

Courses in English for exchange students

Bachelor in International Management IBS RANEPА

<i>Nº</i>	Course title	Semester	ECTS	<i>Level</i>
1.	Business English	Sem1	3	Year 3
2.	International Economic Relations	Sem1	2	Year 3
3.	Marketing	Sem1	3	Year 3
4.	Advertising and PR management	Sem1	2	Year 3
5.	International Management	Sem1	3	Year 3
6.	Fundamentals of Financial Management	Sem1	3	Year 3
7.	Project Management	Sem1	2	Year 3
8.	Quantitative methods in management decision-making	Sem1	3	Year 3
9.	Corporate social responsibility	Sem1	2	Year 3
10.	Business Planning	Sem1	2	Year 4
11.	Strategic Management	Sem1	4	Year 4
12.	Russian Language	Sem1	4	Year 3
13.	Strategies and Tactics of Business Interactions	Sem1	2	Year 4
14.	Strategic Marketing	Sem1	3	Year 4
15.	Production Management	Sem1	3	Year 4
16.	Career Planning	Sem 1	2	Year 3
17.	Russian Language	Sem 2	4	Year 3
18.	Business English	Sem 2	3	Year 3
19.	Cross cultural Management	Sem 2	2	Year 4
20.	Organization Design	Sem 2	3	Year 3
21.	International Finance	Sem 2	3	Year 3
22.	International Credit and Currency Relations	Sem 2	2	Year 3
23.	Organization of Foreign Economic Activity	Sem 2	2	Year 3
24.	International Logistics	Sem 2	2	Year 3
25.	Public service models in Russia	Sem 2	1	Year 3
26.	Innovation Management	Sem 2	2	Year 4
27.	Business Decision Modeling	Sem 2	2	Year 4

SYLLABI

BUSINESS ENGLISH

Designed by: Kalinina V.D., PhD, Associate Professor of the Department of English Language of IBS RANEPА, Novikova E.N., Head of the Department of English at IBS RANEPА.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Outcomes of the module:

Develop the ability to conduct business communication and public speaking, negotiate, hold meetings, carry out business correspondence and maintain electronic communications in English.

Module plan:

The discipline includes two modules, implemented during 5-8 semesters:

Module 1. Business English

Module 2. Preparation for the International Business English Certificate Exam.

FIRST STAGE

Module 1. Business English

Topic 1. Cultures. Human resources. Ethics.

Topic 2. Organization. Changes.

Topic 3. Brands. Advertising.

Topic 4. Money. International markets.

Topic 5. Leadership. Competition.

Module 2. Preparation for the International Business English Certificate Exam. Preliminary.

Topic 1. Corporate culture. History of the company.

Topic 2. Processes and procedures. Suppliers and distributors.

Topic 3. Marketing and advertising. The Internet.

Topic 4. Business trips and business trips.

Topic 5. Teamwork. Contacts and business connections. Employment.

Topic 6. Finance and investments.

Topic 7. Opening a new business.

SECOND STEP

Module 1. Business English

Topic 1. Communication. Building relationships.

Topic 2. Success. Job satisfaction.

Topic 3. Risk. Crisis management.

Topic 4. Management styles. Team building.

Topic 5. Financing of a new enterprise.

Module 2. Preparation for the International Business English Certificate Exam. Vantage.

Topic 1. Professional training.

Topic 2. Environmental problems.

- Topic 3. Financial performance of the company.
- Topic 4. Strategic marketing.
- Topic 5. International business.
- Topic 6. Corporate social responsibility.

THIRD STEP

Module 1. Business English

- Topic 1. Professional training. Employment.
- Topic 2. Environmental problems. Corporate social responsibility.
- Topic 3. Banks and banking services. Financial instruments.
- Topic 4. Public-private partnerships. Project management.
- Topic 5. Strategy. Marketing strategy.
- Topic 6. Counseling.

Module 2. Preparation for the International Business English Exam

Business English Certificate. Vantage.

- Topic 1. Professional training.
- Topic 2. Environmental problems.
- Topic 3. Financial performance of the company.
- Topic 4. Strategic marketing.
- Topic 5. International business.
- Topic 6. Corporate social responsibility.

Current and final assessment:

Final assessment is administered in the form of tests (5,7 semesters) and examination (6,8 semesters)

Essential reading:

First stage

1. Textbook of English with an electronic workbook:
David Cotton, David Falvey, Simon Kent. Market Leader. Upper-Intermediate. 3rd Edition. Pearson Education Limited, 2013;
2. Whitby N. Business Benchmark. Pre-intermediate to Intermediate SB. BEC Preliminary, 2006

Second and third stages

1. Textbook of English with an electronic workbook:
David Cotton, David Falvey, Simon Kent. Market Leader. Upper-Intermediate. 3rd Edition. Pearson Education Limited, 2013;
2. David Cotton, David Falvey, Simon Kent. Market Leader. Advanced. 3rd Edition. Pearson Education Limited, 2013;
3. Nina O'driscoll, Fiona Scott-Barret. BEC Vantage Masterclass, Oxford University Press, 2008

INTERNATIONAL ECONOMIC RELATIONS

Designed by: Kuznetsova G.V., Ph.D.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

The formation of basic knowledge in the field of international economic relations, international security and international law, necessary to understand the specifics of doing business and entrepreneurial activity in the international environment

Intended Learning Outcomes:

Knowledge level:

Upon completion of the module the students are expected to know:

- problems of development of the world economy and international economic relations;
- the main elements of the world economy, the logic of the study of these main elements of the modern world economy, which are in a certain interconnected complex;
- the activities of international monetary organizations;
- Russia's position in the world economic system, the specifics of its foreign trade policy;

Competence level:

Upon completion of the module the students are expected to be able to:

- analyze the main trends in the development of the world economy in the context of globalization;
- analyze trade policy;
- characterize the integration processes in the world on the example of the three most important regions of the world (Western Europe, North America and the Asia-Pacific region);
- analyze the main trends in the cross-border movement of capital;
- determine the role and place of TNCs in the world economy;

Skills level:

Upon completion of the module the students are expected to have the skills of:

- analysis of the development and functioning of the world economy;
- identifying the main trends and problems of world economic development;
- presentation of the main processes and phenomena of the economic life of the world community;
- identifying conditions and prerequisites conducive to Russia's participation in the world economic system.

