MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"15" февраля 2024

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"15" февраля 2024

WORKING PROGRAM OF THE DISCIPLINE

"Business Process Risk Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2024

Developer(s):

Senior Lecturer /Ya.V. Nikulin/

Agreed:

Head of the Department of Management,
Ph.D., Associate Professor /E.E. Alenina/

Content

1. Goals, objectives and planned learning outcomes in the discipline

The main goals of mastering the discipline “Business Process Risk Management” include:

– formation of knowledge about modern principles, methods and means of modern management trajectories in relation to risk management of business processes, methods and means of their application in business;

– preparing students for activities in accordance with the qualification characteristics of a bachelor’s degree in the field, including the formation of skills to identify necessary improvements in the organization; ensuring the use of information technologies to improve the efficiency of professional activities.

The main objectives of mastering the discipline “business process risk management” include:

– mastering the methodology, analysis and selection of management technologies for use in professional activities in the organization. mastering the methods and conditions for using management technologies, choosing evaluation criteria, quality indicators, determining the parameters to be verified, the procedure for determining and processing the received management information and its protection.

Training in the discipline “business process risk management” is aimed at developing the following competencies in students:

Code and name of competencies	Indicators of Competency Achievement
PK-5. Able to collect information about business problems and identify business opportunities for the organization	IPK-5.1. Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization’s activities to the extent sufficient to solve business analysis problems. IPK-5.2. Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and

	classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. IPK-5.3. Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.

2. Place of discipline in the structure of the educational program

Discipline "Management of professional trajectory" is one of the

educational elective disciplines of the undergraduate educational program.

The discipline “Professional Trajectory Management” is logically, substantively and methodologically interconnected with the following EP disciplines and practices:

- "Quality management";
- "International Management";
- "Cross-cultural management";
- "Management of distributed communities";
- "Self-management and time management."

3. Structure and content of the discipline

The total labor intensity of the discipline is:

Full-time - 4 credit units, i.e. 144 academic hours (of which 90 hours are independent work of students).

Full-time - part-time - 4 credit units, i.e. 144 academic hours (of which 90 hours are independent work of students).

Second term:

Full-time: lectures – 18 hours, practical classes – 36 hours, form of control – exam.

Part-time/correspondence: lectures – 18 hours, practical classes – 18 hours, form of control – exam.

3.1 Types of educational work and labor intensity

3.1.2. Part-time education

o.	Type of educational work	Number of hours	Semesters	
			seventh	eighth
	Auditory lessons	**36**	36	
	Including:			
.1	Lectures	18		
.2	Seminars/practical sessions	18		
.3	Laboratory exercises			
	Independent work	**108**		
	Interim certification			
	exam			

	Total	**144**		

3.2 Thematic plan for studying the discipline

No. p/p	**Sections/topics disciplines**	**Labor intensity, hour**					
		Total	**Classroom work**				**Independent work**
			Lectures	Seminars/practical sessions	Laboratory exercises	Practical training	
1	Introduction to Business Process Risk Management		4	4			12
2	Identification of business process risks		4	4			12
3	Business process risk analysis		4	4			12
4	Risk management planning and strategies		4	4			12
5	Risk management in business processes		4	4			12
6	Control and audit of business process risks		4	4			12
7	Communication and awareness of business process risks		4	4			12
8	Training and development of risk management culture		4	4			12
9	Continuous improvement and innovation in business process risk management		4	4			12
Total			**36**	**36**			**108**

3.3 Contents of the discipline

Topic 1. Introduction to business process risk management.

Identifying and understanding risks in the context of business processes. The importance of risk management for the effective functioning of business processes. The main stages of risk management in business processes. Methods and tools for identifying and analyzing risks. Practical aspects of risk management in business processes. The role of communication and information in risk management.

Topic 2. Identification of business process risks.

Identification of risks and their significance in business processes. Roles and responsibilities in risk identification. Methodologies and approaches to risk

identification. Tools and technologies for risk identification. Various tools and technologies that can be used to help identify risks. Reasons for the occurrence of risks in business processes

Topics 3. Risk analysis of business processes.

