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

December 8, 2025

Protocol # 5

Head of the Department Falchenko O.D.

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	Innovation and risk management in international business
Field of study	38.04.02 Management
Profile	International business (on English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
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Ekaterinburg
2025

CONTENT

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)

1. TARGET DEVELOPMENT DISCIPLINES

development of knowledge, skills and abilities in areas related to risk management and innovation in international business.

2. PLACE DISCIPLINES IN STRUCTURE OPOP

Discipline refers to the part formed by the participants of educational relations.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours					Z.e.
	Total for the semester	Contact work (according to			Independent work including preparation of tests and coursework	
		Total	Lectures	Practical classes, including course design		
Semester 3						
Exam	144	16	4	12	101	4

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 of competency achievement
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
UK-5 Able to analyze and take into account cultural diversity in the process of intercultural interaction	ID-1.UK-5 Know: the fundamentals of social interaction aimed at solving professional problems; mechanisms of intercultural interaction in society
	ID-2.UK-5 Be able to: present professional information in the process of intercultural interaction; analyze the characteristics of social interaction taking into account national and ethnocultural characteristics
	ID-3.UK-5 Have practical experience in organizing interactions in a professional environment taking into account national and ethnocultural characteristics; skills in intercultural interaction taking into account cultural diversity

Professional competencies (PC)

Code and name of the competence	Indicators of competency achievement
organizational and managerial	
PC-3 Planning of foreign economic activities of the organization	ID-1.PK-3 Know: Regulatory legal acts governing foreign economic activity product requirements Regulatory legal acts governing state support for foreign economic activity Types, forms and instruments of state support for foreign economic activity Methods and principles of system analysis of foreign economic information Rules for preparing documentation for a foreign trade contract Document flow procedures in an organization Fundamentals of risk management in foreign economic activity Basics of Business Planning Terms of a foreign trade contract Marketing and pricing features Business communication ethics and negotiation rules English language (threshold advanced level B2) Fundamentals of Economic Theory Fundamentals of labor legislation of the Russian Federation Rules of administrative document flow The procedure for preparing established reports Fire safety regulations Occupational health and safety requirements

PC-3 Planning of foreign economic activities of the organization	ID-2.PC-3 Be able to: Use computing, copying, auxiliary equipment and various types of telecommunications To generalize and systematize information about the organization's objectives in the field of foreign economic activity Develop strategic and current plans for the organization's foreign economic activities To generalize and systematize information on the organization's areas of activity
	ID-3.PK-3 Have practical experience (work activities): Preparation of a draft plan for foreign economic activity taking into account the priorities of the organization's foreign economic activity Presentation of the organization's foreign economic activity plan Making, if necessary, additions and changes to the organization’s foreign economic activity plan Coordination and presentation of the final plan for foreign economic activity within the organization
PC-4 Implementation of the strategy and control over the implementation of the organization's foreign economic activity plan	ID-1.PK-4 Know: Regulatory legal acts governing foreign economic activity product requirements Regulatory legal acts governing state support for foreign economic activity Basics of Business Planning Rules of administrative document flow
	ID-2.PK-4 Be able to: Determine priorities and key factors for the development of the organization's foreign economic activities Interact with the organization's departments to identify the overall strategy for the organization's development Coordinate the actions of the organization's employees involved in the implementation of the foreign economic activity plan Manage the organization's resources to implement the foreign economic activity plan
	ID-3.PK-4 Have practical experience: Definition of areas of responsibility in the organization for the implementation of the organization's foreign economic activity plan Monitoring the implementation, achievement of intermediate goals and results of the organization's foreign economic activity plan Monitoring deviations from the implementation, achievement of intermediate goals and results of the organization's foreign economic activity plan Preparation of proposals for adjusting

5. THEMATIC PLAN

Topic	Hours				
	Topic Title	Total	Contact work (according to academic activity)	Self-government.	Control

		hours	Lectures	Laboratory	Practical classes	Job	independent work
Semester 3		117					
Topic 1.	The concept and essence of innovation and risk management in international business	27	1		2	24	
Topic 2.	The role of innovation and risk management in	26	1		2	23	
Topic 3.	Development of innovative potential in industrialized countries and the Russian Federation	18	1		2	15	
Topic 4.	National innovation systems and models of innovative development of countries	28.5	0.5		4	24	
Topic 5.	International technology exchange. International agreements on standards and product requirements. (PC-3; PC-4; UK-1; UK-5)	17.5	0.5		2	15	

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
Current control (Appendix 4)			
Topic 1.	test (Appendix 4)	10-question multiple-choice test	10 points
Topic 3.	test (Appendix 4)	10-question multiple-choice test	10 points
Topic 5.	case (Appendix 4)	case for individual or group work	10 points
Interim assessment (Appendix 5)			
3rd semester (Exam)	Examination tickets (Appendix 5)	The ticket consists of a theoretical question and a practical task.	0-49 - unsatisfactory , 50-69 satisfactory , 70-84 good, 85-100 excellent

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.