Module plan:

Topic 1. Concept, stages and trends in the development of the world economy.

The concept of the world economy. Formation and essence of the world economy, its subjects and mechanisms. International economic relations as a component of the world economy. The essence and characteristics of the main forms of International Economic Relations. International division of labor. Assessment of the country's participation in International Division of Labour. Classification of countries.

Topic 2. The place of international trade in the world economy.

International trade in the International Economic Relations system. Factors of accelerated growth of world trade in the post-war period. Volume and commodity structure of world trade at the present stage. Geographic distribution of world trade.

Topic 3. International trade in services.

The concept of service. Classification of services used in the world trade. Features of trade in services (methods of providing services). The place of services in the global economy. Dynamics and sectoral structure of international trade in services. Major exporters and importers of services.

Topic 4. The nature, goals and means of trade and economic policy.

The concept and goals of foreign economic policy. The main features and directions of trade and economic policy. Correlation of trends towards protectionism and free trade. The main means of regulating imports of states (tariff and non-tariff methods). Means of forcing exports in the trade and political practice of countries.

Topic 5. WTO / GATT: the main objectives and principles of activity. The role of the WTO in the liberalization of the world trading system. Russia and the WTO.

General Agreement on Tariffs and Trade: Main Objectives and Principles of Operation. Results of the main rounds of negotiations within the framework of the GATT. Creation of the World Trade Organization. Functions and tasks of the organization, development prospects. Problems and prospects of Russia's accession to the WTO.

Topic 6. International movement of capital. TNK activities

Driving forces and reasons for cross-border movement of capital. The main forms of capital export; the leading role of direct investment. Features of the export of capital in the 80-90s. Leading importers and exporters of capital. The concept of TNCs, their signs and causes. The place and role of TNCs in the world economy.

Topics 7-8. Integration processes in the modern world.

The concept and prerequisites of integration processes. The main centers of regional economic integration. The main stages of the development of international economic integration. Features of the Western European model of integration. The evolution of European economic integration. Maastricht Treaty: goals, main stages and problems of creating an economic and monetary union.

North American Free Trade Area (NAFTA): purposes of creation, outcomes of activities. Integration processes in the Asia-Pacific region.

Topic 9. International monetary and financial and credit organizations and their role in the world economy.

IMF, history of creation, mechanism and features of activity. The World Bank Group, its place and role in modern international economic relations, the European Bank for Reconstruction and Development: goals of creation and mechanisms of activity.

Topic 10. Russia in the world economic system.

The place of Russia in the system of world economic relations. Volume and dynamics of foreign trade. The structure and development trends of exports and imports. Russia in the global direct investment market. Foreign investments in the Russian economy and issues of increasing their efficiency. Russia's external debt and ways of its settlement. Debt of foreign states to Russia. Economic relations of Russia with neighboring countries. Russia's participation in International financial organizations.

Module workload: 2 ECTS, 34 academic hours

Current and final assessment: case studies and practical tasks.

Final test is administered in the oral form (answers to questions based on the module content).

Essential reading:

1. Polyakov V.V. International economic relations. Textbook and workshop for academic bachelor's degree Yurayt-Izdat, 2016, Access mode: www.biblio-online.ru/book/CCFDDCEB-C72A-4D86-8A7B-91F499021879
2. Pogorletskiy A.I. International economic relations. Textbook for Academic Bachelor's degree, Urayt, 2016, Access mode: www.biblio-online.ru/book/D583371A-D6D1-4396-B4FA-83ACFE1E776D

3. Gurova I.P. World Economy and International Economic Relations: Tests, Exercises, Problem Situations: Textbook. - M.: Delo, 2003

MARKETING

Designed by: M.M. Bernstein, Ph.D., Associate professor of the Department of Management of IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Module plan:

Topic 1. Understanding the essence of marketing. Marketing activities.

The concept and essence of marketing. Basic marketing concepts. Prerequisites for effective functioning of marketing.

Demand and types of marketing. Developing marketing. Conversion marketing. Incentive marketing. Remarketing. Synchrome Marketing. Supporting marketing. Demarketing Counter-marketing. Marketing management concepts. The concept of production improvement. The concept of product improvement. Sales concept. The concept of "consumer" marketing. The concept of social and ethical marketing. Differences in the activities of enterprises with a marketing and marketing strategy. Relationship marketing concept. Tasks, functions and events of marketing. Integrated marketing program. The structure of the marketing program. Strategic and tactical marketing. The evolution of marketing.

Topic 2. Marketing information system

The content and implementation of the analytical function of marketing in the organization. Marketing information: concept, types, requirements, sources. Collecting information. Internal and external marketing information. The study of factors of the external environment of a company. The concept and sources of primary and secondary information. Elements of a marketing information system.

The system of business (marketing, competitive) surveillance (intelligence).

Studying and understanding the market. Key concepts related to market research: market and demand, potential, affordable and qualified market, target and developed market, total market demand, market size and capacity, primary demand and market potential. The main methods for determining the market capacity. The main directions of studying consumer behavior.

Marketing research system. The main stages of the study. Search (probing) and final research.

Quantitative and qualitative methods of collecting primary information. Methods of exploratory studies. Methods of descriptive and causal research.