The purpose and objectives of risk analysis. Methods and approaches to risk analysis. quantitative and qualitative methods. Statistical data analysis, modeling, expert assessments, sensitivity analysis. Advantages and limitations of each method and approach in risk management. Assessing the likelihood and impact of risks. Development of a risk management strategy. Strategies for prevention, mitigation, risk transfer and risk acceptance.

Topic 4. Planning and risk management strategies

The role of planning in risk management. A systematic approach to risk identification, analysis and management. The role of the risk management plan in defining risk management goals, objectives and strategies. Development of a risk management strategy. Key aspects of developing a risk management strategy, including setting goals and priorities, analyzing risks, selecting management strategies, assessing effectiveness, and regularly updating the strategy. Selecting risk management strategies. Risk-based planning

Topic 5. Risk management in business processes

Operational, financial, technological, legal and reputational risks. Techniques for ranking risks by their level and importance. Define risk management and decision making strategies. Approaches to risk prevention, risk mitigation, risk transfer and risk acceptance. Monitor and update risk management strategies. Assessing the effectiveness of strategies. Adjusting strategies based on changing conditions and conducting risk audits to ensure alignment with organizational goals.

Topic 6. Control and audit of business process risks

The role of control and audit in risk management of business processes. Goals and objectives of control and audit, as well as their relationship with other components of the risk management system. Business process risk audit. Audit methodology,

including data collection, risk assessment, checking compliance with regulations and standards, conducting internal and external audits. Methods and approaches to control risks, including establishing control points, establishing metrics and indicators, monitoring and tracking, and managing and responding to risks. Improving the risk management system

Topic 7. Communication and awareness of business process risks.

The role of communication and information in risk management. Principles of effective communication, purposes of information and its relationship with other components of the risk management system. Communication strategies for business process risks. Methods for selecting the target audience, correct formulation and presentation of information, the use of various channels and means of communication, as well as effective feedback methods. Stakeholder inclusion. Methods and approaches to identifying stakeholders, their involvement in the communication process, taking into account their interests and needs

Topic 8. Training and development of risk management culture.

The importance of training in risk management. Training methods in risk management. Formal and informal training methods such as trainings, seminars, case studies, internal and external training programs. The importance of leadership, communication and employee engagement in creating a risk management culture. Measuring the effectiveness of training and risk management culture. Effectiveness of development of management culture

Topic 9. Continuous improvement and innovation in business process risk management.

The importance of continuous improvement in risk management. Benefits of continuous improvement, such as improved process quality and reliability, increased customer satisfaction, and reduced costs and schedules. The role of innovation in risk management. Various types of innovation, including technological, process and organizational innovation. Strategies for continuous improvement and innovation. Data processing and analysis in the context of continuous improvement and innovation.

Methods of data collection and analysis, such as statistical methods, visual statistics, cause and effect analysis (fishbone diagram), Pareto charts.

3.4 Topics of seminars/practical and laboratory classes

1 1. Introduction to business process risk management: basics and key concepts.