Evaluation indicator	On a 5-point scale	Characteristics of the 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 credited	the indicator characteristic corresponds to "unsatisfactory"

7. CONTENT DISCIPLINES

7.1. Lecture Contents

Topic 1. The concept and essence of innovation and risk management in international business (PC-3; PC-4) Innovative focus of economic growth. Innovation as a systemic indicator of economic development in the modern era. Development of innovation theory. Key concepts in innovation research in foreign and domestic traditions. J. Schumpeter's concept of innovative development. Innovative activity from the standpoint of nonequilibrium macroeconomic dynamics. Characteristics of interconnected categories in innovation: "new", "novelty", "innovation", "innovation", "innovation idea", "innovative activity", "innovation process". Typology of innovations by content: product, technological, social, complex innovations. Classification of innovations by degree of novelty: radical and modifying innovations, pseudo-innovations. Life cycle of an innovation and life cycle of an innovation. International innovation management. Concept and main stages of development. Risk management.
Topic 2. The role of innovation and risk management in economic development (PC-3; UK-5) Theoretical research on the role of international innovation management in the global economy. Conceptual approaches to assessing the role of small, medium, and large businesses in innovation and their involvement in it. Assessing the degree of participation of small, medium, and large businesses in innovation in foreign countries and Russia. Limiting factors for entrepreneurs' innovation activities. Factors determining the success of innovative entrepreneurship. The effects of developing innovative entrepreneurship. Risks in innovative entrepreneurship. Marketing and pricing features in the field of international innovative entrepreneurship.
Topic 3. Development of innovative potential in industrialized countries and the Russian Federation (PC-4) Stages of development of innovation management in industrialized countries and the Russian Federation. Forms and methods of developing innovative entrepreneurship systems in foreign countries and the Russian Federation. Key tools for developing innovative entrepreneurship systems in industrialized countries and the Russian Federation. Innovation policy, regulation, and the system of state support for innovation in industrialized countries and the Russian Federation.
Topic 4. National innovation systems and models of innovative development of countries (PC-4; UK-5; UK-1) National innovation systems – definition, essential characteristics. The specifics of the development of national innovation systems in the United States, Western Europe, and Japan. The national innovation system of the Russian Federation. Models of innovative development around the world: the traditional (market) model, the Asian model, and alternative models.

Topic 5. International technology exchange. International agreements in the field of standards and product requirements. (PC-3; PC-4; UK-1; UK-5)

International technology transfer: concept and place in modern international economic relations. Leading countries in the global technology market. Key international regulatory documents in the field of technology transfer. Main types of international technology exchange. Forms of international technology transfer: engineering, franchising, management contracts. International engineering and the specifics of engineering services. Organization and techniques of trade in know-how licenses. Regulatory legal acts governing foreign economic activity in the field of innovative entrepreneurship. International agreements on product standards and requirements.
Regulatory legal acts governing state support for foreign economic activity in the field of innovative entrepreneurship. Types, forms, and instruments of state support for foreign economic activity in the field of innovative entrepreneurship. Rules for preparing foreign trade contract documentation and risk assessment. Document flow procedures within an organization.

7.2 Contents of practical classes and laboratory work

Topic 2. The role of innovation and risk management in economic development (PC-3; UK-5)
The format of the discussion is discussion.
Main questions:
1. How can the role of innovation and international innovation management in the development of the modern economy be determined?
2. What are the roles of small, medium and large businesses in the innovation process?
3. What are the characteristics of international management in small, medium and large businesses?

Topic 3. Development of innovative potential in industrialized countries and the Russian Federation (PC-4)
The format of the event is a structured group discussion.
Main questions:
1. Stages of development of innovation management in industrialized countries.
2. Stages of development of innovation management in the Russian Federation.
Messages:
1. Evolution of innovation management development in countries of the world (country of student's choice).

