


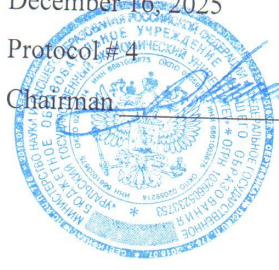
Документ подписан простой электронной подписью
Информация о владельце: MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
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Должность: Ректор
Дата подписания: 18.06.2026 10:33:37
Уникальный программный ключ:
24f866be2aca16484036a8cbb3c509a9531e605f

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

Approved
at the Department meeting

November 25, 2025
Protocol # 6
Head of the Department Plakhin A.E.

Approved
by the Council for Educational and
Methodological Issues and Quality of
Education
December 16, 2025
Protocol # 4
Chairman  Karkh D.A.
(signature)



COURSE PROGRAMME

Title	Methodology and methods of research in management
Field of study	38.04.02 Management
Profile	All programs (in English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
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Ekaterinburg
2025

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INTRODUCTION

The working program of the discipline is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)
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1. TARGET DEVELOPMENT DISCIPLINES

The purpose of mastering the discipline "Methodology and methods of research in management" is the theoretical study and acquisition of practical skills in relation to the methods used in research of management problems.

2. PLACE DISCIPLINES IN STRUCTURE OPOP

The discipline is a compulsory part of the curriculum.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours					Z.e.
	Total per semester	Contact work (according to the			Independent work including preparation of tests and coursework	
		Total	Lectures	Practical classes, including course design		
Semester 1						
Credit with grade	108	20	8	12	88	3

4. PLANNED RESULTS DEVELOPMENT OPOP

As a result of mastering the OPEP, the graduate should have developed the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Code and name of the competence	Indicators achievements competencies
UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-1.UK-1 Know: methods of critical analysis; methodology of a systems approach; methods of identifying problem situations
	ID-2.UK-1 Be able to: identify problem situations, search for information and solutions

UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-3.UK-1 Have practical experience in developing and justifying a strategy for solving a problem situation based on a systems approach
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General professional competencies (OPK)

Code and name of the competence	Indicators achievements competencies
OPK-2 is capable of using modern techniques and methods of data collection, advanced methods of processing and analysis, including the use of intelligent information and analytical systems, when solving management and research problems;	ID-1.OPK-2 Know modern techniques and methods of data collection, advanced methods of their processing and analysis
	ID-2.OPK-2 Be able to use intelligent information and analytical systems in solving management and research problems
	ID-3.OPK-2 Have practical experience in using database management systems in the field of economics and management

5. THEMATIC PLAN

Topic	Hours				
	Name topics	Total	Contact work (according to the curriculum)	Self .	Control

		hours	Lectures	Laboratory	Practical classes	Job	independent work
Semester 1		108					
Topic 1.	Management system as an object of research. The role of research in management development (UK-1)	16	2		2	12	
Topic 2.	Methodology research control systems	16	2		2	12	
Topic 3.	Systems analysis as a research method in management (OPK-2)	15	1		2	12	
Topic 4.	Testing in control systems research	15	1		2	12	
Topic 5.	Sociological study control systems	13.5	0.5		1	12	
Topic 6.	Methods expert ratings	17.5	0.5		1	16	
Topic 7.	Diagnostics control systems	7.5	0.5		1	6	
Topic 8.	Planning and organization of research, its scientific and practical effectiveness	7.5	0.5		1	6	

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section / Topic	View assessment tool	Description evaluative means	Evaluation criteria
Current control (Appendix 4)			
Topic 1-2	Test 1	The test consists of answers to questions Number of questions: 5-10. 0.5-1 point for each correct answer.	5 points
Topic 3-4	Test 2	The test consists of answers to questions Number of questions: 5-10. 0.5-1 point for each correct answer.	5 points
Topic 5-6	Test 3	The test consists of answers to questions Number of questions: 5-10. 0.5-1 point for each correct answer.	5 points
Topic 7-8	Test 4	The test consists of answers to questions Number of questions: 5-10. 0.5-1 point for each correct answer.	5 points
Intermediate certification (Appendix 5)			

