses	the skills of making business plans that respond to the challenges of the external environment

**Monitoring course achievement**

#	Controlled topics	Codes and stages of forming competences		Evaluation tools	
				current control	intermediate control
1	Topic 1	PC-3	knows	-	OA-1, exam questions 1-4
			able to	-	
			uses	-	
2	Topic 2	PC-3 PC-5	knows	PT-1	OA-1, exam questions 5-9
			able to	PT-1	
			uses	PT-1 PT-2	
3	Topic 3	PC-3 PC-5	knows	PT-3	OA-1, exam questions 10-15
			able to	PT-3	
			uses	PT-3 PT-4	
4	Topic 4	PC-3 PC-5	knows	PT-5	OA-1, exam questions 11-16
			able to	PT-5 PT-6	
			uses	PT-5 PT-6	

5	Topic 5	PC-5	knows	PT-7	OA-1, exam questions 17-22
			able to	PT-7 PT-8	
			uses	PT-7 PT-8	
6	Topic 6	PC-5	knows	PT-9	OA-1, exam questions 23-28
			able to	PT-9	
			uses	PT-9 PT-10	
7	Topic 7	PC-3 PC-5	knows	PT-11	OA-1, exam questions 29-34
			able to	PT-11	
			uses	PT-11 PT-12	
8	Topic 8	PC-3 PC-5	knows	PT-13	OA-1, exam questions 35-39
			able to	PT-13	
			uses	PT-13	
9	Topic 9	PC-3 PC-5	knows	PT-14	OA-1, exam questions 40-43
			able to	PT-14	
			uses	PT-14 PT-15	

**The scale of assessment of the level of formation of competencies The scale of assessment of the level of formation of competencies**

<b>Code and formulation competence</b>	<b>Stages of the formation of competence</b>		<b>Criteria</b>	<b>Indicators</b>
PC-3 ability to use modern methods of corporate finance management for solving strategic tasks	knows (basic level)	basic theoretical and methodological foundations of the organization and management of corporate finance	Knowledge of the basic theoretical and methodological foundations of the organization and management of corporate finance	The ability to tell the main theoretical and methodological foundations of the organization and management of corporate finance
	able to (advanced level)	design effective management solutions based on business planning tools	Knowledge of ways to design effective management decisions based on business planning tools	Ability to design effective management solutions based on business planning tools

	uses (high level)	approaches to the organization and management of rational use of financial resources in corporate structures	Knowledge of approaches to the organization and management of rational use of financial resources in corporate structures	Ability to organize and manage the rational use of financial resources in corporate structures
PC-5 the ability to determine the development prospects of the organization based on an assessment of the company's position in the market and trends in the influence of environmental factors	knows (basic level)	methods of researching the external environment of the organization in developing business plans	Knowledge of the research methods of the organization's external environment when developing business plans	The ability to explore the external environment of the organization in the development of business plans
	able to (advanced level)	to make scenarios of changes in market conditions in the near future based on business planning tools	Knowledge of how to create scenarios for changing market conditions in the near future based on business planning tools	Ability to write market change scenarios in the near future based on business planning tools
	uses (high level)	the skills of making business plans that respond to the challenges of the external environment	Knowledge of business planning skills that respond to the challenges of the external environment	Ability to make business plans that respond to the challenges of the external environment

### **Evaluation tools for testing the formation of competencies**

Code of competence	The task
PC-3 ability to use modern methods of corporate finance management for solving strategic tasks	<p>After considering various options and additional calculations, the following projects were included in the hotel's investment program:</p> <ol style="list-style-type: none"> <li>1. Re-equipment of the restaurant's kitchen - the amount of investment is 1.200.000 rubles.</li> <li>2. Installation of elevators - 5.500.000 rubles.</li> <li>3. Laying of fiber optic cable - 3.500.000 rubles.</li> <li>4. Organization of a conference center - 6,000,000 rubles.</li> <li>5. Development of the SPA-center - 8,000,000 rubles.</li> </ol> <p>The total total cost of the investment program, which the director of the hotel brought for approval to the owner-entrepreneur, was 24.200.000 rubles. According to the forecasts of the economic service of the hotel, the net profit of the hotel as a result of the implementation of the program will increase by 50%.</p> <p>Simultaneously with the investment program, the question arose - at the expense of what means to finance the program. Should this be directed to the annual net profit of the hotel or will require additional funds from the investor.</p> <p>From the local bank received a very preferential loan offer - for the entire required amount, at 10% per annum. The loan is provided by the bank for three years, with the first installment payment by installments of one year, the entire amount is repaid in equal amounts over the next two years.</p>