Topic 4. National innovation systems and models of innovative development of countries (PC-4; UK-5; UK-1)
The format of the event is a structured group discussion.
Main questions:
1. National innovation systems – definition, essential characteristics.
2. Specifics of the formation of national innovation systems in the USA, Western European countries, and Japan.
3. National innovation system of the Russian Federation.
Messages:
1. National innovation systems of the countries of the world (country – student's choice).

Topic 5. International technology exchange. International agreements in the field of standards and product requirements. (PC-3; PC-4; UK-1; UK-5)

The format of the discussion is discussion.
Main questions:
1. Forms of international technology transfer: engineering, franchising, management contracts.
2. Features of the organization and implementation of foreign economic transactions in the field of international technology transfer.

7.3. Contents of independent work

Topic 2. The role of innovation and risk management in economic development (PC-3; UK-5)
The goal is to study the role of innovation management in economic development.
Objective: to identify the role of small, medium, and large innovative businesses in the international context.
Methodological recommendations: study the lectures on topic 2 and additional literature.
Key concepts: the role of small, medium, and large innovative entrepreneurship, international management.
Assignments for independent work
The task is to prepare a presentation report on the topic (optional):
1. The role of innovation and international innovation management in the development of the modern economy.
2. The role of small business in the innovation process.
3. The role of medium-sized businesses in the innovation process.
4. The role of big business in the innovation process.
3. Features of international management in small, medium and large businesses
.

Topic 3. Development of innovative potential in industrialized countries and the Russian Federation (PC-4)
The goal is to study the development of innovation management in different countries of the world.
Objective: to identify the characteristics of innovative entrepreneurship development in industrialized and developing countries and to analyze the development of innovative entrepreneurship in the Russian Federation.
Methodological recommendations: study the lectures on topic 3 and additional literature.
Key concepts: stages of innovation management development.
Assignments for independent work
The task is to prepare a presentation report on the topic (optional):
1. Stages of development of innovation management in industrialized countries.
2. Stages of development of innovation management in the Russian Federation.
3. Evolution of innovation management development in countries of the world (country of student's choice).

Topic 4. National innovation systems and models of innovative development of countries (PC-4; UK-5; UK-1)

The goal is to study national models of innovative business and national innovation systems of countries around the world.

Objective: to conduct a comparative analysis of national models of innovative business and national innovation systems.

Methodological recommendations: study the lectures on topic 4 and additional literature.

Key concepts: national models of innovative business, national innovation system.

Assignments for independent work

The task is to prepare a presentation report on the topic (optional):

1. Specifics of the formation of the national innovation system of the USA.
2. Specifics of the formation of the national innovation system of EU countries (country of choice).
3. Specifics of the formation of the national innovation system of Japan.
4. Specifics of the formation of the national innovation system of China.
5. National innovation system of the Russian Federation.

Assignment for independent work:

Based on the material studied on the topic, complete the tasks and answer the questions posed.

In the modern world, the position of a state is determined by its competitiveness, which largely depends on the country's effective innovation system.

A national innovation system (NIS) is understood as a set of interconnected organizations engaged in the production and/or commercial implementation of knowledge and technologies, and a complex of legal, financial and social institutions that ensure the interaction of educational, scientific, entrepreneurial and non-profit organizations and structures in all spheres of the economy and public life.

There are several models of innovative development for countries, determining the specifics of national innovation systems. Let's consider three basic models of innovative development:

1. The "Traditional" Model. This model is primarily found in developed countries. At its core, it's a model of the full innovation cycle, from the development of an innovative idea to the mass production of the implemented idea. The best example of the traditional model is the US national innovation system.

The "traditional" model includes all components of the innovation system's structure: fundamental science, applied science, research, development, prototype and mass production, various types of expertise structures, financing, and talent development. Thus, the foundation of the US national innovation system is approximately 150 first-class universities, meaning the bulk of innovative research is concentrated in US universities. Another distinctive feature of the US national innovation system is its national laboratories, which are large institutes whose primary focus is developing one important area of applied science.

The national innovation systems of large Western European countries operate somewhat differently.

This type of innovation system has been developed in large European countries with long-standing intellectual and scientific traditions: the United Kingdom, Germany, France, and Italy. Unlike the US model, corporations are less involved in funding fundamental research, preferring instead to commercialize the results of applied research, often commissioned by large universities.