1st semester (ZAO)	Tickets for the test with a grade	The test requires a written answer to 2 theoretical questions.	max 100 points Students are assessed for their coursework based on their level of achievement in developing the relevant competencies. Assessment is conducted using a point - rating system in accordance with the "Regulations on Academic Ranking." From 85% - excellent From 75 to 84% - good From 51 to 74% - satisfactory Less than 50 % - unsatisfactory
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DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

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

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used. The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

The procedure for converting the rating provided for by the assessment system for a discipline into a five-point system.

High level – 100% - 70% - excellent, good.

Average level – 69% - 50% – satisfactory.

Indicator assessments	On a 5-point scale	Characteristic indicator
100% - 85%	Great	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at a high level
84% - 70%	Fine	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results. There may be some errors that the student can correct independently during the work process (answer , etc.)
69% - 50%	satisfactorily	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 average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to "excellent",
49% or less	Not passed	characteristic indicator corresponds to " unsatisfactory "

7. CONTENT DISCIPLINES

7.1 Contents lectures

Topic 1. Management System as an Object of Research. The Role of Research in Management Development (UK-1)

The essence and content of the control system (CS). The composition and characteristics of the control system subsystems. Control system attributes and principles of its construction. Control system properties.

Topic 2. Methodology of research of control systems

General provisions of research methodology: approaches, methods, principles, goals, objectives, hypotheses, tools, concepts, and organizational procedures. Approaches to research: aspectual, systemic, and conceptual. Research concept: characteristics, principles of construction, and role in the organization and methodology of research. Dialectical approach to research . Principles dialectical approach . Laws dialectics .

Topic 3. Systems analysis as a research method in management (OPK-2)

A systems approach to research and its basic principles. Systems analysis as a tool for a systems approach. Systems analysis object research .

Topic 4. Testing in control systems research

Experimental method. Socioeconomic experimentation as a control element. Testing as a type of experimental study of an existing system. Main testing objectives. Types of testing: stand-alone and integrated, in-kind and simulation , single-factor and multi-factor.

Topic 5. Sociological research of management systems

The essence and main focus of sociological research. Classification of sociological research. Stages of sociological research. Applied sociological research. The essence of the main basic methods of sociological research. Observation methods.

Topic 6. Methods of expert assessments

Classification of methods based on identifying and summarizing the opinions of specialists and experts. Principles work experts . Stages of examination. Forms work expert groups .

Topic 7. Diagnostics of control systems

Management system diagnostics: concepts and types. Organizational pathologies: hereditary and situational. Structural pathologies. Management decision pathologies; their types and symptoms. Organizational behavior pathologies.

Topic 8. Planning and organizing research, its scientific and practical effectiveness

Basic principles of the management systems research planning process. Research plan and program . Contents of sections and stages of the research. Organization of the development and execution of a business plan for management systems research. Development programs research . Organizational principles research .

<p>Topic 2. Methodology of research of control systems Comprehensive approach. Integrated approach. Situational approach. Marketing approach. Innovative approach. Behavioral approach. Process approach to research. Reflexive approach. Research methods: general scientific, specific (formal), and logical-intuitive. Hypothesis and its role in research. Clarification and recording problems .</p>
<p>Topic 3. Systems analysis as a research method in management (OPK-2) Study of the input, process and output characteristics of an organization.</p>
<p>Topic 4. Testing in control systems research Organizing system testing. Measuring quantitative and qualitative characteristics. Methodology testing systems and its stages . Methods collection information .</p>
<p>Topic 5. Sociological research of management systems Method of studying documentation. Content analysis. Method of comparison. Method of measurement. General population and sample. Representativeness of the sample. Formation of a sample for sociological research. Basic rules formulations questions .</p>
<p>Topic 6. Methods of expert assessments Expertise program. Brainstorming method, scenario method, expert assessment method (SWOT analysis), Delphi method, goal tree method, business game method.</p>
<p>Topic 7. Diagnostics of control systems Classification of control system diagnostic methods. Diagnostic methodology and work sequence.</p>
<p>Topic 8. Planning and organizing research, its scientific and practical effectiveness Research methodology. Methodology for rationalizing management apparatus. Forms of research organization in management. Consulting as a form of organizing the process of researching management systems.</p>