2. Methods and approaches to identifying business process risks.

3. Risk analysis in business processes: methods and tools.

4. Risk assessment of business processes.

5. Business process risk management strategies.

6. Development of a business process risk management plan.

7. Monitoring and control of risks in business processes.

8. Human factor management in business process risk management.

9. Management of technological risks in business processes.

10. Financial risk management in business processes.

11. Management of operational risks in business processes.

12. Supply risk management in business processes.

13. Risk management in project business processes.

14. Management of changes and innovations in business processes.

15. Internal control and risk management in business processes.

16. The influence of external factors on the risks of business processes.

17. Risk management in international business.

18. Legislative and regulatory aspects in risk management of business processes.

19. Reputation risk management in business processes.

20. The role of information technology in risk management of business processes.

21. Outsourcing and risk management of business processes.

22. Risk management in supply chains.

23. Risk management in conditions of uncertainty and unforeseenness.

24. The role of leadership in risk management of business processes.

25. Management of crisis situations and accidents in business processes.

26. Management of cross-functional risks in business processes.

27. Design and architecture of business processes taking into account risks.

28. Risk management in e-commerce.

29. The role of communication in risk management of business processes.

30. Ethics in risk management of business processes.

31. Strategic risk management in business processes.

32. Risk management in the financial industry.

33. Risk management in healthcare.

34. Risk management in production business processes.

35. Risk management in the service sector.

36. Practical examples and cases of business process risk management.

3.5 Subjects of course projects (coursework)

1. Analysis and assessment of risks in business processes of a small enterprise.

2. The role of risk management in increasing the operational efficiency of business processes.

3. Risk management in large corporations: problems and advantages.

4. Development and implementation of a risk management plan for business processes in the organization.

5. Use of information technology to manage business process risks.

6. Risk management in conditions of economic instability.

7. Analysis and risk management in business processes of a manufacturing company.

8. Application of risk quantification methods in business processes.

9. Risk management in the project activities of the organization.

10. Assessment and management of healthcare risks in the business processes of a medical institution.

11. The role of leadership in the development of risk management of business processes.

12. Innovations and risks in modern business processes.

13. Methods and tools for managing operational risks in business processes.

14. Financial risk management in the business processes of a financial institution.

15. Development of a system of internal control and risk management in business processes.

16. International aspects of business process risk management.

17. Outsourcing and risk management of business processes.

18. Risk management in supply chains.

19. Change management and risks in business processes.

20. Analysis of reputational risks and their management in business processes.

21. The role of ethics in risk management of business processes.

22. Using simulation models to analyze risks in business processes.

23. Risk management in e-commerce.

24. Risk management in the tourism and hotel business.

25. The influence of external factors on the risks of business processes in regional organizations.

26. Risk management in the financial industry.

27. Analysis and risk management in the process of international mergers and acquisitions.

28. Risk management in the field of information security.

29. Development of a system for assessing the effectiveness of risk management of business processes.

30. Risk management in global financial markets.

31. Development and implementation of a risk management program in the business processes of a small enterprise.

32. Application of risk management in startup projects.

33. Risk management in the service sector.

34. Risk management in the process of introducing new technologies into business processes.

35. Risk management in times of crisis: experience and strategies.

36. Analysis and prevention of financial fraud in business processes.

37. The role of insurance in risk management of business processes.

38. Risk management in investment projects.

39. Risk management in real estate and construction.

40. Risk management and public administration: problems and prospects.

4. Educational, methodological and information support

4.1 Regulatory documents and GOSTs

4.2 Main literature

1. Bochkarev, A. A. Management of reliability and sustainability of supply chains / A. A. Bochkarev. — 2nd ed., erased. - St. Petersburg: Lan, 2023. - 264 p. — ISBN 978-5-507-45778-6. — Text: electronic // Lan: electronic library system. — URL:https://e.lanbook.com/book/284003
2. Shapkin, A. S. Economic and financial risks. Valuation, management, investment portfolio: textbook / A. S. Shapkin, V. A. Shapkin. — 12th ed., revised. - Moscow: Dashkov and K, 2023. - 538 p. — ISBN 978-5-394-05412-9. — Text: electronic // Lan: electronic library system. — URL:https://e.lanbook.com/book/316010

4.3 Additional literature

1. Fischhoff, B. Risk: a very brief introduction: monograph / B. Fischhoff, D. Kadvani. - Moscow: RANEPA Case, 2022. - 240 p. — ISBN 978-5-85006-260-6. — Text: electronic // Lan: electronic library system. — URL:https://e.lanbook.com/book/198944
2. Kolbin, V.V. Risk assessment and management / V.V. Kolbin, V.A. Ledovskaya. — 2nd ed., erased. - St. Petersburg: Lan, 2023. - 248 p. — ISBN 978-5-507-46864-5. — Text: electronic // Lan: electronic library system. — URL:https://e.lanbook.com/book/322655

4.4 Electronic educational resources

An electronic educational resource on the discipline is under development..