The innovation system of small, highly developed European countries is characterized by a high level of fundamental science, typically funded by the state. These countries include Sweden, the Netherlands, Denmark, Switzerland, and Finland, which boast world-renowned universities . Regional high -tech projects, modeled on Silicon Valley in the United States, are also of great importance. For example, the Energy Valley in Groningen (Netherlands), whose primary goal is to develop energy-saving technologies and alternative fuels to hydrocarbons, is also significant.

2. The "Asian Model." This model differs significantly from the "traditional" model. This model is represented by East Asian countries such as Japan, South Korea, Singapore, and China. The innovation cycle of this model typically lacks fundamental and often even applied science. This innovation model is focused on the export of high-tech products. In its implementation, all technologies are borrowed from countries with a "traditional" model. Abroad, this approach to creating "new" technology is called "reverse engineering." In this sense, the Asian model is very similar to the Soviet model, particularly in civilian industry—the only difference being that Soviet products subsequently had very limited domestic circulation, while Asian economies were characterized by a high propensity to export.

A striking example of the Asian model is Japan (Fig. 1.4). It is noteworthy that it was within the Japanese system that the first forms of tripartite cooperation, known as "San-Kan-Gaku" (1912), emerged: industry (San), government (Kan), and academia (Gaku). Despite the existence and subsequent development of such practices, Japan's national innovation system later focused on technical innovation and cutting-edge technologies, neglecting fundamental knowledge.

3. Alternative models of innovative development are applied in those countries that lack significant potential in fundamental and applied science. In these countries, agriculture still plays a significant role in the economy; large reserves of raw materials, processing technologies, or sales are absent. Consequently, the innovation cycle of these countries lacks fundamental and applied science, and a high-tech cycle is practically nonexistent. Essentially, their innovation policy is focused on borrowing and dissemination, rather than on the creation of new technologies; on the development of education in economics, management, sociology, and labor psychology; on training personnel for the financial and banking sectors; and on the development of segments of light industry, creative industries, and recreation. Much attention is paid to cultivating management for local offices of large transnational corporations, international banks, etc. However, it should be noted that such a reorientation of innovative development from high-tech to high-hume allows these countries to achieve very high rates of economic growth. Examples include countries such as Thailand, Turkey, Portugal, and Chile.

Tasks

1. Based on the material studied, write a description of the NIS of a country of the world (country of the student’s choice).

Security questions

1. Give a definition of a national innovation system?
2. Describe the main models of innovative development in countries. What are the characteristics of each model?
3. How is innovation stimulated within the framework of various innovative development models? What are the main tools for supporting innovative entrepreneurship in

Topic 5. International technology exchange. International agreements in the field of standards and product requirements. (PC-3; PC-4; UK-1; UK-5)

The aim is to study the essence and characteristics of international technology exchange at the present stage.
Objective: to study the organization and techniques of implementing commercial operations in the field of international technology exchange.
Methodological recommendations: study the lectures on topic 5 and additional literature.
Key concepts: international technology exchange, intellectual property,
technology transfer.
Assignments for independent work
The task is to prepare a presentation report on the topic (optional):
1.Forms of international technology transfer: licensing agreement.
2. Engineering as a form of international technology transfer.
3. Forms of international technology transfer: franchising, management contracts.
4. Features of the organization and implementation of foreign economic transactions in the field of international
technology transfer.

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
Coursework is not included in the curriculum.

7.4. Student's electronic portfolio
Posting materials in the student's Electronic Portfolio is not provided.

7.5. Methodological recommendations for completing the test
Completion of the test is not provided.

7.6 Methodological recommendations for completing coursework
Completion of coursework is 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. Kendrick T. Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project:. - , 2022. - 390

3. Dontsova O.I. Innovative Economics [Electronic resource]: textbook. - , 2023. - 217 p. - Access mode: https://znanium.ru/catalog/product/1907056

4. Falchenko O. D., Yurchenko K. P., Stremousova E. G., Prostova D. M., Plyusnina O. M. Innovations and risk management in international business [Electronic resource]: study guide. - Ekaterinburg: USUE, 2023. - 157 - Access mode: http://lib.wbstatic.usue.ru/resource/limit/ump/24/p496362.pdf

5. Falchenko O. D., Yurchenko K. P., Stremousova E. G., Prostova D. M., Plyusnina O. M. Innovations and risk management in international business [Electronic resource]:. - Ekaterinburg: USUE, 2023. - 157 p. - Access mode: https://e.lanbook.com/book/417761