Topic 3. Customer behavior in consumer markets. Industrial marketing

Consumer purchasing behavior. A detailed model of customer behavior. Features of consumer behavior with a low and high degree of involvement in the buying decision process. The hierarchy of consumer decisions. The process of making a purchasing decision. Buyer roles. Problem awareness. Search for information. Evaluating options. Models for evaluating optimal choices. The process of making a purchase. Reaction to the purchase. A model for meeting expectations.

Buyer characteristics and factors affecting customer decisions. Cultural factors. Microculture and ethnic patterns. Social factors. The influence of reference groups. Roles and statuses. Personality factors. Factors affecting family purchases. Psychological factors. Motivation. Perception. Training. Relationship components. The study of consumer relations using multivariate models.

The main characteristics of industrial markets. A model of consumer behavior in the industrial market. The main factors influencing the behavior of buyers in industrial markets

Topic 4. Development of a customer-oriented marketing strategy.

Market segmentation. Conditions for effective market segmentation. Definition of signs (variables) of segmentation of the consumer goods market and the market of goods for industrial purposes. Hyper-segmentation and counter-segmentation. Drawing up profiles of identified segments. Selection of target market segments. Assessment of the degree of attractiveness of identified segments. Porter's Five Forces is a framework for analyzing a company's competitive environment. Factors that determine entry barriers for a novice competitor. Identification of priority competitors and determining the strength of their position. Polygon competitiveness. Choosing a market coverage strategy. Undifferentiated marketing. Differentiated marketing. Concentrated Marketing. Factors influencing the choice of market coverage strategy. Marketing strategies for market segments. Differentiation and positioning of products. Product positioning in the market. Theory of competitive advantage. External advantage and differentiation strategy. Internal competitive advantage and cost leadership strategy. Positioning the product in each of the target segments based on competitive advantages. Theory of "unique selling proposition" (USP). Product positioning schemes and consumer preferences. Positioning errors. Basic positioning strategies. Development of a marketing mix for each target segment.

Topic 5. Product strategy

Multi-attribute product model. Prerequisites for the formation of multi-attributive composition of goods.

New product development strategy. The concept of "new product". The main stages of product development: from generating ideas to the deployment of commercial production. The concept of the product life cycle. Characteristics of the main stages of the life cycle of goods. Diffusion of goods in the market. Marketing strategies at various stages of the product life cycle.

Product assortment and assortment policy of the company. Product range and product nomenclature. The main indicators of the product range: breadth, completeness, updatability and stability. Factors affecting the formation of the product range. Managing a portfolio of product orders. The formation of the product portfolio. Ansoff matrix. Matrix of the Boston Advisory Group (BCG). Portfolio analysis. Market cannibalization.

Topic 6. Pricing Management

Price as an element of marketing programs. Marketing principles of pricing management. Goals achieved through pricing. The importance of price decisions.

Price and total consumer costs. Pricing factors: concept and classification. The 4C model. The study of pricing factors. The study of demand factors in price decisions.

The choice of priority orientation in determining the base price level. Cost-oriented pricing. Market-oriented pricing methods: demand and competitor orientation.

Pricing for new products. Penetration strategy (lasting market penetration), skimming strategy, neutral pricing strategy.

Price strategies in the framework of product range. Price positioning of products.

Price change strategies. Pricing management and sales promotion.

Topic 7. Management of marketing channels

The concept of marketing channels. The need for marketing channels. The main flows in the marketing channels. Functions and activities in the channels. Characteristics of the marketing channel: type, level, length, width, degree of distribution intensity. The concept of wholesale, retail, corporate and irregular channels. Participants of the marketing channels.

Company decisions on channel design. Factors affecting the structure of channels. Marketing logistics.

Market coverage strategies. Intensive and selective marketing. Exclusive sales and franchise systems. Communication strategies in the distribution channel. Push and pull strategies. Retail management. Trading companies. Trade marketing. Development of marketing functions in retail.

Direct marketing and its tools. The Internet and the development of marketing channels. Interactive marketing and e-commerce.

International aspects of the development of marketing channels.

Topic 8. Marketing communications

Promotion of goods and its functions. Stages of developing effective communication.

Advertising. The role of advertising in marketing. Classification of advertising. Development of an advertising program. Determining the goals of advertising. Creating an ad. The choice of media. The choice of specific advertising media. Elements of media planning.

Sales promotion. Features of sales promotion activities. "Hard" and "soft" methods of sales promotion. Features of sales promotion techniques at various stages of the product life cycle. Sales promotion addressed to consumers, sales staff and intermediaries.

Personal selling. The relationship between personal selling and marketing. Sales office management. The principles of personal selling. Holding a trade presentation. Assessment of the activities of sales staff.

Public Relations. Functions of public relations. The public and public opinion. Relations with the media. Mass communications and media. Work with the press. Monitoring publications in the press. Work with radio and television. Relations with consumers. Relations with the state and local community. Lobbying. Working with local governments and the local community.

Module workload:3 ECTS, 48 academic hours

Current and final assessment:

Examination

Essential reading:

1. Sved Hollensen. Marketing Management: A Relationship Approach, Financial Times/Prentice Hall, 2010
2. F. Kotler, KL Keller, "Marketing Management", 12th edition, Peter Publishing House

ADVERTISING AND PUBLIC RELATIONS MANAGEMENT

Designed by: S.Isaev, PhD. Associate professor of the Department of Humanities, Business Ethics and Social Responsibility of IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

The formation of the ability to analyze consumer behavior and influence demand in a competitive environment and target audience opinions.