4.5 Licensed and freely distributed software

Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042 Office applications, Microsoft Office 2013 (or lower) - Microsoft Open License - License No. 61984042 Agreement No. 08-05/13 dated 06/03/2013 Transfer and Acceptance Certificate No. 961, Transfer and Acceptance Certificate No. 385

Operating system, Windows 7 (or lower) - Microsoft Open License – License No. 61984214, 61984216, 61984217, 61984219, 61984213, 61984218, 61984215; Agreement No. 08-05/13 dated 06/03/2013 Acceptance and transfer certificate No. 9 61

5. Logistics support

Auditoriums for lectures and seminars of the general fund: educational tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1 Methodological recommendations for teachers on organizing training

A presentation (from the English word - presentation) is a set of color pictures-slides on a specific topic, which is stored in a special format file with the PP extension. The term “presentation” (sometimes called “slide film”) is associated primarily with the information and advertising functions of pictures, which are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- interactive contact between the speaker and the demonstration material;
- mobility and compactness of information media and equipment;
- ability to update, supplement and adapt information;

Rules for designing computer presentations

General Design Rules

Many designers claim that there are no laws or rules in design. There are tips, tricks, tricks. Design, like any kind of creativity, art, like any way of some people communicating with others, like a language, like a thought, will bypass any rules and laws.

Font design rules:

- Serif fonts are easier to read than sans serif fonts;

- It is not recommended to use capital letters for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation Design Guidelines

In order for the presentation to be well received by the audience and not cause negative emotions (subconscious or fully conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. So, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

Let's consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24–54 points (heading), 18–36 points;
- the font color and the background color should contrast (the text should be easy to read), but not hurt the eyes;
- font type: for the main text a smooth sans-serif font (Arial, Tahoma, Verdana),
- Italics, underlining, bold font, and capital letters are recommended to be used only for semantic highlighting of a text fragment.

Design of graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- It is advisable to avoid drawings in the presentation that do not carry a semantic load, if they are not part of the style;
- the color of the graphic images should not sharply contrast with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
- if a graphic image is used as a background, then the text on this background should be clearly readable.

Contents and arrangement of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 the size of the slide;
- It is desirable to have blocks with different types of information on the page (text, graphs, diagrams, tables, pictures) that complement each other;
- Key words in the information block must be highlighted;
- It is better to place information blocks horizontally, blocks related in meaning - from left to right;
- the most important information should be placed in the center of the slide;
- the logic of presenting information on slides and in a presentation must correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, we must not forget about their content - the text. Under no circumstances should it contain spelling errors. You should also take into account the general rules of text formatting.

After creating a presentation and its design, you need to rehearse its presentation and your speech, check how the presentation as a whole will look (on a computer screen or projection screen), how quickly and adequately it is perceived from different places in the audience, under different lighting, noise, in an environment as close as possible to real performance conditions.

6.2 Guidelines for students on mastering the discipline

A lecture is a systematic, consistent, monologue presentation by a teacher of educational material, usually of a theoretical nature. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to later recall the studied educational material and supplement the content when working independently with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher's thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making appropriate notes from the literature recommended by the teacher and provided for by the curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

Since the student's activity in seminar classes is the subject of monitoring his progress in mastering the course, preparation for seminar classes requires a responsible attitude. During interactive classes, students must be active.

Guidelines for students on organizing independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

If there are students with disabilities, they will be provided with printed and (or) electronic educational resources in forms adapted to their health limitations.

7. Appraisal Fund

7.1 Methods for monitoring and assessing learning outcomes

OS No.	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal Fund
2	Oral survey, interview, (UO)	A means of control, organized as a special conversation between a teacher and a student on topics related to the discipline being studied, and designed to determine the amount of knowledge of the student in a certain section, topic, problem, etc.	Questions about topics/sections of the discipline
2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Test task fund

3	Exam	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Questions for the exam

7.2 Scale and criteria for assessing learning outcomes

PC-5 Able to collect information about business problems and identify business opportunities for the organization.				
Index	Able to collect information about business problems and identify business opportunities for the organization			
	2	**3**	**4**	**5**
know: theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.	The student demonstrates a complete absence or insufficient compliance of the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems	The student demonstrates incomplete compliance with the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems. Significant mistakes are made,	The student demonstrates partial compliance with the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to an extent sufficient to solve business analysis problems, but Minor errors, inaccuracies, and	The student demonstrates full compliance with the following knowledge: interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems, freely operates with acquired knowledge.