Further reading:

2. Kudina M.V., Sazhina M.A. Economics of Innovative Development [Electronic resource]: Monograph. - Moscow: Publishing House "FORUM", 2013. - 256 - Access mode: https://znanium.com/catalog/product/420170

3. Ivaschenko N.P. Economics of Innovation [Electronic resource]: Study guide. - Moscow: MAKS Press, 2014. - 351 – Access mode: https://znanium.com/catalog/product/534043

4. Ivaschenko N.P. Economics of Innovation [Electronic resource]: Educational and methodological literature. - Moscow: Faculty of Economics, Moscow State University. Lomonosov, 2016. - 81 p. - Access mode: https://znanium.com/catalog/product/967683

5. Dontsova O. I., Logvinov S. A. Innovative economy: strategy and tools of formation [Electronic resource]: Study guide. - Moscow: Publishing house "Alfa-M", 2019. - 208 - Access mode: https://znanium.com/catalog/product/1008664

6. Dezhkina I. P., Potasheva G. A. Innovative potential of the economic system and its assessment (methods of formation and assessment) [Electronic resource]: Study guide. - Moscow: Scientific and Publishing Center INFRA-M, LLC, 2019. - 122 - Access mode: https://znanium.com/catalog/product/1018040

7. Organization and management of foreign economic activity of the enterprise. Study guide. [in 2 parts]. Part 2 [Electronic resource]:. - Ekaterinburg: [USUE Publishing House], 2015. - 208 – Access mode: http://lib.usue.ru/resource/limit/ump/16/p486387.pdf

8. Gorfinkel V. Ya., Bazilevich A. I., Blinov A. O., Bobkov L. V., Zakharov P. N., Markova O. M., Maslova V. M., Popadyuk T. G., Proskurin V. K., Rodionova N. V. Innovative entrepreneurship: a textbook and practical training for undergraduate and graduate students: for university students studying in economic fields and specialties. - Moscow: Yurait, 2015. - 523

9. Gorfinkel V. Ya., Bazilevich A. I., Blinov A. O., Bobkov L. V., Zakharov P. N., Markova O. M., Maslova V. M., Popadyuk T. G., Proskurin V. K., Rodionova N. V. Innovative entrepreneurship: a textbook and practical training for undergraduate and graduate students: for university students studying in economic fields and specialties. - Moscow: Yurait, 2016. - 523

10. Kapustina N.V. Development of an organization based on risk management: theory, methodology , and practice. [Electronic resource]: Monograph. - Moscow: Scientific Publishing Center INFRA-M, 2018. - 178 p. - Access mode: https://znanium.com/catalog/product/975931

11. Yilmaz AK, Flouris T. Corporate Risk Management for International Business:. - , 2017. - 167

12. Olson DL, Wu D. Enterprise Risk Management Models (Springer Texts in Busines and Economics): 3rd edition. - , 2020. - 225

13. Arora AS, Bacouel-Jentjens S, Edmonds JJ Global Business Value Innovations. Building Innovation Capabilities for Business Strategies:. - , 2018. - 145

14. Goffin K., Mitchell R. Innovation Management: Effective strategy and implementation: 3rd Edition. - , 2017. - 413

15. Dodgson M., Gann DM, Phillips N. The Oxford Handbook of Innivation Management:. - , 2015. - 700

16. Levin Yu.A., Pavlov A.O. Innovation Policy [Electronic resource]: Study Guide. - Moscow: Rusains, 2021. - 152 - Access mode: https://book.ru/book/938913

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

List of licensed software:

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

Astra Linux Common Edition. Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk000343 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.

Libre Office. License GNU LGPL. 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.