Intended Learning Outcomes:

Upon completion of the module the students are expected to know:

- theories and concepts of integrated marketing communications, including advertising;
- the structure and mechanism of the functioning of the media, including Internet media, and other types of marketing communications.
- theories and concepts of mass communication, including public relations;
- structure and mechanism of functioning of the media, including Internet media, and other types of mass communications

Upon completion of the module the students are expected to be able to:

- confidently navigate the thematic marketing field;
- ability to make decisions adequate in the real business situation in the field of marketing communications;
- segment, position and identify target groups when promoting goods or services on the market;
- collect and structure information for the preparation of briefs and technical tasks of advertising campaigns.
- confidently navigate the thematic information field;
- make decisions appropriate for real business situations in the field of mass communications;
- segment, position and determine the target audience of the public when promoting goods or services on the market;
- collect and structure information for the preparation of press releases and news for corporate Internet resources, for the preparation of briefs on the development and implementation of PR campaigns

Module plan:

Topic 1. Advertising and public relations: distinctive features and peculiarities. Theories of mass communication. The place and role of integrated marketing communications in everyday business practice. Advertising and public relations as integral parts of integrated marketing communications. The relationship and interdependence of advertising and public relations. Basic concepts and terms of the academic discipline. Advertising and public relations (PR). Publicity. ATL, BTL, and TTL ads. Event marketing and special events. Promotion.

Topic 2. Advertising. Legislative regulation of advertising. Classification of advertising. The main types of advertising media. Legislation on advertising, mass communications and intellectual property. Federal Law "On Advertising". Federal Laws "On the Mass Media", "On the Protection of Consumer Rights"; Civil Code of the Russian Federation, part IV. Advertising classification: by target audience; by function and purpose; by territory; by advertising media; historical classification. The main types of advertising media. Advantages and disadvantages. Television, radio, print media, print

advertising, outdoor advertising, transport advertising, direct mail, souvenir products, POS advertising, product placement, native advertising. Advertising and promotion on the Internet.

Topic 3. Advertiser and advertising agency. Organization of the advertising service of the organization. Basic principles and practice of interaction with an advertising agency. The trinity of advertising: advertiser, advertising producer, advertising medium. The advertiser as a key link in the advertising process. The concept of advertising management. Functions of the advertising service of the company. Advertising budget. Terms of Reference (brief). Advertising campaign. Types of advertising campaigns. Implementation of the company's advertising activities: independently (indoor) or through an advertising agency (outsourcing). Advertising agency. Types of advertising agencies. The structure of an advertising agency. Functional responsibilities within an advertising agency (creative, media, production, customer service). Legal and financial base of interaction with an advertising agency. Agent fee and commission. Royalty. Criteria for choosing an advertising agency. The main approaches to working with an advertising agency.

Topic 4. Preparation, organization and implementation of advertising campaigns. Methods for evaluating advertising campaign effectiveness. Preparation of an advertising campaign. Segmentation. Positioning. USP. Target audiences. Advertising strategy and tactics. Research in advertising. Development and production of advertising. Stages of the creative process. Creativity in advertising. Ethics and aesthetics of creativity. Advertising concepts. Design layout. The original layout. Advertising production. Copywriting. The structure of the advertising text. Taglines. Media Planning. Terminology. Media audience. The choice of media (advertising media). Media Plan Purchase of advertising time / space. Scheduling for advertising. Monitoring of advertising campaigns. Advertising testing. The effectiveness of advertising. Evaluation of advertising campaign effectiveness - economic, communicative and psychological effectiveness.

Theme 5. Public Relations / Public Relations (PR). PR regulation. Types of PR. Communication channels. Internal corporate PR. The concept of "public relations" / PR. PR and propaganda. "Colors" of PR. PR regulation in Russia. Types of PR: state, political, pre-election (political technology), business PR, non-profit PR (social advertising). Business PR: "classic" corporate, GR (Government Relations) / lobbyism, IR - investor relations, MR - media relations, crisis PR, corporate PR, Internet PR. Constants of business PR. "Strong" and "vulnerable" information topics, a hierarchy of information topics. Identification of priority within the framework of PR activity of state institutions, political and public organizations / figures, opinion leaders. Communicators and commentators on behalf of a company / organization. "Public" in the broad and narrow sense. Media preferences of the public.

Topic 6. Media Relations - working with the media. Public Relations Technologies. Preparation and conduct of PR campaigns. Assessment of the effectiveness of PR campaigns. Media Relations. The organizational structure of the media. Media editors. Identification of priority media for a company / organization. Publicity/news opportunities. Relations with reporters. Events for the press. PR technologies: speeches, presentations, special events, corporate events, company visits, telephone / on-line conferences. The image of a leader. Working in public / professional organizations and associations. Participation in conferences / seminars. Intra-corporate PR, tools: corporate publications, management meetings with the team, corporate events, professional contests, etc. Corporate (company) style, souvenir products. Preparation and conduct of a PR campaign: analysis of the situation, determination of goals / objectives, identification of target audiences, choice of communication channels, identification of communicators, budget, campaign plan, campaign schedule, monitoring framework. Assessment of PR campaign effectiveness.

Topic 7. Internet promotion: Internet advertising and PR. Promotion in social media. Types of Internet resources: business card website, promotional website, corporate website, portal, search

engine, Internet media, social network, blog, site directory and site rating. Corporate websites: structure, navigation, design, moderation, hosting. Promotion tools: SEO, SMO, SMM. Online advertising, advantages and disadvantages. Types of Internet advertising: display and contextual advertising. Banners and pop-ups. The main operators of contextual advertising. Ads for contextual advertising, the launch of a contextual advertising campaign. Geocontext advertising. Special projects on the Internet. Viral and native advertising. Newsletters by email. Payment models for online advertising. Social networks. Advertising on social networks. Evaluation of the effectiveness of Internet advertising. Internet PR. Online media and online media. Blogs, PR in the blogosphere. Working with Twitter. On-line events for the media. Social media and social networks. PR in social networks. Promotion in social media: development and maintenance of a corporate page in social media. The problem of evaluating the effectiveness of Internet PR.

Module workload: 3 ECTS, 52 academic hours.

Current and final assessment:

Current assessment – oral quizzes, essay.

Final assessment - a written test.

