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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
Federal State Budgetary Educational Institution of Higher Education  
"Ural State University of Economics"  
(USUE)

Protocol No. 6  
of the Academic Council of USUE  
December 22, 2025

APPROVED  
\_\_\_\_\_  
Silin Ya.P.  
Registrar

THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM OF HIGHER EDUCATION –  
MASTER'S DEGREE PROGRAM

38.04.02 MANAGEMENT

Orientation (profile)
Management of international tourism (in English)

Ekaterinburg  
2025

**The compilers**

Head of the MPEP Radygina E.G.

**Recommended**

**Recommended**

**The council on educational and methodological issues and the quality of education**

Protocol

№ 4 date 16.12.2025

**Recommended**

**The educational and methodological commission of the institute**

Protocol

№ 4 date 15.12.2025

Chairman Shikhalev S.V.

**Recommended for implementation**

**Employer** \_\_\_\_\_

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The MPEP is updated annually at a meeting of the Academic Council of the USUE (the minutes are kept by the Secretary of the Academic Council of the USUE)

## The structure of the MPEP

The educational program is a set of basic characteristics of education (volume, content, planned results), organizational and pedagogical conditions, forms of certification, which is presented in the form:

- ~ the curriculum,
- ~ academic calendar schedule,
- ~ work programs of academic disciplines,
- ~ practice work programs,
- ~ state final certification programs,
- ~ assessment and methodological materials on academic disciplines, practices,
- ~ characteristics of the educational program,
- ~ annotations of work programs of academic disciplines, work programs of practices, programs of the state final certification,
- ~ a work education program;
- ~ calendar plan of educational work;
- ~ Information about the heads of the scientific content of the main educational programs of higher education (master's degree programs),
- ~ information about the personnel conditions for the implementation of programs,
- ~ information about teaching staff from among managers and employees of organizations whose activities are related to the focus (profile),
- ~ information about the scientific, educational, methodological or practical work of teaching staff corresponding to the profile of the discipline (module) being taught,
- ~ information about the material, technical, educational and methodological support of master's degree programs,
- ~ reviews of employers (only from among strategic partners) on programs
- ~ approval protocols (protocols of the department, scientific and technical council, academic council, council on educational and methodological issues and quality of education),
- ~ the order for the approval of profiles,
- ~ contracts with key employers and strategic partners.



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
Federal State Budgetary Educational Institution of Higher Education  
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(USUE)

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Protocol No. 4  
Council on Educational and Methodological  
Issues and Quality of Education  
December 16, 2025

Approved  
Vice-Rector for Educational and  
Methodological Issues and Quality of  
Education \_\_\_\_\_ Karkh D.A.



CHARACTERISTIC

THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM OF HIGHER EDUCATION –  
MASTER'S DEGREE PROGRAM

38.04.02 MANAGEMENT

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Management of international tourism (in English)

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## ABBREVIATIONS USED

FQW – final qualifying work;  
SFC – state final certification;  
DLT – distance learning technologies;  
c.u. – credit unit;  
L – lecture-type classes (lectures);  
UC – universal competencies;  
GPC – general professional competencies;  
MPEP – the main professional educational program of higher education is the Master's degree program;  
EM – evaluation materials;  
GLF – general labor functions;  
LF – labor functions;  
PE – practical exercises;  
PC – professional competencies;  
SBEP – sample basic educational programs;  
PS – professional standard;  
DWP – the discipline's work program;  
IWS – independent work of students;  
USUE or a university – Federal State Educational Institution of Higher Education "Ural State University of Economics";  
FSES – federal state educational standard of higher education (master's degree level);  
ELS – electronic library systems;  
EIEE – electronic information educational environment of the university;  
EL – e-learning.

# 1. GENERAL CHARACTERISTICS OF MPEP AND THE PLANNED RESULTS OF ITS DEVELOPMENT

*The purpose of the program* is to prepare masters in the field of international tourism business.

## *Regulatory legal acts*

<b>Federal Law RF</b>
Federal Law No. 273-FZ of December 29, 2012 "On Education in the Russian Federation";
<b>FSES HE</b>
Federal State Educational Standard of higher education in the field of training 38.04.02 Management, approved by the Order of the Ministry of Education and Science of Russia dated August 12, 2020 No. 952
<b>Orders of the Ministry of Labor and Social Protection of the Russian Federation</b>
Order of the Ministry of Labor and Social Protection of the Russian Federation dated 12.04.2013 N 148n "On the approval of skill levels for the development of draft professional standards"
<b>Professional standards (level 7)</b>
<i>08.039 Professional Standard "Specialist in Foreign Economic Activity", approved by Order No. 409n of the Ministry of Labor and Social Protection of the Russian Federation dated June 17, 2019</i> <i>04.005 Professional standard "Tour Guide", approved by Order No. 913n of the Ministry of Labor and Social Protection of the Russian Federation dated December 24, 2021</i>

## *General provisions*

<i>Forms and terms of education (regardless of the technologies used), including holidays provided after passing the state final certification</i>	Full-time	2 years
<i>The language in which educational activities are carried out under the program</i>	English	
<i>Applied educational technologies</i>	It is possible to use e-learning and distance learning technologies.	
<i>Program implementation</i>	It is carried out by the university independently, if necessary, online forms can be used.	
<i>The total volume of the program, regardless of the form of study, the educational technologies used, the implementation of the master's degree program using the online form, the implementation of the master's degree program according to an individual curriculum</i>	120 c.u.	
<i>The scope of the program for one year</i>	за исключением ускоренного обучения except for accelerated learning	no more than 70 c.u.
	with accelerated learning	no more than 80 c.u.