	Determine the best financing option for the hotel's investment program.
PC-5 the ability to determine the development prospects of the organization based on an assessment of the company's position in the market and trends in the influence of environmental factors	<p>A group of entrepreneurs is planning to distribute professional cosmetics for face and body and, as an exclusive right, to introduce a new brand to the Russian market. How to estimate the volume of the potential market?</p> <p>Distribution of professional cosmetics is a B2B segment, that is, in this case, the target audience is professional participants of the aesthetic and cosmetological services market: beauty salons, beauty salons, spa salons, etc. (further, in general, we will call them Objects). Business data of companies is local - a significant proportion of consumers either live in the immediate vicinity of the Facility or at least in the same locality. Thus, the key markets for professional cosmetics in the Russian Federation are cities and city districts.</p> <p>Do the following:  Identify the most attractive cities.  Give a rough estimate of the number of potential customers.  Determine the best time to start entering the market.</p>

## **Methodical recommendations determining the procedures for evaluating the results of mastering the discipline**

### *Evaluation tools for intermediate certification (OA-1)*

#### *Questions for the exam*

1. The essence of planning, functions and principles.
2. The process and organization of planning in the enterprise
3. Planned indicators, norms and standards.
4. The main goals and objectives of business planning.
5. Stages of developing a business plan.
6. Description of the industry and enterprise in the business plan.
7. Description of products (works, services) in the business plan.
8. The essence and stages of development of a marketing plan.
9. The choice of pricing strategy of the enterprise.
10. Development of marketing strategy in the business plan.
11. Analysis of the market and competitors in business planning.
12. The system of marketing communications in the business plan.
13. Production planning.
14. Determination of the need for fixed assets.
15. Formation of the production program of the enterprise.
16. Determination of the need for working capital of the enterprise.
17. Planning staffing requirements.
18. Planning wage fund in the enterprise.
19. Classification of internal costs in business planning.
20. Planning the cost of production.

21. Calculation of the cost of production.
22. The calculation of depreciation.
23. Organizational plan in a business plan.
24. Formation of the organizational structure of the enterprise in business planning
25. Planning a total investment requirement.
26. Planning of enterprise costs (cost estimates).
27. Methods for budgeting the cost of production and sales of products.
28. Planning repayment and loan repayment.
29. Planning profits of the enterprise.
30. Budgeting cash flow.
31. General characteristics of methods for evaluating the effectiveness of business projects.
32. The method of pure modern value (NPV – method) in assessing the effectiveness of business projects.
33. Discounted payback period, internal rate of return and profitability of the project as indicators of the effectiveness of business projects.
34. The general concept and purpose of break-even analysis.
35. Sensitivity analysis of business projects.
36. Risk classification of business projects.
37. Project risk assessment methods.
38. The title page, abstract and summary of the business plan. Purpose and order of compilation.
39. Forms and systems of remuneration of employees of the enterprise.
40. Planning sales in the enterprise.
41. Financial planning in the enterprise.
42. Advertising in the business plan of the enterprise and planning the budget of advertising.
43. The need and purpose of marketing research to develop a business plan.

### **Evaluation criteria for oral answer (OA-1) on the exam**

5 points (credited) - if the answer shows a solid knowledge of the basic processes of the studied subject area, it is distinguished by the depth and completeness of the disclosure of the topic; possession of terminological apparatus; the ability to explain the essence, phenomena, processes, events, to draw conclusions and generalizations, to give reasoned answers, to give examples;



fluency in monologue speech, consistency and consistency of response; the ability to give examples of contemporary problems of the studied area.

4 points (credited) - the answer that reveals a solid knowledge of the basic processes of the studied subject area, is distinguished by the depth and completeness of the disclosure of the topic; possession of terminological apparatus; the ability to explain the essence, phenomena, processes, events, to draw conclusions and generalizations, to give reasoned answers, to give examples; fluency in monologue speech, consistency and consistency of response. However, one or two inaccuracies in the response are allowed.

3 points (credited) - the answer is evaluated, which testifies mainly to the knowledge of the processes of the subject area being studied, which is characterized by insufficient depth and completeness of the topic disclosure; knowledge of the main issues of the theory; weakly formed skills of analyzing phenomena, processes, insufficient ability to give reasoned answers and give examples; not enough fluency in monologue speech, logic and consistency of response. Several errors in the content of the response are allowed; inability to give an example of the development of a situation, to connect with other aspects of the studied area.