Essential reading:

1. Schepilov, K.V. Fundamentals of advertising: a textbook for bachelors / K.V. Schepilov, G. G. Schepilova. - M.: Publishing house Yurayt, 2013 .-- 521 p. - (Series: Bachelor. Academic Course). - ISBN 978-5-9916-2477-0. Access Mode: www.biblio-online.ru/book/26DB7564-6C1C-4BCB-B52C-F8D5518EC589
2. Sinyaeva, I. M. Advertising and public relations: a textbook for bachelors / I. M. Sinyaeva, O. N. Zhiltsova, D. A. Zhiltsov. - M.: Yurayt Publishing House, 2013 .-- 552 p. - (Series: Bachelor. Academic Course). - ISBN 978-5-9916-2249-3. Access Mode: www.biblio-online.ru/book/23DB8894-2A5A-4A4A-A0DA-E876CD6B64D1
3. Mudrov A.N. Advertising Basics, Infra-M, 2014

INTERNATIONAL MANAGEMENT

Designed by: Martirosyan E., PhD, Associate Professor of the Department of Management of IBS.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

I. Summary of Module Content:

This module focuses on the theoretical and practical aspects of international business and management development in contemporary conditions and the best business practice of international companies. The emphasis throughout is on the integration required in managing an organization operating in a multitude of geographic markets, and the issues involved in ensuring implementation of international business plans.

II. Module Aims:

The module aims:

- To develop an understanding of the main trends in international business and management.
- To develop an understanding of the role of international business and management in the global integration processes.
- To determine the theoretical models and practical tools of management in terms of global business, based on the best business practice of international companies.
- To determine alternative profit generation sources in international business in the environment of strong competition, resources limitation and their constantly increasing price.
- To consider the ways of optimization of key business-processes for cost-savings in operations and the increase in turnover.

III. Learning Outcomes:

On successful completion of this module, students will be able to:

- move to another line of business
- make management decisions and assess their consequences
- be fluent in a foreign language as a means for professional communication
- skilful in public, business and scientific communications
- manage organisations, structural units, teams, staff, and projects
- to develop a corporate strategy mainly related to the new international market entries
- to develop organisational development and change programmes
- apply strategic analysis method
- analyse the external and internal environment of a given organisation operating across several countries
- evaluate and prioritise international business development opportunities

IV. Module Content

Introduction

Specifying the key course targets and learning outcomes. We identify the key targets of international business and their evolution such as – cash flow, EBITDA, Market capitalisation, ESG, TSR. Also emphasizing the role of the key stakeholders in business model development.

International Business environment. Corporate pressure and ways to develop

This topic specifies the key elements in international business environment and their influence on business and corporate management goals and structure. We consider together the business situation “Stuck-in-the-middle” by the way outs as M&A strategy (synthetic growth) and downsizing (organic growth).

Multinationals – new wave of competition. M&A strategies, synergy effects

By this topic students are considering the criteria’s for the multinational companies, key specifics and essences of modern MLT companies, stages of their development, comparison analysis with the organic and synthetic growth. As synthetic growth we consider M&A strategies and synergetic effects, types of synergies – commercial, operational, service and financial synergy.

Foreign direct Investments. Market share strategic knowledge

By this topic we consider the investment and financial strategies of multinational companies in new market entry via foreign direct investments. Market analysis and market share evaluation before the business penetration. We consider the alternative scenarios for the new market entry – direct export, licensing, franchise, joint-venture, operational cluster, M&A.

Value Chain design operations. Distribution strategies

This topic is dedicated to the value chain preparation and the ability to built up the cost-to market calculation for the product and service price and value. The key aspect of the value chain design is EVA – economic value added creation for the sustainable business development. We consider also the distribution strategies as the value chain model implementation. We discuss the differences in work between the wholesalers, distributors, dealers, the logistic providers.

Global Marketing tendencies. Innovations in international business

This topic is specifying the key trends in marketing strategies and innovations in international business and management. We consider the differences between the product and business model innovations. The Blue Ocean strategy is coming as the key instrument in new market creation – we consider The Red Bull, Ryan air, Zara fast Fashion business cases.

Corporate commercial policy design. Corporate cost analysis and optimization strategies

This topic is dedicated the content of the corporate commercial policy and the ways how the companies are controlling the commercial and operational costs. We specify the types of commercial and operational costs and use the modern technologies in the cost optimization programs.

Operational management. Corporate control implementation

By this topic we consider the operational management and management control basic and advanced technics and methodologies based on the business processes automatization. We consider ERP systems (Oracle, SAP) – the implementation and management.

Planning approaches, S&OP planning

This topic is fully dedicated to the modern approaches and solutions in business planning. We consider the “window” and “mirror” approaches in planning operations. The key idea also is used as the incorporation of collegial top boards (shareholders meeting, board of directors, supervisory boards, management boards) in corporate planning activity.

Global HR cost management

The last topic is dedicated the HR cost optimisation programs, HR Partnership as the new alternative HR strategic solution for the flat management structures creation. By this topic we consider also the new staff motivation methods as Options – Shareholder, Phantom, Work.