		insufficient knowledge is manifested, according to a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	difficulties during analytical operations are allowed.	
be able to: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways	The student is unable or insufficiently able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business	The student demonstrates incomplete compliance with the following skills: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis	The student demonstrates partial compliance with the following skills: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information;	The student demonstrates full compliance with the following skills: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a

and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder	analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected	information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in	present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with	variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality

requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders.	approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders.	accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. Significant mistakes are made, insufficient skills are manifested, according to a number of indicators, the student experiences significant difficulties in operating skills when transferring them to new situations.	the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. The skills have been mastered, but minor errors, inaccuracies, and difficulties are allowed during analytical operations and transfer of skills to new, non-standard situations.	of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. Fluently operates with acquired skills and applies them in situations of increased complexity.

wn: skills in analyzing stakeholder needs; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.	The student does not have or insufficiently possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.	The student has the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions, but significant mistakes are made, insufficient proficiency in skills is manifested in a number of indicators, the student experiences significant difficulties when applying skills in new situations.	The student partially owns: skills in analyzing stakeholder needs; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions,but minor errors, inaccuracies, and difficulties are allowed during analytical operations and transfer of skills to new, non-standard situations.	The student is fully proficient in analyzing the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators of decisions, freely applies acquired skills in situations of increased complexity.

7.3 Evaluation tools

Questions to prepare for the exam in the discipline “Business Process Risk Management”»

1. Basic principles of business process risk management.
2. Methods for analyzing and assessing risks in business processes.
3. Management of operational risks in business processes.
4. Development and implementation of a risk management strategy in the organization.
5. Application of information technologies to manage business process risks.
6. Financial risk management in business processes.
7. Risk quantification methods and their application in business processes.
8. The role of risk management in the project activities of the organization.

9. Healthcare risk management in the business processes of a medical institution.

10. Risk management in the field of information security.

11. International aspects of risk management of business processes.

12. Risk management in production business processes.

13. Development and implementation of a system of internal control and risk management in business processes.

14. Development of leadership and teamwork in the context of business process risk management.

15. Risk management in the field of e-commerce.

16. Risk management in the hotel and tourism business.

17. Analysis and management of risks in supply chain systems.

18. Risk management when introducing new technologies into business processes.

19. Risk management in crisis conditions and strategies for overcoming it.

20. Risk management in the financial industry.

21. Control of reputational risks and their management in business processes.

22. Ethical aspects of business process risk management.

23. Modeling and simulation of risks in business processes.

24. Risk management in global financial markets.

25. Analysis and risk management in international mergers and acquisitions.

26. Outsourcing and risk management of business processes.

27. Risk management in startup projects.

28. Risk management in conditions of economic instability.

29. Analysis and prevention of financial fraud in business processes.

30. Risk management in the service sector.

31. Risk management in real estate and construction.

32. Application of risk methods in investment projects.

33. The influence of external factors on the risks of business processes in regional organizations.

34. Risk management in business processes of a small enterprise.

35. Development and implementation of a risk management program in business processes.

36. Risk management in the design and construction of information systems.

37. Development of insurance models for risk management of business processes.

38. The role of risk management in the innovative development of an organization.

39. Analysis and risk management in payment systems.

40. Risk management and public administration: challenges and prospects.

41. Risk management in international marketing activities.

42. Risk management in business processes of large corporations: features and methods.

43. Assessing the effectiveness of the business process risk management system.

Test questions for the discipline "Business Process Risk Management"

Job number	Contents of the question	Correct answer	Name of the discipline that forms the competence
1.	What does the abbreviation RCM mean in the context of business process risk management? A) Risk and Compliance Management B) Risk Control Method B) Risk Calculation Model D) Risk Control Matrix	D	
2.	What are operational risks in business processes? A) Risks associated with non-compliance with legislation B) Risks associated with the use of outdated technologies C) Risks associated with emergency situations and system failures D) Risks associated with economic fluctuations in the market	D	
3.	What factors should be considered when assessing risks in business processes? A) Probability and possible consequences of risks B) Financial indicators of the organization C) Degree of competition in the market D) Size and structure of the organization	A	
4.	Which of the following methods are used to manage business process risks?	D	

