

Ministry of Science and Higher Education of the Russian Federation
federal state budget educational institution higher education

«Kuban State University»

Faculty of Economics

APPROVED:

Vice-Rector for Academic
Department,
Quality of Education –
First Vice-Rector

Khagurov T.A.



DISCIPLINE PROGRAM
B1.V.02 CONTEMPORARY PROBLEMS OF MANAGEMENT
IN BUSINESS

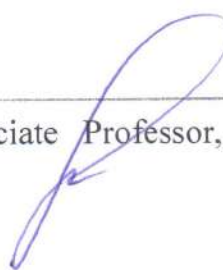
Specialty	38.04.02 Management
Orientation (profile) / specialization	Business management and international entrepreneurship
Form of education	full-time
Qualification	Master

Krasnodar 2026

The course syllabus for the discipline «**Contemporary Problems of Management in Business**» has been developed in accordance with the Federal State Educational Standard of Higher Education for the field of study **38.04.02 Management**, specialization **Business Management and International Entrepreneurship**.

The syllabus was prepared by:

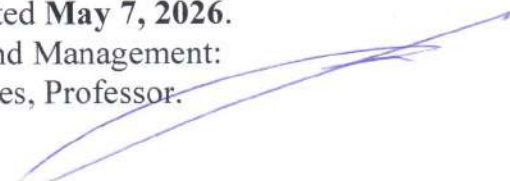
M.N. Poddubnaya, Candidate of Economic Sciences, Associate Professor,
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The course syllabus was approved at the meeting of the Department of World Economy and Management, Minutes No. 7 dated **May 7, 2026**.

Head of the Department of World Economy and Management:

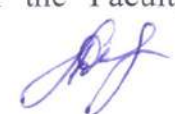
I.V. Shevchenko, Doctor of Economic Sciences, Professor.



Approved at the meeting of the Academic and Methodological Commission of the Faculty of Economics, Minutes No. 8 dated **May 12, 2026**.

Chair of the Academic and Methodological Commission of the Faculty of Economics:

L.N. Drobyshevskaya, Doctor of Economic Sciences, Professor.



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A.N. Kurmaeva, HR Director for Russia, **HP Pelzer RUS LLC**.

M.M. Gurskaya, Doctor of Economic Sciences, Head of the Department of Accounting, Audit and Automated Data Processing, **Kuban State University**.

1. Aims and Objectives of the Module

1.1. Aim of the Module

The aim of the module is to develop the knowledge, skills, and competences required for the design and implementation of information and technological support for professional activity on the basis of the principles of international business.

1.2. Module Objectives

In studying the module *Contemporary problems of management in business*, students are expected to address and achieve the following objectives:

1. To develop students' knowledge of contemporary issues, trends, and prospective directions in the development of management in the context of globalisation and the transformation of international business.
2. To develop students' ability to identify current academic and practical management issues, justify the relevance of a chosen research area, and design an independent research programme in the field of management.
3. To equip students with the skills required to analyse, plan, and coordinate an organisation's foreign economic activity, taking into account factors of the international competitive environment, associated risks, and current business requirements.
4. To ensure students' mastery of methods for the development and justification of managerial decision-making in the field of international business and an organisation's foreign economic activity.
- 5.

1.3. Place of the Module within the Structure of the Educational Programme

The module *Contemporary problems of management in business* belongs to the part of Block 1, *Modules (Disciplines)*, that is formed by participants in educational relations within the curriculum.

In accordance with the approved curriculum, the module is delivered in Year 1 for both full-time and part-time modes of study. The form of interim assessment is a pass/fail credit.

The module builds on the foundational knowledge acquired in the module *Research Methodology* and, in turn, provides the knowledge and skills necessary for the successful study of subsequent modules, including *Business Planning in International Companies*, *Practical Course in International Entrepreneurship*, and *Management of International Commercial Transactions*.

1.4. List of Intended Learning Outcomes of the Module Correlated with the Intended Learning Outcomes of the Educational Programme

The study of this module is aimed at developing the following competences in students:

Code and title of competence achievement indicator	Intended learning outcomes of the module
PC-1. Ability to conduct independent research in priority areas of management development	
PCI-1.1. Identifies перспективные направления research, substantiates the relevance of the research topic, and develops a research programme	Knowledge and understanding: – theoretical foundations and current trends in the development of management, as well as approaches to identifying priority areas for research in this field; – principles for substantiating the relevance of a research topic and requirements for the development of a research programme in the field of management. Intellectual and practical skills: – identify priority research areas in management, justify the relevance of the selected topic, and develop a research programme.