7.3. Contents independent work

<p>Topic 2. Methodology of research of control systems Research hypothesis. Types of hypotheses: general and auxiliary, universal and particular, primary and secondary, working, installation, theoretical and practical, predictive and programmatic, etc. Requirements for scientific hypotheses . Principles building hypotheses .</p>
<p>Topic 3. Systems analysis as a research method in management (OPK-2) Systematic representation of job satisfaction. Program systemic analysis .</p>

<p>Topic 4. Testing in control systems research</p> <p>Building a system testing model. Marketing testing. Personality testing. Introductory provisions. Prerequisites and criteria for personality testing. Stages and rules of personality testing. Typology tests .</p>
<p>Topic 5. Sociological research of management systems</p> <p>Types of questions. Organization and conduct of sociological research. Sociological service organization , its tasks and functions .</p>
<p>Topic 6. Methods of expert assessments</p> <p>Objectives and tasks of the methods. Morphological study .</p>
<p>Topic 7. Diagnostics of control systems</p> <p>The essence of express diagnostics of control systems. Basic diagnostic work on control systems.</p>
<p>Topic 8. Planning and organizing research, its scientific and practical effectiveness</p> <p>Sources of information for management systems research. Concluding an agreement for applied management system research. The concept of " research effectiveness" and the principles on which it depends. Sources of social effects: scientific , technical, economic, social, resource, environmental , etc. Setting objectives and establishing effectiveness criteria. Research report. Report structure and key points. Report requirements .</p>

7.3.1. Sample questions for independent preparation for the test/exam
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for the test/exam
Appendix 2

7.3.3. List of coursework
Not provided for in the curriculum

7.4. Student's electronic portfolio
Materials are not posted

7.5. Methodological recommendations for completing the test
Educational plan Not provided

7.6 Methodological recommendations for completing coursework
Educational plan Not provided

8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By statement student

IN purposes availability development programs For persons With limited opportunities health at necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
 - electronic educational resources By discipline V forms, adapted To restrictions their health;
 - studying disciplines By individual educational plan (outside dependencies from forms training);
 - electronic education And remote educational technologies, which provide for possibilities reception and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems, compound which defined RPD.

9. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES

Website libraries USUE

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

Main literature :

2. Afanasyev V. V., Gribkova O. V., Ukolova L. I. Methodology and methods of scientific research [Electronic resource]: Textbook for universities. - Moscow: URAYT, 2022. - 154 – Access mode: <https://urait.ru/bcode/492350>

3. Roy O. M. Methodology of scientific research in economics and management [Electronic resource]: Textbook for universities. - Moscow: URAYT, 2022. - 209 – Access mode: <https://urait.ru/bcode/492536>

Additional literature :

10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE

Scroll licensed software provision :

Astra Linux Common Edition . Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk 000343 from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17, 2018. Term actions licenses - without restrictions term .

MyOffice standard. Agreement No. SK-281 from 7 June 2017. Date conclusions - 07.06.2017. Term actions licenses - without restrictions term.

Microsoft Windows 10 .Agreement No. 52/223-PO/2020 from April 13, 2020, Act No. Tr 000523459 from October 14, 2020. Term actions licenses - Without restrictions term .

Microsoft Office 2016. Agreement No. 52/223-PO/2020 from April 13, 2020, Act No. Tr 000523459 from October 14, 2020 Term actions licenses -Without restrictions term.