## Graduate requirements

<b>General requirements for graduate qualifications (Level 7)</b>	
<b><i>The Order of the Ministry of Labor and Social Development of the Russian Federation dated 04/12/2013 N 148 n "On approval of qualification levels for the development of draft professional standards" establishes general requirements for the 7th level of graduates' qualifications</i></b>	
Preparation of graduates for various fields of professional activity, for positions	Training of qualified employees, corresponding to 7th level of qualification, advanced professional specialization. Graduate training for various fields of professional activity, for positions of: - managers; - the highest and main positions of the federal State civil service; - the highest, main positions of the municipal service; - leading (main) specialists of organizations.
Authority (professional actions/skills) and responsibility	Authority (professional actions/skills) and responsibility: 1. Defining strategies; 2. Management of processes and activities, including innovation, decision-making at the level of an organization or a large division; 3. Responsibility for business results.
Skills	1. Development of new methods and technologies; 2. Independent problem solving using various methods; 3. Using innovative methods.
Knowledge	1. Understanding the methodological foundations of professional activity; 2. Creation of new knowledge of an applied nature in a certain field; 3. Identification of sources and search for information necessary for the development of the field of professional activity and/or organization.
<b><i>Areas of professional activity and areas of professional activity in which graduates who have completed a Master's degree program (hereinafter referred to as graduates) can carry out professional activities</i></b>	
<b><i>08 Finance and Economics</i></b>	<i>in the spheres of:</i> - research, analysis and forecasting of socio-economic processes and phenomena at the micro and macro levels in expert analytical services (centers of economic analysis, government sector, public organizations); - production of products and services, including analysis of demand for products and services, and assessment of their current and prospective supply, promotion of products and services to the market, planning and maintenance of financial flows related to production activities; - consulting.
<b><i>04 Culture, art</i></b>	<i>in the spheres of:</i> - tourism; - sightseeing activities.
<b><i>As part of the Master's degree program, graduates can prepare for solving the following types of professional tasks::</i></b>	
Scientific Research (GPC); Organizational and managerial (PC).	
<b><i>General graduate requirements</i></b>	<b><i>Employment of graduates</i></b>
<b><i>Professional standard</i></b> <b><i>08.039 "Specialist in foreign economic activity"</i></b> <b><i>APPROVED by Order of the Ministry of Labor and Social Protection of the Russian Federation</i></b> <b><i>No. 409n dated June 17, 2019</i></b>	

<p><b>Type of professional activity:</b> Implementation of the organization's foreign economic activity</p>	<p><b>Possible names of positions and professions:</b> Head of the Department for Foreign Economic Activity Foreign Economic Activity Manager</p>
<p><b>The main purpose of the type of professional activity:</b> The main purpose of the type of professional activity is the implementation of production, economic and commercial functions in the sale (purchase) of products on the foreign (global) market.</p>	
<p><b>Professional standard</b> 04.005 "Tour guide" APPROVED by order of the Ministry of Labor and Social Protection of the Russian Federation December 24, 2021 No. 913n</p>	
<p><b>Type of professional activity:</b> Provision of sightseeing services</p>	<p><b>Possible names of positions and professions:</b> Director of the tour desk Tour Desk Manager</p>
<p><b>The main purpose of the type of professional activity:</b> Provision of guided tours</p>	

Graduates can continue their postgraduate studies.

## Requirements for the results of the Master's degree program

As a result of mastering the Master's degree program, the graduate has developed the following competencies:

*Universal competencies are the same for all areas of training*

<i>Name of the category (group) of universal competencies</i>	<i>Code</i>	<i>The name of the graduate's universal competence</i>	<i>The name of the indicator of achievement of general professional competence</i>
Systemic and critical thinking	UC-1	He is able to carry out a critical analysis of problematic situations based on a systematic approach, to develop a strategy of action	<p><b>Know:</b> methods of critical analysis; methodology of a systematic approach; methods of identifying a problematic situation</p> <p><b>Уметь:</b> identify problematic situations, search for information and solutions</p> <p><b>Have practical experience</b> work on the development and argumentation of a strategy for solving a problem situation based on a systematic approach</p>
Project development and implementation	UC-2	Able to manage a project at all stages of its lifecycle	<p><b>Know:</b> principles of forming a project task within the framework of the identified problem; basic requirements for project work and criteria for evaluating the results of project activities</p> <p><b>Be able to:</b> develop a project implementation plan, taking into account the possible risks of implementation and the possibilities of their elimination; plan the necessary resources</p> <p><b>Have practical experience</b> monitoring the progress of the project; correcting deviations; making changes to the project implementation plan.</p>
Teamwork and leadership	UC-3	He is able to organize and manage the work of the team, developing a team strategy to achieve the set goal.	<p><b>Know:</b> teamwork strategies; ways and methods of selecting team members to achieve the set goal</p> <p><b>Be able to:</b> organize and adjust the work of the team, including on the basis of collegial decisions</p> <p><b>Have practical experience</b> organization and management of team interaction in solving set goals; experience in overcoming disagreements, disputes and conflicts that arise in the team based on consideration of the interests of the parties</p>
Communication	UC-4	Able to apply modern communication technologies, including in a foreign language(s), for academic and professional interaction	<p><b>Know:</b> modern communication technologies; standards of business written communication; principles of drafting standard business documentation for academic and professional purposes in Russian and foreign languages.</p> <p><b>Be able to:</b> establish contacts and organize communication in accordance with the needs of joint activities; compile business documentation in accordance with the norms of the Russian language</p> <p><b>Have practical experience</b> presentation of the results of research and project activities at</p>

<i>Name of the category (group) of universal competencies</i>	<i>Code</i>	<i>The name of the graduate's universal competence</i>	<i>The name of the indicator of achievement of general professional competence</i>
			various public events; participation in academic and professional discussions in a foreign language
Cross-cultural interaction	UC-5	He is able to analyze and take into account the diversity of cultures in the process of intercultural interaction.	<b>Know:</b> fundamentals of social interaction aimed at solving professional tasks; mechanisms of intercultural interaction in society; <b>Be able to:</b> to present professional information in the process of intercultural interaction; to analyze the features of social interaction, taking into account national and ethnocultural characteristics. <b>Have practical experience</b> organization of interaction in a professional environment, taking into account national and ethnocultural characteristics; skills of intercultural interaction, taking into account the diversity of cultures
Self-organization and self-development (including health care)	UC-6	He is able to determine and implement the priorities of his own activities and ways to improve them based on self-assessment	<b>Know:</b> theoretical and methodological foundations of self-development, self-realization, and the use of creative potential; fundamentals of professional trajectory planning; technologies and methods of self-assessment. <b>Be able to:</b> to determine the priorities of professional activity and ways to improve it based on self-assessment; to develop, monitor, evaluate and explore the components of professional activity; to plan independent activities in solving professional tasks. <b>Have practical experience</b> determining the effective course of action in the field of professional activity; making decisions at the level of one's own professional activity; planning one's own professional activity