Appendix 1
to the work program

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

To be credited with a grade

1. Innovative direction of economic growth in the modern era.
2. Development of innovation theory. Key concepts in innovation research in foreign and domestic traditions.
3. The concept of international innovation management.
4. Research on innovation from the perspective of cyclical dynamics.
5. The essence and properties of innovation. Evaluation of innovation activity.
6. Classification of innovations by content and degree of novelty.
7. The concept of technological structures.
8. Models of the innovation process. Phases (stages) of the innovation process.
9. Models of "open" and "closed" innovations.
10. Innovative business modeling. Risk management.
11. Formation of an innovative environment.
12. Modern concepts of innovation management.
13. Sources of innovative ideas. P. Drucker's concept of sources of innovation .
14. The concept and essence of intellectual property. The importance of intellectual property and ways to protect it.
15. The concept of technology transfer. The main reasons for the rapid development of international technology transfer.
16. Forms of technology transfer. Types of transactions regulating the procedure for technology transfer.
17. License agreements. Main types of license agreements.
18. Assessing the commercial potential of the technology.
19. Marketing innovations. Features and areas of marketing support for innovation activities.
20. Diffusion of innovations. Models of innovation diffusion.
21. Analysis of the market of innovative products and services.
22. Risks in innovation management.
23. Goals and priorities of state innovation policy. State regulation of innovation activity.
24. National innovation system: concept, essence, concepts.
25. Models of national innovation systems.
26. Comparative analysis of national innovation systems (3 countries of choice).
27. Venture capital market in Russia and foreign countries.
28. Evaluation of the effectiveness of an innovative project.
29. Performance indicators of an innovative project.
30. Risk management of innovative projects.

Appendix 2
to the work program

7.3.2. Practical assignments for independent preparation for the exam

PC-4: Implementation of the strategy and control over the implementation of the organization's foreign economic activity plan
PC-3: Planning the organization's foreign economic activities
UK-5: Able to analyze and take into account cultural diversity in the process of intercultural interaction
UK-1: Capable of carrying out a critical analysis of problematic situations based on a systems approach and developing an action strategy

Closed type

PC- 3, PC -4, UK-1, UK-5
1. The formalized result of research and development in any field of activity, which is an intermediate result of this activity, in the practical, market use of the achievements of science and technology, is:
a) goods (product);
b) service;
c) innovation;
d) innovation.

PC- 3, PC -4, UK-1, UK-5
2. At the stage of creating an innovative company, the main most frequently used (available) sources of financing are:
a) a) personal savings and grants;
b) b) banks;
c) c) venture funds;
d) d) stock market.

PC- 3, PC -4, UK-1, UK-5
3. The final result in the form of a new or improved product sold on the market, a new or improved process used in practical activities is:
a) invention;
b) innovation;
c) innovation;
d) opening.

PC- 3, PC -4, UK-1, UK-5
4. At the maturity stage of an innovative company , the main sources of financing are:
a) personal savings and grants;
b) banks and stock market;
c) venture funds;
d) business incubators and technology parks.

PC- 3, PC -4, UK-1, UK-5
5. What are the regulatory and legal factors of state regulation of innovation activities:

a) development of market relations;
b) promoting the development of innovative infrastructure;
c) creation of a favorable investment climate in the innovation sphere;
d) guaranteeing the protection of the rights and interests of subjects of innovation activity, in particular, the protection of such rights that are most essential for the development of innovation activity, such as intellectual property rights.

PC- 3, PC -4, UK-1, UK-5
6. Indicate the group where all the specified objects are classified as industrial property (according to Russian legislation)
a) invention, industrial design, utility model
b) trademark, know-how, trade secret
c) scientific works, computer programs
d) copyright , service mark

PC- 3, PC -4, UK-1, UK-5
7. The second stage of the innovation life cycle includes *:*
a) OCD;
b) fundamental research;
c) commercialization;
d) applied research.

PC- 3, PC -4, UK-1, UK-5
8. The stage of conducting exploratory research is characterized by the following risks:
a) refusal to certify the result;
b) lack of results within the specified time frame;
c) market rejection;
d) lower sales volumes than planned.

PC- 3, PC -4, UK-1, UK-5
9. Which stages of the product life cycle are associated with significant risky investments?
a) reduction in production and sales volumes;
b) technological development of new product release;
c) stabilization of industrial production volumes;
research and development to create new products.

PC- 3, PC -4, UK-1, UK-5
10. The method for assessing the economic efficiency of investment projects may be:
a) net present value method ;
b) payback period method;
c) internal rate of return method;
d) method for calculating the break-even point of a project.

Sample open-ended test tasks

PC- 3, PC -4, UK-1, UK-5
11. Arrange the correspondence between the groups of individual and collective methods of

expert assessments and the specific methods related to these groups:

group of expert assessment methods	expert assessment methods
a) individual	1. interview-type assessment
	2. Brainstorming method
	3. Method of morphological analysis
b) collective	4. Delphi method
	5. weighted estimates method
	6. Analytical expert assessment

Example of answer entry: a) 1.7.. ; ….; ….