Code and title of competence achievement indicator	Intended learning outcomes of the module
	Professional / practical competence: – prepares a research programme addressing current management issues on the basis of an analysis of contemporary trends and prospective developments in management theory and practice.
PC-2. Ability to manage an organisation's foreign economic activity	
PCI-2.1. Demonstrates the ability to coordinate work related to the conduct of an organisation's foreign economic activity	Knowledge and understanding: – theoretical, organisational, and managerial foundations of an organisation's foreign economic activity; – principles, methods, and tools for coordinating activities related to the implementation of foreign economic operations within the international business environment. Intellectual and practical skills: – analyse the conditions governing an organisation's foreign economic activity and determine priority directions for its development; – coordinate activities related to the conduct of an organisation's foreign economic activity, taking into account business objectives, external environmental requirements, and the specific features of international interaction. Professional / practical competence: – coordinates activities related to the organisation and support of an enterprise's foreign economic activity in accordance with strategic objectives and the conditions of international business.

Results in this module are achieved through all forms of instruction, including contact hours and students' independent study, in accordance with the approved curriculum.

Competence achievement indicators are considered to have been attained where the relevant competence descriptors and intended learning outcomes have been achieved.

2. Structure and Content of the Module

2.1. Distribution of Module Workload by Types of Study Activity

The total workload of the module is **2 credit units (72 academic hours)**, distributed by types of study activity as shown in the table below.

Type of study activity	Total hours	Mode of study	
		Full-time	Part-time
		Semester 1 (hours)	Semester 1 (hours)
Contact hours, including:	24.2	24.2	12.2
Lectures	24	24	12
Practical classes	6	6	4
Laboratory classes	–	–	–

Type of study activity	Total hours	Mode of study	
		Full-time	Part-time
Project work	18	18	8
Seminar classes	–	–	–
Contact-based assessment	0.2	0.2	0.2
Supervision of independent study (CSR)	–	–	–
Interim assessment (pass/fail credit)	0.2	0.2	0.2
Independent study, including:	47.8	47.8	56
Essay / abstract (preparation)	8	8	6
Independent study of module sections; preparation for project work; lecture materials and instructional materials; textbooks and study guides; preparation for practical classes; colloquium, etc.	39.8	39.8	50
Assessment / monitoring	–	–	–
Examination preparation	–	–	–
Total workload	72	72	72
including contact hours	24.2	24.2	12.2
credit units	2	2	2

2.2. Module Content

The distribution of study activities and their workload by module sections is presented below.

Sections (topics) of the module studied in **Semester 1 (full-time mode of study)**

Note: L – lecture; P – practical class / seminar; LP – laboratory class; SRS – student independent study.

Module Sections (Topics) Studied in Semester 1 (Full-time Mode of Study)

No.	Title of module section (topic)	Total hours	Contact hours			Independent study
			L	P	PW	SIS
1	Topic 1. Contemporary Trends and Challenges in International Business Management	24	2	6	–	16
2	Topic 2. Digital Transformation and New Management Models	24	2	6	–	16
3	Topic 3. Sustainable Development, ESG, and Risk Management in International Business	24	2	6	–	15.8
	Total for module sections	71.8	6	18	–	47.8
	Supervision of independent study (CSR)	0	–	–	–	–
	Interim assessment (pass/fail credit)	0.2	–	–	–	–
	Preparation for assessment	0	–	–	–	–
	Total module workload	72	–	–	–	–

Module Sections (Topics) Studied in Semester 1 (Part-time Mode of Study)

No.	Title of module section (topic)	Total hours	Contact hours			Independent study
			L	P	PW	SIS
1	Topic 1. Contemporary Trends and Challenges in International Business Management	15	1	4	–	10
2	Topic 2. Digital Transformation and New Management Models	14	2	2	–	10
3	Topic 3. Sustainable Development, ESG, and Risk Management in International Business	11	1	2	–	8
	Total for module sections	68	4	8	–	56
	Supervision of independent study (CSR)	0.2	–	–	–	3.8
	Interim assessment (pass/fail credit)	0.2	–	–	–	–
	Preparation for assessment	3.8	–	–	–	–
	Total module workload	72	–	–	–	–

Note: L – lectures; P – practical classes / seminars; LP – laboratory classes; SRS / SIS – student independent study.

2.3. Content of Module Sections (Topics)

2.3.1. Lecture-based Classes

No.	Title of module section (topic)	Content of module section (topic)	Form of current assessment
1	Contemporary Trends and Challenges in International Business Management	The nature and specific features of Contemporary problems of management in business . Globalisation and transformation of international business. Key challenges of global management in the twenty-first century: uncertainty, intensified competition, and changing models of international business. Prospective research areas in management and the rationale for their relevance in the context of global economic change.	Tc
2	Digital Transformation and New Management Models in Global Companies	Digitalisation of business as a factor in changes to managerial approaches. The use of digital platforms, data, and contemporary technologies in the management of international companies. Specific features of coordinating activities in the context of digital economics. Contemporary models for managing foreign economic activity.	Tc
3	Sustainable Development, ESG, and Risk Management in International Business	The concept of sustainable development in the management system. ESG approaches and their influence on a company's strategy and international operations. Risk management in international business: approaches and instruments. Adoption and justification of managerial decisions in the field of foreign economic activity in accordance with contemporary global requirements.	Case study