*General professional competencies*

<i>Code</i>	<i>The name of the general professional competence of the graduate of the Master's degree program (FSES)</i>	<i>The name of the indicator of achievement of general professional competence (PC)</i>
<i>type of tasks of professional activity: Scientific research</i>		
GPC-1	Is able to apply knowledge (at an advanced level) of fundamental economics in solving practical and (or) research tasks	<b>Know:</b> the main directions of fundamental economics in solving practical and (or) research tasks <b>Be able to:</b> apply knowledge (at an advanced level) of fundamental economics in solving practical and/or research tasks in professional activities <b>Have practical experience:</b> solving practical and/or research problems using

		advanced knowledge of fundamental economics
GPC-2	Is able to apply advanced instrumental methods of economic analysis in applied and (or) fundamental research	<p><b>Know:</b> advanced tools for processing economic data for solving professional tasks</p> <p><b>Be able to:</b> select advanced tools for processing economic data in accordance with the task at hand</p> <p><b>Have practical experience:</b> analysis, as well as justification of the results obtained in the field of professional activity</p>
GPC-3	Able to generalize and critically evaluate scientific research in economics	<p><b>Know:</b> scientific research of domestic and foreign scientists, as well as the principles of their generalization and critical evaluation</p> <p><b>Be able to:</b> analyze and interpret data from domestic and foreign statistics on socio-economic processes and phenomena, identify trends in socio-economic indicators, summarize and critically evaluate the results obtained by domestic and foreign researchers, identify promising areas, and draw up a research program.</p> <p><b>Have practical experience:</b> collection, analysis and generalization of necessary data in domestic and foreign sources of information based on information and bibliographic culture using information and communication technologies and taking into account the basic requirements of information security</p>
GPC-4	He is able to make economically and financially sound organizational and managerial decisions in his professional activity and be responsible for them	<p><b>Know:</b> principles of making economically and financially sound organizational and managerial decisions in the field of professional activity</p> <p><b>Be able to:</b> to make economically and financially sound organizational and managerial decisions in the field of professional activity</p> <p><b>Have practical experience:</b> making economically and financially sound organizational and managerial decisions in the field of professional activity</p>
GPC-5	He is able to use modern information technologies and software tools in solving professional tasks.	<p><b>Know:</b> fundamentals of business communications in professional activity</p> <p><b>Be able to:</b> to use modern software and information technologies to solve professional problems</p> <p><b>Have practical experience:</b> solving professional problems with modern software and information technologies</p>

*Professional competencies*

<i>Name of the general labor function Level 7</i>	<i>Code</i>	<i>Name of professional competence</i>	<i>The name of the indicator of achievement of professional competence</i>
<i>type of tasks of professional activity: organizational and managerial</i>			
Management of foreign economic activity in the organization	PC-1	<p>Organization of work on foreign economic activity</p> <p>C/01.7 Organization of work on foreign economic activity</p>	<p><b>Know:</b> Regulatory legal acts regulating foreign economic activity; International agreements in the field of standards and product requirements; Rules for processing documentation on a foreign trade contract; Organization's document management; Terms of a foreign trade contract; Ethics of business communication and negotiation rules; English (threshold advanced level B2); Fundamentals of labor legislation of the Russian Federation; Rules of administrative document management; The procedure for compiling the established reports; Fire safety rules; Labor protection requirements</p> <p><b>Be able to:</b> Use computing, photocopying, auxiliary equipment and various types of telecommunications; Formulate and distribute tasks among the employees of the department in the organization; Communicate with potential partners using modern means of communication; Conduct business correspondence with foreign partners; Evaluate the effectiveness and compliance of documentation of commercial proposals, requests of participants in foreign economic activity; Identify the interests of potential partners for the formation of individual offers; Summarize and systematize the requirements of the legislation of the Russian Federation and the requirements of international agreements and treaties on foreign economic activity</p> <p><b>Have practical experience:</b> Planning and setting tasks for the employees of the department in the organization; Obtaining and analyzing information on the implementation of foreign trade contracts; Ensuring internal interaction between the relevant specialists of the organization on the terms of cooperation with potential partners to conclude and (or) maintain a foreign trade contract; Determining the circle of participants in the implementation of a foreign trade contract; Interaction with relevant specialists of the organization and third-party organizations in order to verify reliability potential partners for concluding a foreign trade contract; Processing of the received data, information and documents about potential partners for concluding a foreign trade contract; Conducting a final analysis of potential partners' proposals on the terms of cooperation for concluding a foreign trade contract; Selecting potential partners for concluding a foreign trade contract; Ensuring coordination of the draft foreign trade contract in the organization and with the counterparty; Ensuring the procedure for signing a foreign trade contract with the counterparty; Monitoring changes in the requirements</p>

<i>Name of the general labor function Level 7</i>	<i>Code</i>	<i>Name of professional competence</i>	<i>The name of the indicator of achievement of professional competence</i>
			of the legislation of the Russian Federation for foreign economic activity and changes in the requirements of international agreements and treaties; Compiling a list and monitoring changes in measures of state support for foreign economic activity
Organization of tourist activities	PC-3	Planning of the organization's foreign economic activity  C/02.7 Development of an organization's foreign economic activity plan and monitoring of its implementation	<b>Know:</b> Regulatory legal acts regulating state support for foreign economic activity; Types, forms and instruments of state support for foreign economic activity; Methods and fundamentals of system analysis of foreign economic information; Document management procedure in an organization; Fundamentals of risk management in foreign economic activity; Fundamentals of business planning; Marketing and pricing features; Fundamentals of Economic theory  <b>Be able to:</b> To summarize and systematize information about the organization's tasks in the field of foreign economic activity; To develop strategic and current plans for the organization's foreign economic activity; To summarize and systematize information about the organization's activities  <b>Have practical experience:</b> Preparation of a draft plan of foreign economic activity, taking into account the priorities of the organization's foreign economic activity; Presentation of the plan of the organization's foreign economic activity; Making, if necessary, additions and amendments to the plan of the organization's foreign economic activity; Coordination and presentation in the organization of the final plan of foreign economic activity
		Definition of the concept and development strategy of a tourism organization  E/01.7 Definition of the concept and strategy of the	<b>Know:</b> Laws and other regulatory legal acts in the field of tourism and consumer protection; industry rules and standards; labor and civil legislation; Local regulations of the organization, including internal labor regulations and instructions on labor protection and fire safety; Priority areas of tourism development in Russia and in the world; Organization of financial and economic activities an excursion organization; Organization of marketing and advertising activities of a tourist organization;  <b>Be able to:</b> To plan the activities of a tourist organization; To determine the promising areas of activity of a tourist organization; To use specialized software;  <b>Have practical experience:</b>