Current assessment - Current assignments, Presentations, Case Study

Final assessment - Written exam

Sources (books, articles, internet):

1. Christoph Lymbersky “Market Entry Strategies” (Management Laboratory press) 2009.
2. Charles W. L. Hill “International Business. Competing in the Global Marketplace”, 6, 2007.
3. Donald A. Ball, Paul L. Frantz «International Business». The challenge of Global competition. 10-th edition 2007
4. Julies Goddard, Tony Eccles “Uncommon Sense and Common NonSense”, 2012

SSRN web articles

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=231202

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=617101

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=553561

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1471

FUNDAMENTALS OF FINANCIAL MANAGEMENT

Designed by: S.G. Avrutskaya, Ph.D., Associate professor, Department of Quantitative Methods in Management

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Mastering the basic methods of financial management for asset valuation, working capital management, investment decisions, financing decisions, the formation of a dividend policy and capital structure of the company in the national market

Intended learning outcomes:

Upon completion of the module the students are expected to know:

- fundamental concepts of financial management;
- sources of information about the financial situation and financial results;
- concepts of the time value of money; fundamental relationship between risk and profitability;
- the main sources of business financing;
- advantages and disadvantages of borrowed funds and equity as sources of financing a business;
- the concept of weighted average cost of capital;
- structure and composition of the working capital of a company;
- the main approaches to optimizing the structure of working capital;
- methods of managing specific elements of working capital;
- principal relationships between risk and profitability;
- the origin of systematic and unsystematic risks;
- the concept of diversification;
- the main risks of debt instruments - default, interest, liquidity;
- the origin of the operational and financial risks of the company;
- goals of financial planning;
- approaches to financial planning;
- the main types of investment projects and related expenses, revenues and investments of companies;
- criteria for evaluating investment projects;
- approaches and principles for forecasting cash flows from projects;

Upon completion of the module the students are expected to be able to:

- compile a statement of cash flows and statement of financial performance;
- calculate the main financial indicators;
- calculate the value and profitability of real financial assets - stocks and bonds;
- choose a source of financing in accordance with the characteristics and needs of a particular business in order to maximize its value;
- calculate the business need for specific elements of working capital;
- evaluate the cost and efficiency of using working capital;
- calculate the returns and risks of an individual asset and portfolio of assets;
- determine the market (systematic) risk of the asset;
- calculate the breakeven point and evaluate the impact of the cost structure on the risk of the project and the company as a whole;
- assess financial risk taking into account the capital structure of the company;
- build basic financial models;

- use MS Excel for financial modeling;
- calculate the criteria for evaluating investment projects;

Upon completion of the module the students are expected to have the skills of:

- using financial reporting analysis methods;
- evaluating real financial assets - stocks and bonds;
- using the methodology for optimizing company financial structure;
- using approaches to optimizing working capital;
- applying statistical methods for calculating profitability and risk;
- using CAPM methodology for calculating the required return on assets based on their market risk;
- assessing the impact of operational and financial risks on net income and cash flow;
- using different approaches to optimizing the company's capital structure, taking into account operational and financial risks;
- using methods for predicting company financial situation and performance;
- analyzing investment projects.

Module plan:

Section 1. Financial statements as a source of information for financial management.

Introduction The subject of financial management. The history of the development of financial management. Tasks of financial management in a company. The structure of the financial service in a company. The basic concepts underlying financial decision making.

Topic 1. The financial statements of the company. The balance sheet as a reflection of company assets and liabilities. Balance sheet balance. The structure and components of assets and liabilities. Income statement (profit and loss account). Company performance indicators. Cash flow statement. Sources and expenditure items. Cash flows from operating, investing and financing activities. Reporting cash flows using direct and indirect methods.

The sequence of financial statements and their relationship.

Topic 2. Analysis of the financial statements of the company. Vertical and horizontal analysis. Analysis using financial ratios. Analysis of liquidity, business activity, financial stability, profitability. Dupont analysis. Analysis of the report on financial results in IFRS format. The meaning and use of the concept of EBITDA. Limitations of financial analysis. Industry specifics. Conclusions based on the analysis of financial statements for management decisions.

Topic 3. Financial planning and modeling. The concept of financial planning.

Forecasting sales and revenue - percentage of sales method. Forecasting costs and profits. Forecasting changes in financial condition. Spontaneous financing. Spontaneous sustainable growth. The need for external financing. Cash flow forecasting. Financial modeling in MS Excel.

Section 2. Cost and returns valuation of financial assets.

Topic 4. Fundamentals of financial mathematics. The theory of the time value of money. The concept of the future and current value of money. Compounding and discounting. Simple and compound interest. Multiplicity of interest calculation. Effective bid. Variable interest rates. The concept of cash flow, types of cash flows. Annuities of postnumerando and prenumerando. Compounding and discounting annuities. Multiplicity of interest calculation. Perpetual annuity (perpetual rent). Using Microsoft Excel for calculations.

Topic 5. Profitability and risk. The concept of income and profitability (profitability, rate of return). Sources of income. Historical and expected returns. The concept of risk. Risk measure. Single risk analysis: expected return, variance, standard deviation. Risk / return ratio: coefficient of variation. The return and risk of an asset portfolio. Calculation of covariance, correlation coefficient. Systematic and unsystematic risk. The concept of diversification. The relationship between risk and profitability: a

model for assessing capital (financial) assets (CAPM). Graphic representation, use, limitations of CAPM. Market equilibrium and efficient stock market.

Topic 6. Appraisal of the value and profitability of financial assets. Types of securities. Debt and equity, equity and non-equity securities. Issue procedure. Properties of debt securities - bonds. The main characteristics of the bond. Classification of bonds. Types of returns: current, ex post, yield to maturity. Assessment of the value and yield of coupon bonds, evaluation of the value and yield of zero coupon bonds. Properties of equity securities. Stock. The main characteristics of shares. Classification of shares. Valuation of shares with a fixed dividend; valuation of shares with a variable dividend. Gordon's formula. Valuation of stock returns.

Section 3. Investment strategy of the company.

Topic 7. Investment strategy of the company. The process of developing an investment strategy. Economic essence and classification of investments. Features of real investment. The concept and types of investment projects.

Topic 8. Criteria for making investment decisions. Static and dynamic criteria for making investment decisions - Accounting rate of return (ARR), payback period (Payback Period, PP), discounted payback period (Discounted Payback Period, DPP), net present value (Net Present Value, NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR), return on investment index (Profitability Index, PI), their advantages and disadvantages. Using MS Excel for calculations.

Topic 9. Calculation of cash flows of investment projects. The incremental approach in calculating cash flows. Cash flow structure: related to the start of the project, during the implementation of the project, related to the completion of the project. Accounting for inflation and risk in investment analysis.