2.3.2. Seminar-based Classes (Practical Classes / Seminars / Laboratory Work)

No.	Title of module section (topic)	Topics of classes / types of work	Form of current assessment
1	Contemporary Trends and Challenges in International Business Management	Analysis of the global business environment and contemporary challenges facing management in international business	Analytical review
2	Contemporary Trends and Challenges in International Business Management	Priority research areas in management and international business	Essay
3	Contemporary Trends and Challenges in International Business Management	Diagnosis of contemporary managerial issues on the example of international companies	Analytical brief
4	Digital Transformation and New Management Models in Global Companies	Development of managerial solutions in the context of digital business transformation	Case study assignment
5	Digital Transformation and New Management Models in Global Companies	Digital platforms, data, and artificial intelligence in the management of international companies	Presentation
6	Digital Transformation and New Management Models in Global Companies	Management of cross-cultural communication in international teams	Business game
7	Sustainable Development, ESG, and Risk Management in International Business	Supply chain management and operational risks in international business	Situational problem-solving task
8	Sustainable Development, ESG, and Risk Management in International Business	ESG strategies, corporate responsibility, and sustainable business development	Case study analysis
9	Sustainable Development, ESG, and Risk Management in International Business	Anti-crisis management and the preparation of practice-oriented solutions for international business	Case study presentation / defence

2.4. List of Teaching and Learning Support Materials for Students' Independent Study in the Module

No.	Type of independent study (SIS)	List of teaching and learning support materials for students' independent study in the module
1	Lecture-based and seminar-based classes	Guidelines for preparation for lecture-based and seminar-based classes. Approved at the meeting of the Department of International Business and Tourism, Minutes No. 1 of 30 August 2018. Access mode: https://www.kubsau.ru/ru/eco/metodicheskie-ukazaniya
2	Preparation of essays and course papers	Guidelines for the preparation of essays and course papers. Approved at the meeting of the Council of the Faculty of Economics, FSBEI HE Kuban State Agrarian University, Minutes No. 1 of 30 August 2018. Access mode: https://www.kubsau.ru/ru/econ/metodicheskie-ukazaniya
3	Completion of students' independent study tasks	Guidelines for the completion of students' independent study tasks. Approved at the meeting of the Department of Economics, FSBEI HE Kuban State Agrarian University, Minutes No. 1 of 30 August 2018. Access mode: https://www.kubsau.ru/ru/econ/metodicheskie-ukazaniya

No.	Type of independent study (SIS)	List of teaching and learning support materials for students' independent study in the module
10	Interactive teaching methods	Guidelines on the use of interactive teaching methods. Approved at the meeting of the Council of the Faculty of Economics, FSBEI HE Kuban State Agrarian University, Minutes No. 1 of 30 August 2018. Access mode: https://www.kubsau.ru/ru/econ/metodicheskie-ukazaniya

Teaching and learning support materials for independent study for students with disabilities and students with special educational needs are provided in formats adapted to their health conditions and modes of information perception.

For students with visual impairments:

- printed materials in enlarged font;
- electronic documents;
- audio files;
- printed materials in Braille.

For students with hearing impairments:

- printed materials;
- electronic documents.

For students with musculoskeletal impairments:

- printed materials;
- electronic documents;
- audio files.

This list may be further specified depending on the composition of the student cohort.

3. Learning and Teaching Methods Used in Delivering the Module

The following learning and teaching methods are used in the delivery of the module: lectures, practical classes, preparation of written analytical assignments, essays, problem-solving tasks, participation in business games, and independent study.

The competence-based approach adopted in teaching this module is implemented through the use of interactive technologies and active learning methods, including project-based methods, brainstorming, case analysis, and other formats, in combination with out-of-class independent work.

Information technologies used in studying the module include the use of information resources available through the Internet and other information and telecommunications networks.

Adaptive educational technologies used in the delivery of the module include, for students with disabilities and special educational needs, the provision of consultations via email.

In order to enhance the quality of educational delivery, the University has established an electronic information and educational environment. This provides for interaction between students and academic staff through students' personal online accounts located on the official University website within the Internet-based information and telecommunications environment. The established electronic information and educational environment enables interaction among participants in the educational process through дистанционное консультирование on the completion of practical assignments.

The following software and information reference systems are used in the educational process:

1. Microsoft Visio – software for creating diagrams and charts (Microsoft). Rights holder item: *Visio Professional ALNG LicSAPk MVL EES*, code D87-01057. Microsoft *Enrollment for Education Solutions* Agreement 72569510. Licence Agreement No. 73–AEF/223-FZ/2018 dated 06 November 2018.
2. Microsoft Desktop Education ALNG LicSAPk MVL – software package *Desktop Platform* under the Microsoft *Enrollment for Education Solutions* Agreement 72569510. Rights

4. Assessment Methods for Current Progress Monitoring and Interim Assessment

Assessment materials are intended to monitor and evaluate the academic achievement of students who have completed the module *Contemporary problems of management in business*.

The assessment materials include assessment instruments for current progress monitoring in the form of presentation-based essays, essays on problem-based issues, analytical reviews, and case studies, as well as interim assessment in the form of examination questions.