List of information reference systems, resources of the information and telecommunications network "Internet":

Reference and legal information system Consultant +. Agreement No. 143/223-U/2025 from December 2, 2025 Term actions licenses to December 31, 2026

Reference and legal information system Guarantee. Agreement No. 58419 from 22 December 2015. Term actions licenses - without restrictions term

**11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS
EDUCATIONAL PROCESS BY DISCIPLINE**

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

7.3.1. Sample questions for independent preparation for the test/exam

1. What is research as a scientific work and a type of cognitive activity?
2. Research of management systems as an integral part of the organization's management.
3. Main characteristics of the study. Goals, objectives, object and subject of the study of control systems.
4. What are the functional role and objectives of research in the development of control systems?
5. The problem as a subject of research. Formulation and justification of the problem.
6. Fundamental principles of control systems research.
7. "Research concept" and types of research of control systems.
8. Scientific hypothesis, its essence and role in research. Requirements for hypotheses.
9. Types of hypotheses and the procedure for their development.
10. What is the research methodology?
11. Dialectical approach to research. Laws of dialectics.
12. The essence and features of the process approach to research.
13. The essence and features of the functional approach to research.
14. The essence and features of an integrated approach to research.
15. The essence and features of the marketing approach to research.
16. Systems approach and its basic principles.
17. Systems analysis of organization management as a tool of systems approach.
18. Testing as a method of studying control systems. Types of testing.
19. Organizing system testing. Tasks and principles of system testing.
20. Testing stages.
21. Methods of data collection during testing.
22. Marketing testing and its role in the study of management systems.
23. Sociological study of the management system: goals, objectives, classification.
24. The essence and classification of methods of sociological research.
25. The essence and main provisions of the observation method.

26. The essence and main provisions of the document study method. Sources of data collection.
 27. Survey as the main method of data collection. Rules for formulating and types of questions.
 28. Basic sampling methods. Representativeness of the sample.
 29. Research methods based on identifying and summarizing the opinions of experts.
 30. Methodology and methods of expert assessments. SWOT analysis.
 31. The essence and features of the “goal tree” method.
 32. The essence and features of the “brainstorming” method.
 33. Scenario-type methods and their criteria.
- Delphi method : requirements and procedure.
35. Research plan and principles underlying it.
 36. Structure, content and main sections of the business plan for research into management systems.
 37. Basic forms, stages and phases of applied research of control systems.
 38. Organizational pathologies: concept, classification. Hereditary pathologies.
 39. Concept and types of diagnostics.
 40. Pathologies of management decisions (key organizational pathologies).
 41. Pathologies of organizational behavior. Diagnostic methods and techniques for diagnosing management systems.
 42. Key questions of the research report to be assessed.

7.3.2. Practical assignments on the subject for independent preparation for the test with assessment

№№	Task content	Competence
Open-ended tasks		
1.	How is the Thompson- Strickland matrix used to generate strategic alternatives?	OPK-2
2.	What methods are used to develop a firm's portfolio strategy?	UK-1
3.	In what situations and for what purpose should the Thompson- Strickland matrix be used ?	UK-1
4.	How are the McKinsey and BCG matrices different? What are their advantages and disadvantages?	UK-1
5.	What is the algorithm of the strategic analysis procedure?	OPK-2
6.	What is the essence of gap analysis? What problems can be solved using this technique?	UK-1
7.	At what stages of the chain is value analysis carried out?	OPK-2
8.	Is it possible to conduct a cost analysis based solely on company information without taking into account the company's closest competitors?	UK-1
9.	What elements are assessed during a PEST EL analysis?	OPK-2
10.	What are the variables in the ADL/LC matrix?	OPK-2
Closed-ended tasks		
1.	The criteria for the quality of the set goals reflect: A) SWOT analysis B) PEST analysis B) SMART method D) ESFAS method	UK-1
2.	The compliance of the organization's intended goals with its actual capabilities is analyzed using: A) SWOT analysis B) PEST analysis B) gap analysis D) ESFAS method	UK-1
3.	To analyze the external environment of an organization, the following are used: A) STEP analysis B) SWOT analysis B) management analysis D) ESFAS analysis	UK-1
4.	To analyze the internal environment of an organization, use: A) STEP analysis B) SWOT analysis B) management analysis	UK-1