<i>Name of the general labor function Level 7</i>	<i>Code</i>	<i>Name of professional competence</i>	<i>The name of the indicator of achievement of professional competence</i>
		excursion organization development	Defining the concept of development of a tourist organization; Developing a strategy and a plan for the development of a tourist organization; Ensuring the implementation of projects in accordance with the approved development strategy of a tourist organization.
	PC-4	<p>Organization of activities for the sale of tourist services</p> <p>E/02.7</p> <p>Organization of activities related to the provision of sightseeing services</p>	<p><b>Know:</b> Fundamentals of economics, labor organization and management; Specialization and structural features of a tourist organization; Fundamentals of office management; Economics of international tourism; Fundamentals of psychology, Ethics, Aesthetics;</p> <p><b>Be able to:</b> To organize the work and interaction of departments of a tourist organization; To lead the development of a marketing plan and marketing programs of a tourist organization; To determine the marketing pricing strategy of a tourist organization; To develop a marketing communication strategy of a tourist organization; To develop a marketing sales strategy of a tourist organization; To monitor the marketing activities of a tourist organization; To organize and conduct business negotiations; To determine the terms and conclude contracts related to with the activities of a tourist organization; To monitor the quality of tourist and sightseeing services and the fulfillment of the terms of tourist service contracts;</p> <p><b>Have practical experience:</b> Implementation of general management of the main, administrative, economic, financial and economic activities of a tourist organization; Approval of current and future work plans of a tourist organization; Forecasting and planning the volume of sales of tourist services; Formation of a marketing strategy of a tourist organization and management of marketing and sales of tourist and sightseeing services; Organization of work on the development of programs and technological documents of a tourist product; Organization of work to identify problems in the activities of a tourist organization (division), review customer comments and suggestions, manage conflict situations and resolve them.</p>
	PC-5	Formation and implementation of the personnel policy of a tourism organization	<p><b>Know:</b> Specialization and structural features of a tourist organization; Economics of a tourist organization; Labor organization; Culture of interpersonal and business communication; Fundamentals of psychology and conflictology;</p> <p><b>Be able to:</b></p>

<i>Name of the general labor function Level 7</i>	<i>Code</i>	<i>Name of professional competence</i>	<i>The name of the indicator of achievement of professional competence</i>
		E/03.7 Formation and implementation of the personnel policy of the excursion organization	<p>Take measures to staff the tourism organization (division) with qualified personnel; Create conditions for encouraging employees of the tourism organization (division), effectively using their knowledge and experience; Promote professional development of employees of the tourism organization (division); Promote the creation of healthy and safe working conditions; Ensure the strengthening of labor and industrial discipline; Ensure compliance with labor protection requirements and fire safety;</p> <p><b>Have practical experience:</b>  Development of the staffing table of the tourist organization; Ensuring compliance with the rules of the internal labor regulations of the tourist organization; Organization of compliance with labor protection requirements by employees of the tourist organization.</p>

## 2. THE STRUCTURE AND SCOPE OF MPEP

### Scope and structure of the program

<i>The structure of the Master's degree program</i>		<i>The scope of the Master's degree program and its blocks in c.u.</i>
Block 1	Disciplines (modules)	at least 80
Block 2	Practice	at least 21
Block 3	State final certification	at least 9
Scope of the Master's degree program		120

## 3. GENERAL CHARACTERISTICS OF THE CONDITIONS FOR THE IMPLEMENTATION OF MPEP

### 3.1. System-wide requirements for the implementation of the program

The University has, by right of ownership and on other legal grounds, material and technical support for educational activities (premises and equipment).

Throughout the entire period of study, each student is provided with individual unrestricted access to the electronic information and educational environment of the university (both on and off the university grounds) from any point where there is access to the Internet information and telecommunications network.

The electronic information and educational environment provides:

access to curricula, work programs of disciplines (modules), practice programs, electronic educational publications and electronic educational resources specified in the work programs of disciplines (modules), practice programs;

formation of the student's electronic portfolio, including the preservation of his works and grades for these works.

In the case of the implementation of the master's degree program using e-learning, distance learning technologies, the electronic information and educational environment additionally provides:

recording the progress of the educational process, the results of the intermediate certification and the results of mastering the master's degree program;

conducting training sessions, assessment procedures for learning outcomes, the implementation of which is provided using e-learning, distance learning technologies;

interaction between participants in the educational process, including synchronous and/or asynchronous interactions via the Internet.

The functioning of the electronic information and educational environment is ensured by appropriate means of information and communication technologies and the qualifications of employees who use and support it..

<https://www.usue.ru/sveden/>

<http://lib.usue.ru/>

<http://portfolio.usue.ru>

<https://portal.usue.ru/portal>

<https://eis.usue.ru/usue>

<https://www.usue.ru/raspisanie/>

The functioning of the electronic information and educational environment complies with the legislation of the Russian Federation.

### 3.2. Requirements for the logistical, educational and methodological support of the program

The premises are classrooms for conducting training sessions provided for in the program, equipped with equipment and technical training facilities, the composition of which is determined in the work programs of disciplines (modules).

The premises for students' independent work are equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of the university.

MPEP is provided with the necessary set of licensed and freely distributed software, including domestic production (the composition is determined in the work programs of disciplines (modules) and is subject to updating if necessary).

Students are provided with access (remote access), including in the case of e-learning, distance learning technologies, to modern professional databases and information reference systems, the composition of which is defined in the work programs of disciplines (modules) and is subject to updating (if necessary).

### 3.3. Requirements for the personnel conditions of the program implementation

The implementation of the Master's degree program is provided by the teaching staff of the university, as well as by persons involved by the university in the implementation of the master's degree program on other terms.

The qualifications of the university's teaching staff meet the qualification requirements specified in the qualification reference books..

<i>The number of university TEACHING STAFF involved in the implementation of the program AND PERSONS INVOLVED by the university in the implementation of the Master's degree program ON OTHER TERMS (based on the number of replacement rates reduced to integer values)</i>	<i>%</i>
they must conduct scientific, educational, methodological and (or) practical work corresponding to the profile of the discipline (module) being taught	nevertheless 70 % the number of
they must be managers and (or) employees of other organizations engaged in work in a professional field corresponding to the professional activity for which graduates are preparing (have at least 3 years of work experience in this professional field)	nevertheless 5 % the number of
must have an academic degree (including an academic degree obtained in a foreign country and recognized in the Russian Federation) and (or) an academic title (including an academic title obtained in a foreign country and recognized in the Russian Federation)	nevertheless 60 % the number of

The general management of the scientific content of the master's degree program is carried out by a scientific and pedagogical employee of the university who has an academic degree, carries out independent research projects (participates in the implementation of such projects) in the field of study, and has annual publications on the results of these research activities in leading domestic and (or) foreign

peer-reviewed scientific journals and publications., as well as conducting annual testing of the results of these research activities at national and international conferences..

#### **4. GENERAL CHARACTERISTICS OF THE CONTENT OF EDUCATIONAL ACTIVITIES IN THE MPEP (THE PROCEDURE FOR THE IMPLEMENTATION OF MASTER'S DEGREE PROGRAMS)**

The Master's degree program is conducted in accordance with the curriculum of the educational program.

Educational activities under the educational program are carried out:

- in the form of contact work between students and university teaching staff and persons involved in the implementation of educational programs on other terms;
- in the form of students' independent work;

**Contact work** is carried out in the form of classroom, extracurricular work. It can be carried out in the electronic information and educational environment of the university using distance learning technologies and information and communication systems of the university;

***Classroom and contact work consists of theoretical and practical training:***

- *lecture-type classes* (lectures and other training sessions involving the primary transmission of educational information);
- *practical training* (practical training at seminars, workshops, laboratory work, colloquiums and other similar classes);
- *group and individual consultations*;
- *other forms of contact work* involving group or individual work of students with teaching staff of the organization and persons engaged on other terms.