Structure of assessment materials for current and interim assessment

No.	Code and title of indicator (in accordance with Section 1.1.4)	Intended learning outcomes (in accordance with Section 1.1.4)	Title of assessment instrument	
			Current assessment	Interim assessment
1	PC-1. Ability to conduct independent research in priority areas of management development. PCI-1.1. Identifies priority research areas, substantiates the relevance of the research topic, and develops a research programme.	Knowledge and understanding: theoretical foundations and current trends in the development of management; approaches to identifying priority research areas; principles for substantiating the relevance of a research topic; and requirements for developing a research programme in the field of management. Skills: identifies priority research areas in management, substantiates the relevance of the selected topic, and develops a research programme. Professional / practical competence: prepares a research programme on current management issues on the basis of an analysis of contemporary trends and prospective developments in management theory and practice.	Analytical review; essay; analytical brief; presentation	Pass/fail credit
2	PC-2. Ability to manage an organisation's foreign economic activity. PCI-2.1. Demonstrates the ability to coordinate activities related to the conduct of foreign economic operations.	Knowledge and understanding: theoretical, organisational, and managerial foundations of an organisation's foreign economic activity; principles, methods, and tools for coordinating activities related to foreign economic operations within the international business environment. Skills: analyses the conditions for an organisation's foreign economic activity and identifies priority directions for its development; coordinates activities related to foreign economic operations with due regard to business objectives, external environmental requirements, and the specific features of international interaction. Professional / practical competence: coordinates activities related to the organisation and support of an enterprise's foreign economic	Case-based assignment; business game; situational problem-solving tasks; case analysis; case presentation / defence	Pass/fail credit

No.	Code and title of indicator (in accordance with Section 1.1.4)	Intended learning outcomes (in accordance with Section 1.1.4)	Title of assessment instrument	
			Current assessment	Interim assessment
		activity in accordance with strategic objectives and the conditions of international business.		

Standard Assessment Tasks and Other Materials Required for the Evaluation of Knowledge, Skills, Competences, and/or Professional Experience Characterising the Stages of Competence Formation within the Educational Programme

Sample Case Study for the Module

Business Management under Sanctions, Logistical Disruptions, and Cross-Cultural Tensions in a Multinational Corporation

The multinational corporation **GlobalTrade Industries** operates in the field of industrial equipment manufacturing and maintains divisions in Germany, China, the UAE, Turkey, and Kazakhstan. The company operates in the markets of Europe, Asia, and the CIS and coordinates export-import operations through several regional offices.

Over the past two years, the company has encountered a number of serious managerial challenges:

- disruption of established logistics and supply chains;
- rising costs associated with foreign economic contracts;
- increasing sanctions-related and regulatory restrictions in certain markets;
- disagreements between headquarters and regional divisions regarding the redistribution of decision-making authority;
- reduced speed of managerial decision-making;
- cross-cultural conflicts within international project teams.

The company's headquarters insists on the strict centralisation of foreign economic activity management in order to reduce the risks of non-compliance with international requirements and to strengthen control over contracts. At the same time, regional offices maintain that, in a rapidly changing external environment, greater autonomy is required, since local teams have a better understanding of the specific characteristics of their markets, counterparties, and regulatory constraints.

An additional problem has arisen from the corporation-wide digital system introduced to coordinate foreign economic activity. This system does not sufficiently take into account differences in national business practices and does not allow for the prompt adaptation of decisions to regional conditions. As a result, delays in contract approval, conflicts between divisions, and the loss of some clients have occurred.

Against this background, the Board of Directors has instructed the international management team to prepare proposals for improving the system of foreign economic activity management, reducing risks, and enhancing business resilience.

Case issue. Which model of managing foreign economic activity and international business processes should the multinational corporation adopt under conditions of high uncertainty: a centralised, decentralised, or hybrid model? Which management instruments will make it possible to ensure control, flexibility, and business resilience simultaneously?

Task for students. Analyse the proposed situation and complete the following tasks:

- identify the key contemporary management issues affecting the multinational corporation;
- determine the external and internal factors influencing the effectiveness of the company's management system;

- analyse the risks associated with foreign economic activity, logistics, digitalisation, and cross-cultural interaction;
- evaluate the advantages and disadvantages of centralised and decentralised management models in this situation;
- propose an optimal model for coordinating the company's foreign economic activity;
- develop a set of managerial solutions in the following areas:
 - coordination of international divisions;
 - logistics risk management;
 - digitalisation of business processes;
 - cross-cultural communication;
 - enhancement of business resilience;
- prepare a brief action programme for the company's management for the next 6-12 months.

Questions for discussion:

1. Which contemporary challenges of international business are most clearly manifested in this case?
2. Why does a conflict arise in a multinational corporation between global standardisation and local adaptation?
3. Which managerial risks are intensified by excessive centralisation?
4. Which risks arise from excessive autonomy of regional divisions?
5. How can digital tools not only improve efficiency but also create new managerial problems?
6. What role do cross-cultural differences play in this situation?
7. Which ESG-related and reputational risks should the company take into account in its decision-making?