	A) Risk avoidance B) Transfer of risk C) Risk reduction D) All of the above methods		
5.	What is an internal control system in the context of business process risk management? A) A set of procedures and measures aimed at reducing risks B) Automated control system C) A set of rules and norms of conduct for employees of an organization D) Risk monitoring and assessment process	A	
6.	What risks are associated with the introduction of new technologies into business processes? A) Risks of malfunctions and system failures B) Risks of leakage of confidential information C) Risks of technology obsolescence D) All of the above risks	D	
7	What approach is used to manage risks in an organization's project activities? A) Precautionary approach B) Reactive approach B) Combined approach D) Universal approach	A	
8	What aspects should be considered when managing healthcare risks in the business processes of a medical institution? A) Patient safety B) Confidentiality of medical information B) Compliance with medical standards D) All of the above aspects	D	
9	What are reputational risks in the context of business process risk management? A) Risks associated with violation of laws B) Risks associated with a negative impact on the organization’s reputation C) Risks associated with non-compliance with quality standards D) Risks associated with economic fluctuations in the market	B	
10	What risks are associated with the introduction of new technologies into business processes? A) Risks of malfunctions and system failures	D	

	B) Risks of leakage of confidential information C) Risks of technology obsolescence D) All of the above risks		
11	What are operational risks in business processes? A) Risks associated with non-compliance with legislation B) Risks associated with the use of outdated technologies C) Risks associated with emergency situations and system failures D) Risks associated with economic fluctuations in the market	B	
12	What does the abbreviation ORM mean in the context of business process risk management? A) Operational Risk Management B) Organization Risk Management B) Opportunity and Risk Management D) Organizational Resilience Management	A	
	Which of the following methods are used to manage business process risks? A) Risk avoidance B) Transfer of risk B) Risk reduction D) All of the above methods	D	
13	What factors should be considered when assessing risks in business processes? A) Probability and possible consequences of risks B) Financial indicators of the organization C) Degree of competition in the market D) Size and structure of the organization Correct answer: a	A	
14	Which of the following methods are used to manage business process risks? A) Risk avoidance B) Transfer of risk C) Risk reduction D) All of the above methods	D	
15	What is risk management? A) The process of identifying and assessing hazards, and developing strategies and measures to minimize their impact. B) A method for predicting future trends and changes in the market. C) An approach to managing projects and organizational resources.	A	

	D) Responsibility for the security and protection of information in the company.		
16	What stages does the risk management process include? A) Risk identification, risk assessment, development of risk management strategies. B) Planning, execution, control, adjustment. C) Acquisition, use, decommissioning. D) Analysis, design, development, testing.	A	
17	What role does expert opinion play in risk assessment? A) Expert opinion is the main source of information when assessing risks. B) Expert opinion complements the results of data analysis when assessing risks. C) Expert opinion is not important when assessing risks. D) Expert opinion completely replaces data analysis when assessing risks.	B	
18	What risk management methods exist? A) Risk avoidance, risk transfer, risk reduction (minimization), risk self-acceptance. B) Risk incorporation, risk correlation, risk partitioning, risk transformation. C) Risk rejection, risk substitution, risk increase, risk suppression. D) All risk management methods are equivalent and can be used in any situation.	A	
19	What factors can contribute to successful risk management? A) Centralized decision making and lack of communication with stakeholders. B) Regular monitoring and risk assessment. C) Ignoring alarms and warnings. D) Reluctance to make changes to risk management strategies and plans.	B	
20	What is business continuity in the context of risk management? A) The ability of the organization to continue its activities in emergency situations. B) A strategy aimed at completely eliminating risks from business processes. C) The process of preventing risks and eliminating problems. D) Method of forecasting and analyzing risks for future projects.	A	

21	What role does the organizational leader play in risk management? A) He is responsible for all risks associated with the organization. B) It defines the risk management strategy and allocates responsibilities. B) It plays an active role in identifying and assessing risks. D) The head of the organization has no role in risk management.	B	
22	What is a risk management strategy? A) An approach aimed at completely eliminating risks from business processes. B) Action plan for risk prevention and management. C) Risk monitoring and control system. D) A set of measures aimed at reducing risks.	B	
23	Which risk management method involves transferring risk to third parties or insurance companies? A) Risk avoidance. B) Reducing (minimizing) risk. C) Risk transfer. D) Self-acceptance of risk.	D	
24	What are the main types of risks in business? A) Financial risks, operational risks, risks of compliance with legal requirements. B) Technological risks, security risks, risks associated with reputation. C) Competitive risks, risks associated with market changes, pricing risks. D) All of the above types of risks exist in business.	B	
25	What is risk mitigation? A) The process of transferring risk to insurance companies. B) The process of reducing the likelihood and/or impact of a risk. C) The process of accepting risk and its consequences. D) Risk identification and analysis process	B	
26	What role does communication play in risk management? A) Communication allows participants in the risk management process to exchange information and experience. B) Communication helps to identify new risks and problems and prevents their occurrence. C) Communication helps create a culture of risk management in the organization and increases employee awareness.	D	