2 points (not scored) - the answer that reveals the ignorance of the processes of the studied subject area, characterized by a shallow disclosure of the topic; ignorance of the main issues of the theory, unformed skills of analyzing phenomena, processes; the inability to give reasoned answers, weak possession of monologue speech, lack of consistency and consistency. Serious errors are made in the content of the response; ignorance of modern problems of the studied area.

### **Evaluation tools for current certification**

***Evaluation criteria for the oral report, communication (PT-1; PT-6; PT-15):***

5 points are given to a student, if a student has expressed his opinion on the formulated problem, argued it, having precisely defined its content and components. The data of domestic and foreign literature, statistical information, regulatory information are given. The student knows and owns the skill of independent research work on the research topic; methods and techniques for analyzing the theoretical and / or practical aspects of the studied area. There are no actual errors in understanding the problem.

4 points - the answer is characterized by semantic integrity, coherence and consistency of presentation; no more than 1 error was made in explaining the meaning or content of the problem. For the argument given data of domestic and foreign authors. Demonstrated research skills. There are no actual errors in understanding the problem. One or two mistakes in the design of the work

3 points - the student conducts a fairly independent analysis of the main stages and the semantic components of the problem; understands the basic fundamentals and theoretical justification of the chosen topic. Involved the main sources on the subject. There are no more than 2 errors in the meaning or content of the problem, the design of the work

2 points - if the work is a retold or completely rewritten source text without any comments, analysis. The structure and theoretical component of the topic are not disclosed. Three or more than three mistakes were made in the semantic content of the disclosed problem, in the design of the work.

***Evaluation criteria for the presentation of the report (PT-1; PT-6; PT-15):***

Grade	2 points	3 points	4 points	5 points
<b>Criteria</b>	<b>Content criteria</b>			
<b>Task disclosure</b>	The problem is not disclosed. No conclusions	The problem is not fully disclosed. Conclusions are not made and / or conclusions are not justified.	The problem is revealed. The analysis of the problem without the involvement of additional literature. Not all conclusions are made and / or justified.	The problem is fully disclosed. The analysis of the problem with the involvement of additional literature. Conclusions justified
<b>Representation</b>	The information provided is logically unrelated. Professional terms are not used.	The information provided is not systematized and / or inconsistent. 1-2 professional terms used	The information provided is not systematized and consistent. Used more than 2 professional terms	The information provided is systematized, consistent and logically related. More than 5 professional terms used.

Grade	2 points	3 points	4 points	5 points
<b>Criteria</b>	<b>Content criteria</b>			
<b>Design</b>	Power Point technologies not used. More than 4 errors in the information provided	Used technology Power Point partially. 3-4 errors in the information provided	Power Point technology used. No more than 2 errors in the information provided	Widely used technology (Power Point, etc.). There are no errors in the information presented.
<b>Answers on questions</b>	No answers to questions	Only answers to basic questions	The answers to the questions are complete and / or partially complete.	The answers to the questions are complete, with ghost examples and / or explanations.

***Criteria for evaluating a creative task performed during a practical lesson (PT-2; PT-3; PT-4; PT-5; PT-7; PT-8; PT-9; PT-10; PT-11; PT-12; PT-13; PT-14)***

5 points are given if the student / group expressed their opinion on the formulated problem, argued it, having precisely defined its content and components. The data of domestic and foreign literature, statistical information, regulatory information are given. Demonstrated knowledge and skills of independent research work on the research topic; methods and techniques for analyzing international political practice. There are no actual errors in understanding the problem.

4 points - the work of a student / group is characterized by semantic integrity, coherence and consistency of presentation; no more than 1 error was made in explaining the meaning or content of the problem. For the argument given data of domestic and foreign authors. Demonstrated research skills. There are no actual errors in understanding the problem.

3 points - a fairly independent analysis of the main stages and the semantic components of the problem; understanding of the basic principles and theoretical justification of the chosen topic. Involved the main sources on the subject. There are no more than 2 errors in the meaning or content of the problem.

2 points - the task is not completed or the student is absent in class.

***Criteria for admission to the exam***

According to the results of the current certification, the student may be admitted or not allowed to pass the exam in the discipline. A student is admitted to

the exam if he has received an average score based on the results of the current attestation assignments that is equal to or higher than 3.0.