***Extracurricular, contact work*** is aimed at educating the student - the development of the student's personality, the creation of conditions for self-determination and socialization of students based on socio-cultural, spiritual and moral values and rules and norms of behavior accepted in Russian society in the interests of man, family, society and the state, the formation of students' feelings of patriotism, citizenship, respect for the memory of defenders of the Fatherland and the exploits of Heroes of the Fatherland, law and order, a man of work and the older generation, mutual respect, respect for the cultural heritage and traditions of the multinational people of the Russian Federation, nature and the environment.

***Research work (SRW - scientific research work) is carried out within the framework of an individual student's plan in the form of:***

- preparation of term papers and final qualification papers;
- preparation, participation and publication of reports, abstracts of articles in conference collections according to the orientation of the program;
- presentations at conferences;
- preparation and participation in competitions, Olympiads, etc. according to the focus of the program.

In order to develop the skills of scientific research activities of a student under the master's degree program, it is allowed to manage the research work of students under the vocational education programs on the basis of the University college.

**Practical training (Practice)** is aimed at students performing certain types of work related to future professional activities and aimed at the formation, consolidation, and development of practical skills and competencies in the profile of the educational program acquired during theoretical training.

Practical training under the program is carried out in the form of practical training, which is organized in accordance with the requirements of the Federal State Educational Standard, local acts of the University and work programs of practical training.

Types of practice – educational, industrial.

<b>Types of educational practice</b>	
introductory practice	<ul style="list-style-type: none"> <li>- consolidation of theoretical knowledge gained in the study of basic professional disciplines;</li> <li>- development of special skills in analyzing organizational, methodological and regulatory documents to solve the main tasks of professional activity, functional responsibilities stipulated by professional standards;</li> <li>- collecting materials for writing term papers;</li> <li>- preparation of material for scientific publications based on the study, analysis, and activities of organizations to fulfill the main tasks of professional activity, functional responsibilities provided for by professional standards and practice programs.</li> </ul>
<b>Types of production practice</b>	
scientific research work	<ul style="list-style-type: none"> <li>- preparation and publication of the first scientific article;</li> <li>- preparation and publication of abstracts and reports for participation in scientific events (round tables, conferences, etc.);</li> <li>- collecting materials for writing the first chapter of the FQW;</li> <li>- collecting material for the <i>second chapter of the FQW</i>.</li> </ul>
technological (design and technological) practice	<ul style="list-style-type: none"> <li>- acquisition of experience in solving technological problems, managerial and organizational work in a team;</li> <li>- writing the <i>second chapter of the FQW</i>.</li> </ul>
pre-graduate practice ( <i>additional type</i> )	<ul style="list-style-type: none"> <li>- approbation of theoretical research results;</li> <li>- writing and presenting all chapters FQW;</li> <li>- pre-protection FQW.</li> </ul>

The results of the practice are presented in the form of a report on each type of practice in accordance with the requirements set out in the work programs of the practice.

### **Independent work**

It is established by specific sections of work programs of disciplines, work programs of practices, research, SFC programs (writing essays, performing classroom tests, laboratory work, preparing practice reports, writing term papers, preparing research papers, etc.);

**The current monitoring of academic performance** provides an assessment of the progress of mastering disciplines and internships. The intermediate certification of students ensures the assessment of intermediate and final results of training in disciplines and practical training (including the results of course design (course work)).

### **Intermediate certification**

The procedure for conducting the interim assessment includes a system for evaluating the results

of the interim assessment and criteria for grading. The forms of intermediate certification, the frequency, and the procedure for conducting them are established by the curriculum. The procedure and deadlines for the liquidation of academic debt are established by local regulations of the USUE.

### ***State final certification***

A student who has no academic debt and has fully completed the curriculum or individual curriculum is allowed to take the SFC. The SFC is conducted by state examination commissions in order to determine the compliance of the results of the development of the MPEP by students with the relevant requirements of the Federal State Educational Standard.

The state final certification of students includes **preparation for the protection procedure and protection of the final qualifying work.**

Persons who have successfully passed the state final certification are issued a document on education and qualifications - a MASTER'S DEGREE, which states: "I have mastered(a) the master's degree program in the field of MANAGEMENT 38.04.02", "the MASTER's degree is awarded".

After completing the GIA, students in educational programs are provided, upon their application, with vacations within the period of mastering the relevant educational program, at the end of which students are expelled in connection with their education.

## **5. GENERAL REQUIREMENTS FOR THE ASSESSMENT SYSTEM OF THE RESULTS OF THE DEVELOPMENT OF THE OPOP AND THE EVALUATION CRITERIA**

The assessment indicator for the development of the MPEP is formed on the basis of combining the current control and the intermediate certification of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the student's level of preparation..

***Current control.*** A **100-point grading** system is used. The assessment of the student's work during the semester is carried out by the teacher in accordance with the developed system of assessment of academic achievements in the process of studying in this discipline.

The work programs of the disciplines and practices set out the types of ongoing control, the planned results of control activities, and criteria for evaluating academic achievements.

During the semester, the teacher conducts at least 3 control activities to assess the student's performance. If attendance of classes in a discipline is included in the rating, then this indicator is no more than 20% of the maximum number of points in the discipline.

***Intermediate certification.*** A **5-point rating system** is used. The evaluation of the student's work at the end of the discipline (part of the discipline) is carried out by the teacher in accordance with the system developed by him for evaluating the student's achievements in the learning process in this discipline.

***State final certification.*** A **5-point rating system** is used. Assessment of the level of competence formation and readiness of the trainee to solve professional tasks.

***The procedure for transferring*** the rating provided by the assessment system in disciplines, practices, and final state certification to a five-point system.