PC- 3, PC -4, UK-1, UK-5

12. Establish correspondence between the concepts:

a) Venture capital firm	1. Specializes in the implementation of unused patents by technology owners, promotion of licenses to the market, bringing inventions to industrial standards, production of small batches of products with subsequent sale of licenses
b) Engineering firm	2. It is a temporary targeted association of researchers from several related branches of science and technology, as well as managers, to solve specific scientific, technical or production problems.
c) Implementation firm	3. It represents a connecting link between scientific research and development and between innovation and production
d) Profitcenter	4. A temporary organizational structure engaged in the development of scientific ideas and their transformation into new technologies and products, created for the purpose of testing, refining, and bringing “risky” innovations to industrial implementation.

Example of answer entry: a) 1; …. ; ….

PC- 3, PC -4, UK-1, UK-5

13. Match the concepts with their definitions:

a) Innovative management b) Diffusion of innovation c) Fundamental research d) Applied research e) Developments f) Scientific organization	1. The process by which an innovation is transmitted through communication channels between members of a social system over time; 2. They represent original works aimed at obtaining new knowledge, finding ways to use the results of fundamental research; new methods for solving certain problems; 3. A set of principles, methods and forms of management of innovation processes, innovation activities, organizational structures engaged in these activities and their personnel; 4. An organization (institution, enterprise, firm) for which scientific research and development

	is the main activity; 5. Experimental or theoretical research aimed at obtaining new knowledge; 6. Work aimed at creating new products or devices, new materials, introducing new processes, systems and services, or improving those already produced or put into operation.

Example of answer entry : a) 1; …. ; ….

PC- 3, PC -4, UK-1, UK-5

14. The indicator reflecting the proportion between scientific and technical activity and production in the form of the amount of expenditure on science per unit of output is called _____

PC- 3, PC -4, UK-1, UK-5

15. The final result of introducing an innovation with the aim of changing the management object and obtaining an economic, social, environmental, scientific, technical or other result is called _____

PC- 3, PC -4, UK-1, UK-5

16. For the extensive development of the national economy, the presence of cheap _____ is necessary

PC- 3, PC -4, UK-1, UK-5

17. Which innovations take into account the innovative potential and the degree of novelty _____

PC- 3, PC -4, UK-1, UK-5

18. Determine the economic benefit of a machine upgrade if the one-time costs for the upgrade amounted to 180,000 rubles, while the actual and allowable costs for its major repairs were 15,000 and 14,700 rubles, respectively. The upgrade resulted in annual savings in operating costs of 700,000 rubles. $E_н = 0.15$.

PC- 3, PC -4, UK-1, UK-5

19. Insert the missing word into the definition: The form of functional management, the object of which are innovative processes, is _____

PC- 3, PC -4, UK-1, UK-5

20. Insert the missing word into the definition: An activity aimed at activating people working in an organization and encouraging them to work effectively to achieve the goals defined in the plans is _____

PC- 3, PC -4, UK-1, UK-5

21. The introduction of the term innovation is associated with the name _____

PC- 3, PC -4, UK-1, UK-5
22. Insert the missing word into the definition: The first point of the risk curve determines the probability of _____ losses

PC- 3, PC -4, UK-1, UK-5
23. Insert the missing word into the definition: Planned values during the implementation of the forecast are assessed by the concept _____

PC- 3, PC -4, UK-1, UK-5
24. Insert the missing word: The acceptable risk indicator should not exceed _____ value

PC- 3, PC -4, UK-1, UK-5
25. Insert the word: When using the "Risk Transfer" method, the loss is covered by _____

PC- 3, PC -4, UK-1, UK-5
16. Arrange the stages of the innovation life cycle in a logical order

option	stages of the innovation life cycle	stages
a)	development in production	1
b)	diffusion (replication to other objects)	2
c)	routinization (stable, unchanged use)	3
d)	the emergence of a need for an innovation and its creation (acquisition of rights to use the innovation from its owner)	4

Example of answer entry: a) 7; …. ; ….

PC- 3, PC -4, UK-1, UK-5
27. Arrange the stages of management development in chronological order:

option	names of the stages of management development	chronological order
a)	systems approach	1
b)	administrative approach	2
c)	behavioral approach	3
d)	scientific management approach	4
e)	human relations approach	5
f)	situational (project) approach	6
g)	process approach;	7
h)	quantitative approach	8

Example of answer entry: a) 7; …. ; ….