№№	Task content	Competence
	D) ESFAS analysis	
5.	To analyze the internal and external environment of an organization, use: A) STEP analysis B) SWOT analysis B) management analysis D) ESFAS method	UK-1
6.	SWOT analysis differs from STEP analysis in that: A) SWOT analysis allows you to synthesize the results of both the external and internal environment organizations B) the subject of SWOT analysis is both the external and internal environment of the organization, and the subject of STEP analysis is only its external macroenvironment B) SWOT analysis is an analysis of the strengths and weaknesses of an organization, while STEP analysis is its opportunities and external threats D) STEP analysis is a type of qualitative analysis, while SWOT is a type of quantitative analysis.	OPK-2
7.	SWOT analysis includes: A) analysis of the competitive advantages of the organization B) analysis of the strengths and weaknesses, as well as the organization's capabilities and potential threats B) analysis of the market macrosystem and specific target markets D) analysis of key success factors of the organization	OPK-2
8.	Porter's competitive analysis model does not include: A) buyers B) suppliers B) substitute goods D) complimentary products	OPK-2
9.	Key indicators of industry analysis: A) industry size B) organizational management structure B) international reporting standards D) the structure and extent of competition	OPK-2
10.	The process of comprehensive analysis of the internal resources and capabilities of an enterprise aimed at assessing the current state of the business, its strengths and weaknesses and identification of strategic issues: A) management analysis B) portfolio analysis B) strategic analysis D) situational analysis	OPK-2

7.3.2. Practical assignments on the subject for independent preparation for the test/exam

Examples of situational problems Infrastructure management

Situation 1: Your opponent claims that a good manager doesn't need to know the fundamentals of the theory of existence and the laws of organizational development, but only needs the gift of persuasion and entrepreneurial savvy. Try to prove otherwise.

Situation 2. Give examples proving that a queue at a stadium ticket office is not an organization. What signs of organization do we not observe in this case?

Situation 3

Suggest several ideas that you will implement if you are appointed director of the company's economic security service (head of the financial and economic service).

Examples of calculation problems

Task 1. Eight experts interviewed are asked to rank the selected factors according to the degree of their influence on the amount of balance sheet profit of a business entity.

The selected factors are: x_1 - revenue, rubles; x_2 — cost price of production, rubles; x_3 — level of product profitability, %; x_4 — turnover of working capital, rpm; x_5 — return on assets, RUB/RUB; x_6 — labor productivity of one employee, RUB.

The matrix of ranks assigned by experts has the following form:

Rank matrix

Factor	Expert Rank*								Sum of ranks by factor
	1st	2nd	3rd	4th	5th	6th	7th	8th	
x_1	2	1	1	1	3	4	1	2	15
x_2	1	2	2	6	1	3	4	1	20
x_3	3	3	4	3	2	2	3	3	23
x_4	4	5	3	2	5	1	5	4	29
x_5	5	4	5	4	4	6	2	5	35
x_6	6	6	6	5	6	5	6	6	46
Total	21	21	21	21	21	21	21	21	168

* The factor that, from the point of view of experts, has the greatest influence on the indicator being studied has the smallest sum of ranks, and the factor that has the weakest influence has the largest sum of ranks.

To determine the degree of agreement between the experts' opinions and the reliability of the examination results.

Task 2. Conduct a diagnostic of the enterprise's activities and determine the priority of tasks for improving the situation if the data presented in the table is available:

Key technical and economic performance indicators of the enterprise

Period		Cost indicators, thousand rubles.
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		Profit	Sales volume	Volume of goods products	Production costs products	Cost of raw materials and materials	Price OPF	Negotiable means	Annual payment fund labor
Basic	5229	17385	190,000	198278	175702	154587	69684	22512	12994
Planned	5130	18508	200,000	203172	179052	158281	72074	25711	13240