Expected learning outcomes of the case study. As a result of the case analysis, the student should be able to:

- identify contemporary management issues in international business;
- justify managerial decisions under conditions of uncertainty;
- analyse the external and internal environmental factors affecting a multinational corporation;
- propose measures for coordinating foreign economic activity;
- develop practice-oriented recommendations for enhancing business resilience.

Assessment criteria:

- completeness in identifying managerial issues;
- depth of analysis of factors and risks;
- logical coherence and justification of the proposed solutions;
- consideration of the specific features of international business and foreign economic activity;
- practical applicability of the recommendations;
- quality of argumentation during the presentation/defence.

Sample Business Simulation

«Crisis Management Meeting in a Multinational Corporation»

Aim: to develop skills in coordinating foreign economic activity and making managerial decisions within an international company.

Scenario: A multinational corporation has encountered supply disruptions, rising logistics costs, and conflict between headquarters and regional offices. An urgent decision is required regarding the organisation of further operations in foreign markets.

Participant roles:

- Director of International Business;
- Head of Foreign Economic Activity Department;

- Chief Financial Officer;
- Regional Manager;
- Director of Logistics.

Task: During the meeting, participants must:

- identify the key problems;
- determine the risks faced by the company;
- propose an approach to coordinating foreign economic activity;
- agree on anti-crisis measures.

Expected outcome: preparation of an agreed managerial decision and a brief company action plan.

Form of assessment: evaluation of participation in the business simulation and defence of the group decision.

Essay Topics

1. Contemporary trends in the development of management under the conditions of globalisation of the world economy.
2. Current issues in the management of international business under conditions of geo-economic instability.
3. Digital transformation as a factor reshaping contemporary business management models.
4. The role of artificial intelligence and data analytics in the management system of an international company.
5. Cross-cultural aspects of management in the activities of multinational corporations.
6. Contemporary approaches to coordinating an organisation's foreign economic activity.
7. Risk management in a company's foreign economic activity.
8. Crisis management in international business: contemporary tools and practices.
9. ESG approaches in the system of modern corporate governance.
10. Sustainable development as a priority of contemporary international business management.
11. Problems of managing global supply chains under current conditions.
12. The role of innovation in enhancing the competitiveness of an international company.
13. Contemporary issues of strategic management in multinational corporations.
14. Specific features of managerial decision-making under conditions of uncertainty and high environmental turbulence.
15. Prospective areas of academic research in management and international business.

Assessment criteria for an essay/presentation

Satisfactory – the submission consists primarily of a summary of other scholars' research without independent processing of sources.

Good – the submission demonstrates independent analysis of a range of academic studies and empirical data, but does not fully meet the stated requirements regarding content and structure.

Excellent – the submission demonstrates relevance of content, a high theoretical level, depth and completeness in addressing factors, phenomena, and issues related to the topic, informational richness, novelty, originality of presentation, structural coherence, and well-founded proposals and conclusions.

Topics for Analytical Briefs

1. Analysis of contemporary challenges in managing international business under conditions of global instability.

2. Analysis of the impact of digital transformation on the management system of an international company.
3. Analysis of contemporary approaches to coordinating an organisation's foreign economic activity.
4. Analysis of external environmental uncertainty factors and their impact on managerial decision-making in business.
5. Analysis of risks associated with a company's foreign economic activity under current conditions.
6. Analysis of problems in managing global supply chains in international business.
7. Analysis of crisis management practices in multinational corporations.
8. Analysis of cross-cultural management issues in international teams.
9. Analysis of the application of ESG approaches in the corporate governance system of international companies.
10. Analysis of the impact of sanctions restrictions on the management system of international business.
11. Analysis of contemporary digital tools for managing business processes in an international company.
12. Analysis of approaches to ensuring business resilience in the context of global crises.
13. Analysis of organisational management models in multinational corporations.
14. Analysis of contemporary methods for substantiating managerial decisions in international business.
15. Analysis of prospective directions for the development of management under the transformation of the global economy.

Topics for Analytical Reviews

1. Contemporary trends in the development of international business and their influence on corporate management systems.
2. Digital transformation of business: key directions, opportunities, and managerial constraints.
3. Contemporary issues of strategic management in multinational corporations.
4. The international business environment as a factor in the transformation of managerial decision-making.
5. Management of an organisation's foreign economic activity under conditions of global uncertainty.
6. Contemporary approaches to risk management in international business.
7. Problems and prospects in the management of global supply chains.
8. ESG transformation of business and its influence on contemporary management models.
9. Cross-cultural management as a prerequisite for the effectiveness of an international company.
10. Prospective areas of academic research in management and international business.

Presentation Topics

1. Contemporary challenges and development trends in management in international business.
2. Digital transformation as a factor reshaping corporate management models.
3. Artificial intelligence in the system of contemporary business management.
4. Management of an organisation's foreign economic activity under current conditions.
5. Cross-cultural communication in international management.

6. Risk management in international business: contemporary approaches and instruments.
7. Crisis management in multinational corporations.
8. The ESG agenda and sustainable development in the corporate governance system.
9. Problems of managing global supply chains.
10. Prospective directions for the development of management in the global economy.