PC- 3, PC -4, UK-1, UK-5

28. Rank the factors of economic growth in order of importance:

option	factors of economic growth	significance of the factor
a)	volumes of fixed capital	1
b)	quantity and quality of natural resources	2
c)	level of education and professional training	3
d)	innovations	4
e)	improving resource utilization	5

Example of answer entry: c) 3; …. ; …. or 2.5…..

PC- 3, PC -4, UK-1, UK-5

29. The expected increase in profit from the introduction of innovation is 800 thousand USD per year. Research return index is 0.5. What is the cost of an innovative project?

_____

PC- 3, PC -4, UK-1, UK-5

30. Total costs are $500, current fixed costs are $400, revenue is $3000, output is 100 units. The break-even point will be equal to (in whole numbers) _____.

PC- 3, PC -4, UK-1, UK-5

31. Goods originating from a developing country are imported into the territory of the Russian Federation from the territory of a customs warehouse in Lithuania.
Will tariff preference be granted for such goods?

PC- 3, PC -4, UK-1, UK-5

32. Suppose that a certain company owns shares worth 1000 USD. There are three decision sets: to buy an additional 500 USD worth of shares (A), to hold the shares (B), or to sell them (C). The probability of a 20% increase in the share price is P1 = 0.6, and the probability of a decrease in the share price is
P2=0.4.

PC- 3, PC -4, UK-1, UK-5

33. To finance a project, a businessman needs to borrow 15,000 units for one year . The bank can lend him the money at 15% per annum or invest it in the business with a 100% return , but at 9% per annum. From past experience, the banker knows that 4% of such clients default on the loan. What should he do? Should he give him the loan or not?

PC- 3, PC -4, UK-1, UK-5

34. In 2009, the company recorded 38 different types of confidential information leaks, in 2010 – 34, in 2011 – 41, in 2012 – 43, in 2013 – 46. As an information security specialist, using the extrapolation method based on the current average annual growth rate of leaks, make a forecast regarding the number of confidential information leaks in your company in 2014.

PC- 3, PC -4, UK-1, UK-5

35. In 2008, the spam analytics department recorded 24,365 spam mailings to the company's corporate email, in 2009 - 26,122, in 2010 - 6,728,994, in 2011 - 35,638, in 2012 - 43,281, in 2013 - 45,289. As an information security specialist, using the extrapolation method based on the current average annual growth rate of mailings, make a forecast regarding the number of spam mailings to the company's corporate email in 2014.

PC- 3, PC -4, UK-1, UK-5

36. The value of an object is 34,000 rubles, and the insured amount and the insured's damages are 70% and 50% of the value, respectively. Determine the amount of insurance compensation under the proportional liability system.

PC- 3, PC -4, UK-1, UK-5

37. Select which methods of reducing economic risks can be used in the following cases.

a) Taking risks	1. The need to ensure protection against material losses of goods during transportation
b) Risk diversification	2. Payment of wage arrears to employees
c) Risk mitigation	3. Selecting multiple currencies for foreign trade transactions
d) Risk transfer	4. Limiting the amount of funds invested in a new project
e) Risk avoidance	5. Creation of own insurance funds designed to cover losses

PC- 3, PC -4, UK-1, UK-5

38. Indicate the correct sequence of stages of project risk management:

Name	subsequence
a) development of measures to reduce the risk level;	1
b) risk taking;	2
c) formation of a risk management team;	3
d) determining the need for risk management;	4
e) holding events;	5
f) control of actions.	6

PC- 3, PC -4, UK-1, UK-5

39. Relate the functions of risk management and their essence.

a) Forecasting in risk management	1. is a check of the organization of work to reduce the degree of risk

b) Organization in risk management	2. represents the development of prospective changes in the financial condition of the object as a whole and its individual parts
c) Regulation in risk management	3. represents the coordination of the work of all links of the risk management system, the management apparatus and specialists
d) Coordination in risk management	4. is a process of bringing together people who jointly implement a program of risky capital investment based on certain rules and procedures
e) Incentives in risk management	5. is an incentive for financial managers and other specialists to be interested in the results of their work, reducing the likelihood of risky situations, and exchanging information
f) Control in risk management	6. an impact on a control object by means of which a state of stability of this object is achieved in the event of a deviation from the specified parameters

PC- 3, PC -4, UK-1, UK-5

40. The purpose of developing any risk management model is to make a profit (yes/no) _____