Section 4. The financial strategy of the company.

Topic 10. Cost of capital. The concept of cost of capital. Cost of borrowed capital. The value of internal and external equity (constant dividend model, constant growth model); cost Capital structure and its impact on value: weighted average cost model of capital. Marginal cost of capital.

Topic 11. Capital structure. The target capital structure. Operational and financial risks. Operational and financial leverage. Combined lever. Advantages and disadvantages of own and borrowed financing. Theories of capital structure. Model Miller-Modigliani. Optimal capital structure. Factors that determine the structure of capital in practice.

Topic 12. Dividend policy. The essence of dividend policy. Theories of the impact of dividend policy on company value. Factors affecting dividend policy. Dividend policy in practice. Forms of dividend payment.

Topic 13. Instruments of long-term financing. Equity financing: issue, share categories; mechanisms for raising equity. The formation of additional and reserve capital; factors affecting profit distribution. Direct investments. Types of direct investment. Medium and long-term debt financing. Bank loan: cost, procedure for obtaining, advantages and disadvantages. Use of debt securities (corporate bonds, credit notes, warrants, bills, warehouse certificates). Alternative sources of financing - leasing, ECA-, LBO-financing, financing from equipment suppliers, project financing.

Section 5. Working capital management.

Topic 14. Management of current assets. Company policy related to working capital; working capital components; Operational, production and financial cycles. Management of cash and cash equivalents. Target cash balance. Portfolio structure of short-term financial investments. Accounts receivable management. Development of credit policy. Buyer credit rating. Procedures and policies for the collection of accounts receivable. Analysis and management of inventory. ABC inventory control method. Determining the optimal order size.

Topic 15. Financing current assets. Conservative and aggressive approaches to financing current assets. The role of accounts payable. Short-term loans - types.

Module workload: 3 ECTS, 42 academic hours

Current and final assessment:

Current assessment: oral quizzes, presentations, tests.

Final assessment: a written examination.

Essential reading:

1. Lukasevich, I. Ya. Financial management: a textbook, Eksmo, 2011
2. Ekimova, KV Financial management: a textbook for applied undergraduate / KV Ekimova, I. P. Savelyev, KV Kardapol'tsev. - M.: Yurayt Publishing House, 2016 .-- 381 p. - (Series: Bachelor. Applied Course). - ISBN 978-5-9916-3733-6. Access Mode: www.biblio-online.ru/book/F30196A3-930E-4832-AF44-58674DB794D6
3. Kovalev VV Financial management. Theory and practice. - M.: Prospect. - 2013.

PROJECT MANAGEMENT

Designed by: A.Dmitrieva, PhD.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

The formation of students' skills in applying universal methods and tools used to solve problems in various projects, as well as understanding the patterns inherent in project management in organizations.

Intended learning outcomes:

Upon completion of the module the students are expected to know:

- techniques for working with limited resources,
- management decision making methods,
- risk assessment techniques.
- business procedures that regulate the implementation of business plans and the terms of agreements, contracts and contracts.

Upon completion of the module the students are expected to be able to:

- analyze the environment in which the project exists and highlight the determining factors
- determine the best ways to achieve the goals defined in the project.

Module plan:

Theme 1. Fundamentals of project management. Classification of basic concepts of project management. The purpose and strategy of a project. Managed project settings. The environment of projects. Project participants. Modern project-oriented management. Classification of projects. Traditional and non-traditional projects, their comparative characteristics. Project life cycle

Theme 2. Project planning. Planning stages and types of plans. planning process algorithm. The relationship of the stages of planning and tasks. The procedure for creating a schedule. Drawing up the structure of work breakdown. Development of network models. Scheduling based on the Critical Path Method. Analysis of the work schedule.

Theme 3. Cost analysis and resource planning of the project. Types of resources. Functions of need and availability of resources. Resource planning algorithm. Ways to resolve resource overloads. Documentation of the project plan. Cost analysis. The purpose of project cost management. Financial Security Calendar. The methodology of cost analysis based on the amount of work performed.

Theme 4. Organization of project management.

Project management organization. Organizational structures of project management. The objectives of the setting up a PM structure. Varieties of organizational forms of PM. Positioning the project in relation to the key elements of the organizational structure. Characteristics of the main forms of organization of project management.

Theme 5. Teamwork and conflict management.

Formation and functioning of the project team. Team building. Development, support activities, team transformation (Team Development), Conflicts in different phases of the project team life cycle. Conflict of goals in the project team. The main objects of conflict. Ways to resolve conflicts.

Theme 6. Monitoring, control and completion of the project.

Information support of a project. Monitoring the life of a project. Objectives, purposes and types of control. Change management. Project completion.

Theme 7. Project risk management. Risk management planning. Risk identification. Qualitative risk assessment. Quantitative risk assessment. Planning and response to risks. Monitoring and control.

Module workload: 2 ECTS, 30 academic hours

Current and final assessment:

Final assessment is administered in the form of a group project defense.

Essential reading:

Project management: a textbook and a workshop for academic undergraduate programs / A. I. Balashov, E. M. Rogova, M. V. Tikhonova, E. A. Tkachenko; under the general. ed. E. M. Rogovoi. - M.: Yurayt Publishing House, 2016. -- 383 p. - (Series: Bachelor. Academic Course). - ISBN 978-5-9916-8283-1. Access Mode: www.biblio-online.ru/book/B9AFAB49-767B-41AE-8FF5-2337F967AA89

QUANTITATIVE METHODS IN MANAGEMENT

Designed by: S.E. Varyukhin, Ph.D., Associate professor, Department of Quantitative Methods in Management, IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Mastering computer methods that provide a quantitative assessment of the quality of management decisions and their optimization

Intended learning outcomes:

Knowledge level:

Upon completion of the module the students are expected to know:

- types of formalizable management decisions and computer methods for their analysis;
- basic methods and tools for quantitative and qualitative analysis of business processes;
- methods of demand analysis;
- decision-making methods in conditions of certainty, risk and uncertainty;

Competence level:

Upon completion of the modules the students are expected to be able to:

- use methods and tools of quantitative and qualitative analysis of business processes;
- form informed conclusions based on data analysis.