Situational Problem Task

Coordination of a Company's Foreign Economic Activity under an Unstable External Environment

The company **InterTrade Export** supplies industrial equipment to the markets of the CIS countries and Asia. In recent months, the organisation has encountered a number of problems: delivery times have increased, transport costs have risen, difficulties have emerged in interaction with foreign partners, and the speed of decision approval between the foreign economic activity department, the logistics service, and the finance division has decreased.

The company's management believes that the causes of this situation are insufficient coordination of work related to foreign economic activity, poor alignment of actions between structural divisions, and the absence of an operational mechanism for responding to changes in the external environment.

As a management specialist, you are required to analyse the situation and propose a managerial solution.

Tasks

1. Identify the principal managerial problems presented in the situation.
2. Determine the external and internal factors that have affected the company's operations.
3. Propose measures for coordinating the work of the divisions involved in foreign economic activity.
4. Formulate 3-4 managerial decisions aimed at improving the effectiveness of the company's operations under the given conditions.

Expected outcome

The student is expected to demonstrate the ability to:

- analyse a problematic managerial situation;
- identify risks and the causes of reduced operational effectiveness;
- propose well-founded decisions in the field of coordination of an organisation's foreign economic activity.

Pass/Fail Credit Assessment Materials for Interim Assessment

1. Contemporary trends in the development of management under the globalisation of the economy.
2. The nature and content of contemporary management issues in business.
3. International business as an object of management: specific features and contemporary challenges.
4. The influence of the external environment on managerial decision-making in business.
5. Digital transformation and its influence on contemporary corporate management models.
6. Contemporary approaches to strategic management in international business.
7. Management of an organisation's foreign economic activity: aims, objectives, and functions.
8. Coordination of activities related to foreign economic operations within an organisation.
9. Risk management in international business.

10. Cross-cultural aspects of managing an international company.
11. Contemporary problems in managing global supply chains.
12. Crisis management in the system of contemporary business.
13. ESG approaches and sustainable development in the modern corporate management system.
14. Prospective areas of academic research in management.
15. Specific features of developing and substantiating a research programme on current management issues.

Assessment tools for students with disabilities and students with special educational needs are selected with due regard to their individual psychophysical characteristics.

- where necessary, students with disabilities and students with special educational needs are provided with additional time to prepare their response during the examination;
- where necessary, the assessment of learning outcomes for students with disabilities and students with special educational needs provides for the use of technical aids required in view of their individual needs;
- where necessary, the procedure for assessing learning outcomes in the module for students with disabilities and students with special educational needs may be conducted in several stages.

The procedure for assessing the learning outcomes of students with disabilities and students with special educational needs in the module provides information in formats adapted to their health limitations and modes of information perception.

For students with visual impairments:

- printed materials in enlarged font;
- electronic documents.

For students with hearing impairments:

- printed materials;
- electronic documents.

For students with musculoskeletal impairments:

- printed materials;
- electronic documents.

This list may be further specified depending on the composition of the student cohort.

5. List of Core Reading, Information Resources, and Technologies

5.1. Core Reading

1. Management: Textbook and Practical Course for Higher Education Institutions, ed. by I. N. Shapkin. 5th ed., revised and enlarged. Moscow: Yurait Publishing, 2024. 589 p. (*Higher Education series*). ISBN 978-5-534-09158-8. Electronic text available via the Yurait Educational Platform.

2. Tebekin, A. V. Strategic Management: Textbook for Higher Education Institutions. 2nd ed., revised and enlarged. Moscow: Yurait Publishing, 2025. 271 p. (*Higher Education series*). ISBN 978-5-534-21735-3. Electronic text available via the Yurait Educational Platform.

3. International Economic Relations in the Global Economy: Textbook for Higher Education Institutions, ed. by I. N. Platonova. Moscow: Yurait Publishing, 2025. 528 p. (*Higher Education series*). ISBN 978-5-534-10040-2. Electronic text available via the Yurait Educational Platform.

5.2. Periodicals

The following scholarly journals and periodical resources relevant to the discipline are available through the Library of Kuban State University:

1. IVIS Databases — <https://eivis.ru/>

2. Full-Text Journal Collection on the Russian Center for Scientific Information (RCSI) Platform (Electronic Versions of Journals Published by the Russian Academy of Sciences) — <https://journals.rcsi.science/>

5.3. Online Resources, Professional Databases, and Reference Information Systems

Electronic Library Systems

- Kuban State University Scientific Library Electronic Library — <http://megapro.kubsu.ru/MegaPro/Web>
- University Library Online Electronic Library System — <http://www.biblioclub.ru/>
- Lan Electronic Library System — <https://e.lanbook.com>
- Yurait Educational Platform — <https://urait.ru/>
- ZNANIUM Electronic Library System — <https://znanium.ru/>
- BOOK.ru Electronic Library System — <https://www.book.ru>