**Criteria for assessing the content and quality of students' training in disciplines, practices**

<b>Evaluation indicator</b>	<b>According to the 5-point system</b>	<b>Characteristics of the indicator</b>	
100% - 85%	excellent	they have full theoretical knowledge, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at a <b>high level</b>	High level of training
84% - 70%	good	they have full theoretical knowledge, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. <b>There may be mistakes that the student corrects himself in the course of work (answers, etc.)</b>	
69% - 50 %	satisfactory	They have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at an <b>average level</b> . <b>Mistakes are made that the student finds difficult to correct on their own.</b>	Average level of training
49 % and less	unsatisfactory	they do not have a full amount of general theoretical knowledge, they do not know how to independently apply, investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. <b>Skills and abilities have not been formed to solve professional problems.</b>	Low level of training
100% - 50%	credited	the characteristic of the indicator corresponds to "excellent", "good", "satisfactory"	
49 % and less	not counted	the characteristic of the indicator corresponds to "unsatisfactory"	

***The defense of the final qualifying work demonstrates the graduate's level of preparedness for independent professional activity.***

<b>Evaluation criteria</b>	<b>The indicator</b>	<b>The level of competence formation</b>
The relevance of the chosen topic, the validity of the significance of the	The paper clearly substantiates the relevance of the topic of the FQW in terms of the significance of the research problem. The formulations are precise and well-reasoned.	excellent/high

<i>Evaluation criteria</i>	<i>The indicator</i>	<i>The level of competence formation</i>
problem for the object of research	The paper does not fully substantiate the relevance of the topic of the FQW and the significance of the research problem. There are some shortcomings in the wording.	good/average
	The relevance of the topic of the FQW is not precisely justified. The significance of the research problem is formulated in fragments.	satisfactory/sufficient
	The paper does not substantiate the relevance of the problem.	unsatisfactory/competence has not been formed
Scientific novelty of the research, its theoretical and practical significance	The elements of scientific novelty are clearly formulated. The paper substantiates the theoretical significance of research using at least three sources in a foreign language, and reflects its connection with the tasks of professional activity. The paper contains recommendations for using the results of the conducted research in practice.	excellent/high
	The elements of scientific novelty are formulated. The paper does not clearly substantiate the theoretical significance of research using at least two sources in a foreign language, and reflects the relationship of research with the tasks of professional activity. The work contains elements of recommendations for using the results of the conducted research in practice.	good/average
	The paper does not substantiate the theoretical significance of research using at least one source in a foreign language, and the relationship of research with the tasks of professional activity is not clearly defined. The practical orientation of the work is poorly expressed.	satisfactory/sufficient
	The elements of scientific novelty are not clearly defined in the work. There is no practical focus.	unsatisfactory/competence has not been formed
Review of sources on the research issue, use of information databases	A comprehensive review of scientific Russian and foreign sources has been conducted. Uses literary sources correctly. The work contains material from a foreign source that was independently translated by the student. Data from information databases, regulatory legal acts, statistical data, and organization data were used.	excellent/high
	The review of scientific Russian and foreign sources is carried out. The work contains links to the material of translations from a foreign source. Data from publicly available information databases and regulatory legal acts were used. The organizations' data is not used.	good/average
	The review of scientific Russian and foreign sources is carried out. The work contains references to the	satisfactory/sufficient

<i>Evaluation criteria</i>	<i>The indicator</i>	<i>The level of competence formation</i>
	material of a foreign source, which is quoted in the works of Russian scientists used in the FQW. There are errors in the application of information databases and regulatory legal acts. The organizations' data is not used.	
	There are no sources in a foreign language. There is no material for work using information databases.	unsatisfactory/competence has not been formed
Clarity of the formulation of the purpose and objectives of the study, methodological literacy	The purpose and objectives of the research are well formulated, and the structure of the work fully corresponds to them. The necessary research methods have been correctly selected and applied..	excellent/high
	The purpose and objectives are well formulated, and the structure of the work mostly corresponds to them. There are minor errors in the selection and/or application of research methods.	good/average
	The purpose and objectives are not formulated clearly enough, and they are poorly related to the structure of the work. There are gross errors in the selection and/or application of research methods.	satisfactory/sufficient
	The research apparatus is not thought out or its description is missing; the purpose and objectives are not formulated.	unsatisfactory/competence has not been formed
The logical presentation of the material. The presence of reasoned conclusions based on the results of the work, their compliance with the target settings	The work has a clear structure, internal unity and compositional integrity, and a logical sequence of presentation of the material. Reasoned conclusions have been drawn based on the results of the work, they correspond to the target settings..	excellent/high
	The material is presented logically and consistently, but there are flaws in the structure of the work. Conclusions are drawn based on the results of the work, but they are not always reasoned. The conclusions mostly correspond to the target settings.	good/average
	There is no internal unity in the work, there are violations in the logic and sequence of presentation of the material. The conclusions are superficial, they do not always correspond to the target settings.	satisfactory/sufficient
	There is no internal unity in the work, the material is not structured. There are no conclusions.	unsatisfactory/competence has not been formed
Availability of reasonable proposals for improving the organization's activities, presentation of their vision of the prospects for further research of the	The work contains independently formulated proposals for improving the organization's activities, there are justifications, and ways to further explore the topic are outlined. (There may be an act of implementation)	excellent/high
	The paper formulates proposals for improving the organization's activities, but the justifications are not carried out correctly enough. The vision of the prospects for further research is not structured.	good/average

<i>Evaluation criteria</i>	<i>The indicator</i>	<i>The level of competence formation</i>
problem	Recommendations for improving the organization's activities are formal in nature. There is no vision for further research.	satisfactory/sufficient
	The work is written on the basis of several other people's works without independent creative processing; it does not contain an analysis and practical analysis of the activity of the research object; it has no conclusions and recommendations. The uniqueness of the work is less than 70 %	unsatisfactory/competence has not been formed
The level of linguistic and stylistic literacy	High level of linguistic and stylistic literacy. There are no speech and spelling errors in the work. The author is fluent in business style of speech.	excellent/high
	There are some stylistic and speech errors in the work, while the author is well versed in the business style of speech..	good/average
	Insufficient command of the business style of speech. There are various kinds of errors in the work; typos have not been fully corrected..	satisfactory/sufficient
	There are gross errors in the work; typos have not been corrected	unsatisfactory/competence has not been formed
The quality of the design of the work	The work is designed in accordance with all the requirements for the WRC.	excellent/high
	There are minor design flaws.	good/average
	There are many design flaws.	satisfactory/sufficient
	The work has the form of a compilation from a few sources without references to them, or the work is completely borrowed, the design does not meet the requirements for the WRC; superficial acquaintance with special literature; minimal bibliographic list.	unsatisfactory/competence has not been formed
Availability of publications on the research topic	There are three or more publications by the author on the research issue in scientific journals and conference proceedings.	excellent/high
	There are two publications by the author on the research issue in scientific journals and conference proceedings.	good/average
	There is one publication by the author on the research issue in scientific journals and conference proceedings.	satisfactory/sufficient
	There is no publication of the author on the research issue in scientific journals and conference proceedings.	unsatisfactory/competence has not been formed

The criteria and scales for evaluating final qualifying work in the form of a startup correspond to the criteria and scales for evaluating final qualifying work and are established by the state final certification programs for the educational program(s), which is mastered by each student who submitted the final qualifying work.