	D) All of the above answers are correct.		
27	What is reserving in the context of risk management? A) Creation of a financial reserve to cover potential losses associated with risks. B) Allocation of additional resources to eliminate risks and prevent their consequences. C) The process of developing backup plans and alternative solutions to reduce risks. D) Transfer of responsibility for risk management to third parties or insurance companies.	B	
28	What is a business process? A) A division in a company that develops business strategies. B) The management structure of a company responsible for the production of goods or provision of services. C) A systematic sequence of actions aimed at achieving the organization's goals. D) The department responsible for controlling the business operations of the company.	C	
29	What is business process optimization? A) Simplification and automation of actions within the process in order to increase efficiency. B) Expanding the process boundaries to include additional steps. C) Clarifying the goals and objectives of the process to achieve more accurate results. D) Slowing down the process to ensure better quality work.	A	
thirty	What is business process modeling? A) Creating a visual diagram that describes the sequence of actions within the process. B) Analyze past process data to identify strengths and weaknesses. C) Developing a strategy and action plan to achieve the process goal. D) Conducting experiments to determine the most effective methods for performing the process.	A	
31	What is risk outsourcing? A) Transfer of responsibility for managing and minimizing risks to a third party company. B) Receiving additional risks when using outsourcing services. C) The process of introducing new technologies to reduce environmental risks.	A	

	D) Refusal of risk management in favor of complete dependence on the outsourcing company.		
32	What factors should you consider when choosing a risk management outsourcing company? A) The company's reputation and experience in risk management. B) Price of outsourcing services. C) Geographical location of the company. D) Company size and number of employees.	A	
33	What does ethics mean in the context of risk management? A) Compliance with environmental legislation. B) Correct and moral behavior when making decisions about risks. B) Determination of the maximum possible damage as a result of the risks. D) Introduction of automated risk management systems.	B	
34	What is the importance of ethics in risk management? A) Ethics does not play a role in risk management. B) Ethics helps reduce the negative consequences of risky decisions. C) Ethics is only a formal requirement and does not have a significant impact. D) Ethics is a prerequisite for obtaining a risk management license.	B	
35	What does strategic risk management mean? A) Insurance risk management B) Production risk management C) Financial risk management D) Managing risks associated with achieving strategic goals	D	
36	What approach is used to manage strategic risks? A) Proactive approach B) Reactive approach B) Combined approach D) Random approach	A	
37	What measures can be applied to manage strategic risks? A) Risk distribution, insurance, diversification B) Increased risks, bankruptcy, reduction of activities B) Slower growth, investment, consolidation D) Refusal of risks, nursing risks, avoiding risks	A	
38	What sources of information can be used to analyze reputational risks? A) Media and news sources B) Reviews from clients and partners	D	

	C) Social networks and online forums D) All of the above		
39	Which of the following phases of risk management involves risk assessment and quantification? A) Risk identification B) Risk analysis C) Risk response planning D) Monitoring and control of risks	B	
40	Which of the following measures is an example of proactive risk management? A) Creating backup copies of data B) Development of an evacuation plan C) Organization of crisis teams D) Implementation of an automated risk monitoring system	A	
41	Which of the following measures is part of a risk prevention strategy? A) Conducting training on crisis management B) Conducting market analysis to identify new opportunities C) Developing a business plan for unexpected events D) Data analysis and trend identification to predict risks	A	
42	Which of the following measures can be used to manage the risk associated with changes in legislation? A) Risk avoidance B) Transfer of risk C) Risk absorption D) Risk mitigation	D	
43	Which of the following activities belongs to the risk monitoring and control phase? A) Identification of potential risks B) Assessment of the probability and impact of risks C) Changing the risk management strategy D) Development of a risk response plan	C	
44	Which of the following are risk absorption strategies? A) Signing an insurance contract B) Conducting an analysis of the external environment C) Developing an action plan in case of risk D) Establishing automatic control over risks	A	
45	What does the term "potential risks" mean? A) Risks that have already occurred and have negative consequences B) Risks that are expected in the future but have not yet occurred C) Risks that occur within the organization	B	