Professional Databases

1. National Electronic Library (NEL) — <https://rusneb.ru/>
2. IVIS Databases — <https://eivis.ru/>
3. eLIBRARY.RU Scientific Electronic Library — <http://www.elibrary.ru/>
4. Steklov Mathematical Institute: Full-Text Collection of Mathematical Journals (Math-Net.Ru) — <http://www.mathnet.ru>
5. *Quantum Electronics* Journal Archive — <https://quantum-electron.lebedev.ru/arhiv/>
6. *Physics–Uspekhi (Advances in Physical Sciences)* — <https://ufn.ru/>
7. Full-Text Journal Collection on the Russian Center for Scientific Information (RCSI) Platform (Electronic Versions of Journals Published by the Russian Academy of Sciences) — <https://journals.rcsi.science/>
8. Boris Yeltsin Presidential Library — <https://www.prilib.ru/>
9. SOCHUM Electronic Library System for Social Sciences and Humanities — <https://sochum.ru/>

Reference Information Systems

1. ConsultantPlus Legal Reference System (accessible via the local network of the University Library)

International Professional Databases

1. Wiley Online Library Journals — <https://onlinelibrary.wiley.com/>
2. SAGE Publications eBook Collections — <https://sk.sagepub.com/books/discipline>
3. EBSCO eBooks Full-Text Collection — <https://books.kubsu.ru/>
4. Springer Nature Resources — <https://link.springer.com/> ; <https://www.nature.com/>
5. Chemical Abstracts Service (CAS) SciFinder Discovery Platform — <https://scifinder-n.cas.org>
6. Questel Orbit Premium Database — <https://www.orbit.com>
7. American Institute of Physics Publishing (AIPP) eBook Collection — <https://pubs.aip.org/books>
8. American Institute of Physics Publishing (AIPP) Digital Archive — <https://pubs.aip.org/>
9. China National Knowledge Infrastructure (CNKI): Academic Reference Database — <https://ar.oversea.cnki.net/>

Open Access Databases

1. CyberLeninka Open Scientific Library — <http://cyberleninka.ru/>
2. United States Patent and Trademark Office (USPTO) Patent Public Search Database — <https://www.uspto.gov/patents/search/patent-public-search>
3. Lectorium: Online Educational Video Lectures — <http://www.lektorium.tv/>
4. RUDN University Priority Research Areas: Special Collections — <https://priority-lib.rudn.ru/>

Kuban State University Information Resources

1. Kuban State University Open Modular Learning Environment — <https://openedu.kubsu.ru/>
2. Database of Academic Programmes, Teaching and Learning Materials, Publications, and Conferences — <http://infoneeds.kubsu.ru/>
3. Kuban State University Electronic Document Repository — <http://docspace.kubsu.ru/>

6. Guidance for Students on Studying the Module Methodological Guidance on Studying the Module

Students are expected to familiarise themselves with:

- the content of the module specification;
- the aims and objectives of the module;
- its links with other modules within the educational programme;
- the teaching and methodological materials available for this module on the educational portal and the department website;
- the schedule of academic staff consultations.

Guidance on Preparation for Lectures

The study of the module requires the systematic and sequential accumulation of knowledge; therefore, missing individual topics does not allow for thorough mastery of the subject. For this reason, monitoring students' systematic work remains a central concern of the department.

Students are expected to:

- review the module specification before each lecture, which will save time otherwise spent recording the lecture topic, key questions, and recommended reading;
- bring to selected lectures the relevant printed materials made available by the lecturer on the portal or sent to the group email account (tables, graphs, charts, diagrams). These materials will be described, commented upon, and supplemented during the lecture itself;
- review, before each subsequent lecture, the material from the previous lecture using their notes. If difficulties arise in understanding the material, students should consult the main reading sources. If the difficulty persists, they should seek clarification from the lecturer or the teacher leading practical classes. No gaps should be left in the mastery of the material.

Guidance on Preparation for Seminar Classes

Students should:

- bring the reading recommended by the lecturer for the relevant class;
- work through the theoretical material relevant to the topic of the next practical class using the recommended sources;
- use not only lecture notes and academic literature, but also normative legal acts and materials from practice, where relevant, in preparing for practical classes;
- relate the theoretical material to the applicable legal and regulatory norms, as these may be amended or supplemented and such changes are not always reflected in textbooks;
- at the beginning of classes, ask the lecturer questions about material that caused difficulty in understanding or applying independently assigned tasks;

- provide specific, clear, and focused answers during the seminar;
- bring each task to its final solution during class, demonstrating understanding of the calculations, analyses, or situations involved, and seek guidance from the lecturer in the event of difficulty.

Students who have not completed and reported on each topic not properly covered during classes by the beginning of the pass/fail assessment period may forfeit the opportunity to obtain the points allocated for work in the relevant semester.

Guidance on Completing Various Forms of Independent Homework

Students' independent study includes the completion of various tasks designed to facilitate deeper mastery of the module content. For each topic of the module, students are offered a list of independent study tasks. The following requirements apply to such tasks: they must be completed independently, submitted within the established deadline, and comply with the required formatting standards.