## **6. GENERAL REQUIREMENTS FOR THE FINANCIAL CONDITIONS OF THE MASTER'S DEGREE PROGRAM**

Financial support for the implementation of the master's degree program is provided in an amount not lower than the values of the basic cost standards for the provision of public services for the implementation of educational programs of higher education - master's degree programs and the values of the correction coefficients to the basic cost standards determined by the Ministry of Science and Higher Education of the Russian Federation.

## **7. GENERAL REQUIREMENTS FOR THE APPLIED MECHANISMS FOR ASSESSING THE QUALITY OF EDUCATIONAL ACTIVITIES AND TRAINING OF STUDENTS IN THE MASTER'S DEGREE PROGRAM**

**7.1.** The quality of educational activities and training of students in the Master's degree program is determined within the framework of:

- internal assessment systems;
- an external evaluation system in which USUE participates on a voluntary basis.

### **7.2. *Internal assessment***

In accordance with the procedure for organizing the internal assessment system established by the local regulatory act of the university, in order to improve the master's degree program, the university regularly engages in the internal assessment of the quality of educational activities and the training of students in the master's program:

- employers and (or) associations of employers in the industry in which graduates are in demand, other legal entities and (or) individuals who carry out an expert assessment of the conditions and content of the master's degree program for compliance with the field of professional activity and the requirements for professional competencies imposed on graduates in the labor market. They are also involved in summarizing domestic and foreign experience, conducting consultations in order to update the master's degree program. They can be involved in conducting ongoing control and intermediate certification in disciplines and practices.

- university teaching staff who carry out annual monitoring of the content, conditions and results of the Master's degree program;

- students who also have the opportunity to evaluate the conditions, content, organization and quality of the educational process as a whole and individual disciplines (modules) and practices.

All of the above categories participate in collegiate associations of the university, which develop, analyze, and update master's degree programs.

The internal assessment also includes a point rating system.

### **7.3. *External assessment***

An external assessment of the quality of educational activities under the master's degree program within the framework of the state accreditation procedure is carried out in order to confirm the compliance of educational activities under the master's degree program with the requirements of the Federal State Educational Standard for Higher Education, taking into account the relevant SBEP.

External assessment of the quality of educational activities and training of students under the master's degree program can be carried out within the framework of professional and public accreditation conducted by employers, their associations, as well as organizations authorized by them, including foreign organizations, or authorized national professional and public organizations that are part of international structures., in order to recognize the quality and level of training of graduates meeting the requirements of professional standards (if any) and (or) the requirements of the labor market for specialists of the relevant profile.

## **8. GENERAL REQUIREMENTS FOR THE ORGANIZATION OF THE EDUCATIONAL PROCESS FOR PEOPLE WITH DISABILITIES**

### ***8.1. General requirements for the conditions***

In order to make the program accessible to people with disabilities, if necessary (at the request of the student), the university provides the following conditions:

- the establishment of a special procedure for the development of disciplines, disciplines of physical culture and sports, taking into account their state of health;

- the choice of internship locations taking into account the specifics of their psychophysical development, individual capabilities, students' health status and accessibility requirements;

- provision of electronic educational resources in forms adapted to their health limitations;

- education according to an individual curriculum, regardless of the form of study, can be extended at their request by **no more than 6 months** compared with the period of education for the corresponding form of study;

- when implementing the master's degree program, the organization uses e-learning and distance learning technologies, which should provide for the possibility of receiving and transmitting information in forms accessible to them. Students are provided with access (remote access) to modern professional databases and information and reference systems, the composition of which is determined in the work programs of the disciplines (modules) and is subject to annual updating;

- the state final certification is carried out by the organization taking into account the peculiarities of their psychophysical development, their individual capabilities and their state of health. When conducting the state final attestation, the following general requirements are met: conducting the state final attestation for the disabled in the same classroom together with students who are not disabled, if this does not create difficulties for the disabled and other students during the state final attestation; the presence in the audience of an assistant (s) who provides students with disabilities with the necessary technical assistance, taking into account their individual characteristics (to take a workplace, move around, read and complete an assignment, communicate with the chairman and members of the state examination committee); the use of necessary technical means for students with disabilities during the state final certification, taking into account their individual characteristics; ensuring unhindered access of students with disabilities to classrooms, restrooms and other facilities, as well as their stay in these facilities.

*For people with visual disabilities:*

- availability of an alternative version of the university's official website on the Internet for the visually impaired;

- placement of information about the schedule of classes (including Braille) in places accessible to students who are blind or visually impaired and in an adapted form (taking into account their special needs);

- the presence of an assistant who provides the necessary assistance to the student;
- ensuring the release of alternative formats of printed materials (large print or audio files);
- providing access to the university building for students who are blind and use a guide dog;

*For people with hearing disabilities:*

- duplication of audio reference information about the schedule of training sessions with visual (installation of monitors with the ability to broadcast subtitles (monitors, their sizes and number are determined taking into account the size of the room);

- provision of appropriate audio means of information reproduction;

*For people with disabilities with disorders of the musculoskeletal system:*

- access and opportunity to stay in academic and other rooms, canteens, toilets and other university facilities (availability of ramps, handrails, extended doorways, elevators, special chairs and other devices).

### **8.2. Adapted educational program**

The adapted educational program of higher education (hereinafter referred to as adapted educational program for higher education) is an educational program adapted for the education of persons with disabilities and disabilities, taking into account the specifics of their psychophysical development, individual capabilities and, if necessary, providing correction of developmental disorders and social adaptation of these persons, and for the disabled in accordance with an individual rehabilitation and habilitation program..

The procedure for the development, approval and implementation of adaptive adapted educational program for higher education is established by a local regulatory act of the university.

An adapted educational program for higher education is drawn up in the presence of a student's application, taking into account his health characteristics, based on the conclusion of the psychological, medical and pedagogical commission.

*The main objectives of the adapted educational program for higher education are:*

- ensuring the right of persons with disabilities and persons with disabilities to higher education, personal development, individual abilities and opportunities, and socio-cultural adaptation in society;
- detailing the specifics of the educational process for teaching people with disabilities in a specific field of study and orientation, taking into account the specifics of their psychophysical development, individual capabilities, including habilitation for the disabled.

*The development and implementation of adapted educational program in is focused on solving the following tasks:*

- improving access to higher education for people with disabilities;
- improving the quality of higher education for people with disabilities;
- creation of special conditions in an educational institution of higher education necessary for persons with disabilities and disabilities to receive higher education, their adaptation and socialization;
- the possibility of forming an individual educational trajectory for students with disabilities;
- formation of a tolerant socio-cultural environment in an educational organization of higher education.

The adapted educational program of higher education contains a set of basic characteristics of

education (scope, content, planned results), organizational and pedagogical conditions and forms of certification, which is presented in the form of a curriculum, a calendar curriculum, work programs of disciplines (modules), practice programs, and other components (other components are included in the educational program by decision of the university), assessment and methodological materials, as well as descriptions of special conditions for obtaining higher education in the relevant adapted educational program of higher education for students with disabilities and disabilities.