	D) Risks that occur externally to the organization		
46	What role does communication play in risk management? A) Reduces the likelihood of risk occurrence B) Manages the consequences of risk B) Allows for effective communication of risk information D) Defines criteria and methods for risk analysis	A	
47	Which of the following indicators is associated with assessing the impact of risks? A) Frequency of risk occurrence B) Risk criticality level C) Level of risk control D) The cost of covering risks with an insurance policy	B	
48	Risk is... A) loss of initiative in the market B) The discrepancy between planned and actual indicators C) the occurrence of an unfavorable situation D) receiving excess profits	C	
49	What is risk management? A) The process of identifying, analyzing and managing potential negative events that could affect the achievement of the organization's goals. B) Planning the organization's business strategy. C) Management of the organization's financial resources.	A	
50	What is risk control? A) Method for assessing the severity of risk. B) Employee training program on risk management. C) Monitoring and managing risks in order to reduce their likelihood and consequences. D) Constant reduction in the degree of criticality of risks.	C	

7.3.1. Current control

During the learning process, evaluation means of midterm monitoring of progress are used: reports; surveys; tasks;

Samples of tasks for carrying out ongoing monitoring and exam papers are given in the appendix.

When performing routine monitoring, it is possible to use test material. Samples of control questions and tasks for conducting ongoing monitoring are given in the appendix. When implementing a bachelor's degree program, an organization

has the right to use e-learning and distance learning technologies. All materials are posted in the Moscow Polytechnic Library (https://online.mospolytech.ru/).

When training people with disabilities, e-learning and distance educational technologies must provide for the possibility of receiving and transmitting information in forms accessible to them.

6.1.1. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competencies are formed:

Competency code	**As a result of mastering the educational program, the student must have**
OPK-5	Able to collect information about business problems and identify business opportunities for the organization

In the process of mastering the educational program, these competencies, including their individual components, are formed step by step as students master disciplines (modules) and practices in accordance with the curriculum and calendar schedule of the educational process.

6.1.2. Description of indicators and criteria for assessing competencies formed based on the results of mastering the discipline (module), description of assessment scales.

An indicator for assessing competencies at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

Scales for assessing the results of intermediate certification and their description:

Interim certification form:exam.

Interim certification of students in the form of an exam is carried out based on the results of completing all types of academic work provided for by the curriculum

for a given discipline (module), while taking into account the results of ongoing monitoring of progress during the semester. Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), a grade of “excellent”, “good”, “satisfactory” or “unsatisfactory” is given.

Only students who have completed all types of academic work provided for in the work program for the discipline “Digitalization of Management Processes” are allowed to participate in the intermediate certification (indicate what exactly - they passed the intermediate control, performed laboratory work, made a report, etc.)

Grading scale	***Description***
Great	*All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, abilities, and skills with those given in the tables of indicators, operates with acquired knowledge, abilities, skills, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.*
Fine	*All types of educational work provided for by the curriculum have been completed. The student demonstrates a good correspondence of knowledge, abilities, and skills with those given in the tables of indicators, operates with acquired knowledge, abilities, skills, and applies them in situations of ordinary complexity. In this case, some errors, inaccuracies, and difficulties may be made during analytical operations, transfer of knowledge and skills to new, non-standard situations.*

Satisfactorily	*Not all types of educational work provided for by the curriculum have been completed. The student demonstrates incomplete compliance of knowledge, skills and abilities with those given in the tables of indicators, does not confidently operate with acquired knowledge, skills, abilities, and does not apply them in situations of increased complexity. In this case, errors, inaccuracies, and difficulties may be made during analytical operations, transfer of knowledge and skills to new, non-standard situations.*
Unsatisfactory	*One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.*

Only students who have completed all types of academic work provided for in the work program for the discipline are allowed to take intermediate certification.