Students should:

- follow the independent study schedule specified in the module specification;
- complete all scheduled tasks assigned by the lecturer for independent work and discuss unclear issues during seminars and consultations;
- when preparing for the examination, work simultaneously through the relevant theoretical and practical sections of the module, noting unclear points for discussion during scheduled consultations.

Guidance on Preparing an Essay

One form of students' independent study is the preparation of an essay for discussion during a practical or seminar class. Its purpose is to develop students' skills in analytical work with academic literature, analysis of debated scholarly positions, and argumentation of their own views. The preparation of essays also develops students' creative potential. The essay is prepared under the supervision of the lecturer who leads the practical or seminar classes.

Students are advised to:

- agree with the lecturer in advance on the topic, structure, literature, and key issues to be addressed in the paper;
- submit the work to the academic supervisor in written form;
- deliver a 10-minute presentation of the essay during the seminar class and answer questions from fellow students.

Requirements

Formatting requirements:

- font: *Times New Roman*;
- font size: 14 pt;
- line spacing: 1.5;
- margins: 2.5 cm;
- first-line indent: 1.25 cm;
- justified alignment.

The pages of the paper should be securely fastened. The title page must indicate the name of the educational institution, the name of the department, the title of the module, the topic of the paper, and the student's full name.

Structural requirements for the essay:

- table of contents;
- introduction (including relevance, aim, and objectives);
- main body;
- author's conclusions;
- bibliography (not fewer than 5 sources).

The required length shall be agreed with the lecturer. The date of completion and the signature of the student must be placed at the end of the paper. The overall mark for the work takes into account the content of the essay, its presentation, and the student's answers to questions.

Guidance on Working with Literature

Any form of students' independent work, whether preparation for a seminar, writing an essay, course paper, report, or similar assignment, begins with the study of the relevant literature, both in the library and at home. For each topic of the module, relevant normative acts, core reading, and supplementary literature are provided. Core reading consists of textbooks and teaching manuals.

Students are advised to:

- examine the selected monograph or article carefully. In books, students should review the table of contents and the scholarly reference apparatus, read the abstract and preface, and browse the volume, including illustrations, tables, diagrams, and appendices. Such preliminary familiarisation helps identify which chapters require close reading and which may be reviewed more quickly;

- where the book or journal belongs to the student, highlight key points with a marker or make marginal notes. When working with Internet-based sources, it is also advisable to highlight important information;

- where the book or journal does not belong to the student, note the page numbers of relevant sections. Students should later return to these pages, reread them, or copy the necessary information. The physical act of note-taking assists in securing the information in long-term memory. Notes in any form not only support understanding and mastery of the material studied, but also help develop the skill of presenting theoretical issues clearly in written form.

In the study of the module by students with disabilities and students with special educational needs, individual academic support (consultations) is of particular importance, as it provides additional explanation of the educational material.

Individual consultations in the subject area are an important factor contributing to the individualisation of learning and the establishment of constructive educational contact between the lecturer and a student with a disability or special educational need.

1. Material and Technical Resources for the Module

Type of specialised room	Equipment of specialised room	List of licensed software
Teaching classroom for lecture-based classes; teaching classroom for seminar-based classes; teaching classroom for current assessment and interim assessment Room 504	Seating capacity: 100. Classroom furniture, interactive whiteboard, marker board, projector Epson EB-465i – 1 unit.	Microsoft Windows 8, 10; Microsoft Office Professional Plus
Teaching classroom for seminar-based classes; teaching classroom for current assessment and interim assessment Room 5041	Seating capacity: 60. Classroom furniture, magnetic marker board, projector Epson EB-420 – 1 unit.	Microsoft Windows 8, 10; Microsoft Office Professional Plus
Rooms for students' independent study Rooms 213A, 218A	Classroom furniture; workstations (PCs) – 11 units; printer – 2 units; scanner – 1 unit; multimedia station – 1 unit; scientific station – 5 units; printer-scanner-copier station – 5 units; tactile Braille keyboard station – 2 units.	Microsoft Windows 8, 10; Microsoft Office Professional Plus

For students' independent study, dedicated rooms are provided, furnished with specialised furniture and equipped with computer facilities with access to the Internet and to the University's electronic information and educational environment.

Type of room for students' independent study	Equipment of room for students' independent study	List of licensed software
Room for students' independent study (reading room of the Scientific Library)	Furniture: classroom furniture set, specialised furniture set, computer desks. Equipment: computer facilities with connection to the information and communication network (Internet) and access to the educational organisation's electronic information and educational environment; web cameras; communication equipment providing Internet access (wired connection and wireless Wi-Fi connection).	Microsoft Windows 8, 10; Microsoft Office Professional Plus
Room for students' independent study (Rooms 213A, 218A)	Furniture: classroom furniture set, specialised furniture set, computer desks. Equipment: computer facilities with connection to the information and communication network (Internet) and access to the educational organisation's electronic information and educational environment; web cameras; communication equipment providing Internet access (wired connection and wireless Wi-Fi connection).	Microsoft Windows 8, 10; Microsoft Office Professional Plus