The structure of the adapted educational program of higher education consists of the same blocks as the structure of the MPEP in the field of study or specialty, and is determined by the relevant Federal State Educational Standard for Higher Education. The same requirements are imposed on the completeness of the adapted educational program in higher education as for the MPEP, while additions are made to some of its sections reflecting the specifics of the conditions for obtaining higher education in educational programs for people with disabilities and students with disabilities.

Detailed clarification of special conditions is one of the essential aspects of the development of the adapted educational program of higher education and is based on Methodological recommendations on the organization of the educational process for the education of people with disabilities and persons with disabilities, including the equipment of the educational process and the local regulatory act of the university.

### ***8.3. When organizing training, it is provided for:***

the possibility of studying in general terms or with an extension of the study period (including additional classes, consultations);

provision of special educational, methodological and compensatory technical means required for this student, taking into account his health limitations;

the availability of adaptive disciplines (modules) in the variable part of educational programs, allowing for individual correction of violations of educational and communicative skills, professional and social adaptation of students;

the choice of teaching methods is determined in each individual case by the goals of learning, the initial level of available knowledge, skills, the level of professional training of teachers, methodological and logistical support, and the peculiarities of information perception by students with disabilities;

providing students with printed and electronic educational resources in forms adapted to their health limitations;

the choice of internship locations, taking into account the recommendations given to students by the conclusion of a medical and social examination or a psychological, medical and pedagogical commission regarding the recommended working conditions and types;

conducting ongoing monitoring of academic performance, intermediate and state final certification of students, taking into account the specifics of their health disorders;

the development, if necessary, of individual curricula and individual schedules that allow students to study taking into account various options for conducting classes at the university (both together with other students and in separate groups) or at home using e-learning, distance learning technologies;

implementation of comprehensive support for the educational process of persons with disabilities and persons with disabilities in accordance with the recommendations of the Bureau of Medical and Social expertise or the psychological, medical and pedagogical commission;

establishment of a special procedure for mastering disciplines (modules) in the field of physical culture and sports based on compliance with the principles of health conservation and adaptive physical

culture;

creation of a tolerant socio-cultural environment, volunteer assistance to students with disabilities and disabilities.

## 9. COMPETENCE MATRIX

Discipline index	Program content	Universal competencies						General professional competencies					Professional competencies				
		Organizational and managerial															
		UC-1	UC-2	UC-3	UC-4	UC-5	UC-6	GPC-1	GPC-2	GPC-3	GPC-4	GPC-5	PC-1	PC-2	PC-3	PC-4	PC-5
<b>Block 1. Disciplines (modules)</b>		+	+	+	+		+	+	+	+	+						
<b>The required part</b>		+	+	+	+		+	+	+	+	+						
B1.M.01	Modern strategic analysis and innovation management	+	+					+	+		+						
B1.M.01.01	Modern strategic analysis	+	+					+	+		+						
B1.M.01.02	Innovation Management (advanced level)	+	+					+	+		+						
B1.M.02	Methodology and methods of research in management	+							+								
B1.M.03	Organization of scientific research	+					+		+			+					
B1.M.04	Theory and methods of managerial decision-making	+	+				+			+	+						
B1.M.05	Information technology in management	+			+				+								
<b>Block 2. Practice</b>		+	+	+	+	+	+	+	+	+	+	+					
<b>The required part</b>		+	+	+	+	+	+	+	+	+	+	+					
B2.M.01(Ac)	Introductory practice	+	+	+	+	+	+	+	+	+	+	+					
B2.M.02(Ac)	Scientific research work							+	+	+	+	+					
<b>Block 1. Disciplines (modules)</b>		+		+	+	+							+	+	+	+	+
<b>The part formed by participants in educational relations</b>		+		+	+	+							+	+	+	+	+
B1.V.01	Professional foreign language				+	+											
B1.V.02	Business communications			+	+	+											
B1.V.03	Organization and management of the international tourism industry	+				+							+	+	+	+	+
B1.V.04	Regional geography					+							+			+	
B1.V.05	Tourist and recreational design	+	+				+							+	+		

Discipline index	Program content	Universal competencies						General professional competencies					Professional competencies						
		Organizational and managerial																	
		UC-1	UC-2	UC-3	UC-4	UC-5	UC-6	GPC-1	GPC-2	GPC-3	GPC-4	GPC-5	PC-1	PC-2	PC-3	PC-4	PC-5		
B1.V.06	Staffing of the tourism industry			+			+										+		+
B1.V.07	Transport provision in tourism													+	+			+	
B1.V.08	Legal regulation and international standards in tourism and hospitality					+								+			+	+	
B1.V.09	Economics of international tourism													+			+		
B1.V.EL.01	Elective subjects B1.V.EL.1														+	+			
B1.V.EL.01.01	Marketing and branding of tourist destinations														+	+	+		
B1.V.EL.01.02	Promotion of international travel products														+	+	+		
B1.V.EL.02	Elective subjects B1.V.EL.2	+					+											+	+
B1.V.EL.02.01	Intercultural management	+					+											+	+
B1.V.EL.02.02	Event Management and the MICE industry	+					+											+	+
B1.V.EL.03	Elective subjects B1.V.EL.3													+					
B1.V.EL.03.01	Statistical accounting and reporting in tourism													+					
B1.V.EL.03.02	Organization of financial and economic activities of tourist organizations													+					
B1.V.EL.04	Elective subjects B1.V.EL.4				+										+	+			
B1.V.EL.04.01	Modern types and trends of tourism development				+										+	+			
B1.V.EL.04.02	Excursion management				+										+	+			
<b>Block 2. Practice</b>		+	+	+	+	+	+							+	+	+	+	+	+
<b>The part formed by participants in educational relations</b>		+	+	+	+	+	+							+	+	+	+	+	+
B2.V.01(J)	Technological (design and technological) practice													+	+	+	+	+	+
B2.V.02(PG)	Pre-graduate practice	+	+	+	+	+	+							+	+	+	+	+	+
<b>Block 3. State final certification</b>		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+

Discipline index	Program content	Universal competencies						General professional competencies					Professional competencies				
													Organizational and managerial				
		UC-1	UC-2	UC-3	UC-4	UC-5	UC-6	GPC-1	GPC-2	GPC-3	GPC-4	GPC-5	PC-1	PC-2	PC-3	PC-4	PC-5
B3.01(D)	Preparation for the protection procedure and protection of the final qualifying work	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
<b>FTD. Optional subjects</b>												+		+	+	+	
Op.01	Modern information technologies in tourism and hospitality														+	+	
Op.02	Incoterms													+			