Skills level:

Upon completion of the modules the students are expected to be have the skills of using:

- methods and means of computer analysis of management decisions and actions;
- methods of analysis for estimating demand and its variability;
- methods of making decisions on prices and volumes of production, trade, and services;
- tools for analysis (modeling) of the project and solving typical problems.

Module plan:

Part 1. Business forecasting (Forecasting)

Topic 1. Trends (mathematical forecasting models)

General approach to building a predictive model. Trends (mathematical forecasting models). Approximation. Regression. Analysis of the forecast quality. Time series of economic indicators. Basic concepts. Mathematical trend models for long-term and medium-term forecasting. Examples.

Building a forecast model based on a linear, exponential trend and a logistic curve using MS Excel.

Assessment of the forecast quality. Analysis of forecast residuals.

Topic 2. Multivariate regression and forecast

Simple Linear Regression. Estimation of errors in determining the parameters of regression in a sample, assessment of their significance (t-test).

Multivariate linear regression equation.

Practical determination of regression parameters, their errors and the significance of regression as a whole using the function = LINEST (...) (...) and = LOGEST (...) MS Excel.

Correlation matrix of regression variables.

Determination of significant variables and exclusion of insignificant ones. Step-by-step analysis in a multiple regression model.

Using Multiple Rank Variable Regressions in Trending Seasonal Analysis (Additive Seasonal Trending Model).

Autoregressive model in the analysis of seasonal fluctuations.

Topic 3. Adaptive forecast models

Time series with an indefinite trend. Data smoothing. Short-term forecast. Exponential smoothing. Holt's model. Holt-Winters model. The case of "Augur-soft" company.

Part 2. Methods for optimizing management decisions (Linear, Integer and Network Programming Models).

Topic 4. Linear optimization. General approach to setting the optimization problem in management.

Purpose, history of development and application of quantitative models in business and management (operations research).

Optimization as a tool for finding the best management solution.

Linear optimization. Linear optimization computer tools.

Techniques for solving important management problems by the linear optimization method.

Solving production planning optimization problems using the MS Excel add-in "Search for a solution". The "Alisa Confectionery" case.

Topic 5. Analysis of the optimal solution sensitivity to the variation of forecast parameters.

Analysis of the solution and development of a management solution.

Sustainability report. Shadow prices. The sensitivity of the optimal plan to the changes in initial conditions. Methods for improving the optimal solution.

Topic 6. Examples of planning optimization.

Integer optimization and binary variables.

Transport tasks and assignment tasks. Accounting for fixed costs.

Analysis of the solution and the development of a management solution.

Sustainability report. Shadow prices. The sensitivity of the optimal plan to the changes in initial conditions. Methods for improving the optimal solution.

Examples of planning optimization in wholesale trade, logistics, human resource management and financial and investment analysis. Mini-cases: "Investment Company", "Fishing", "Road Repair", "Sochi-Elista Route", "Team Building", "Wholesale Trade".

Part 3. Statistical Modeling in Decision Making (Simulation Models)

Topic 7. Basic principles of the Monte Carlo method.

"Distant Target" situation. Formulating the problem of statistical modeling using a physical model. The simplest computer model in MS Excel. Random number generators.

Estimation of the expected number of events and the variance of the number of events for N tests with the probability of an event occurrence p. The central limit theorem. Simulation error.

Calculation of the probabilities of various events for the Distant Target using a computer model.

Statistical modeling of economic problems. The "Roulette Company" mini-case.

Special tools for statistical modeling. MS Excel add-in "Monte Carlo Simulation". Average estimation, modeling error, frequency diagram, cumulative. Normal distribution and its parameters.

Topic 8. Statistical modeling of management decisions

Modeling management decisions. Mini-case: "Project financing". Random number generators. Statistical modeling for strategic decision making. Mini-case: "Supercomp".

Estimates of the likelihood of future events. Delphi method. Random number generators with various distribution functions: with normal distribution, with triangular distribution, with discrete distribution.

Using them to simulate real events.

Business project risk assessment. Value at risk VAR. Choosing the optimal strategy.

Part 4. Project management (Critical path method & Project Evaluation and Review Technique).

Topic 9. Critical Path Method (CPM)

Graphic methods of project planning. Critical Path Method (CPM). Determining the duration of the project. The "Project "Demolish-build"" case. MS Project package as a project management tool. Duration - Cost Ratio (CPM / Cost). Project completion on time with limited resources.

Topic 10. Project Evaluation and Analysis Technique (PERT)

Taking into account the uncertainty in the execution time of individual project stages (PERT). Average time to complete a project. The likelihood of the project being completed by a certain date.

Module workload: 3 ECTS, 40 academic hours

Current and final assessment:

Current assessment – practical case solutions.

Final exam is administered in the form of computer testing and task solutions.

Essential reading:

1. Zaitsev M.G. Methods of optimization of management and decision-making [Electronic resource]: examples, tasks, cases. Textbook / M.G. Zaitsev, S.E. Varyukhin. - Electron. text data. - M.: Delo, 2015 .-- 640 p. - 978-5-7749-1070-0. - Access mode: <http://www.iprbookshop.ru/51021.html>
2. Zaitsev M.G. Management optimization methods for managers [Electronic resource]: computer-oriented approach. Textbook / M.G. Zaitsev. - Electron. text data. - M.: Delo, 2015 .- 312 p. - 978-5-7749-1059-5. - Access mode: <http://www.iprbookshop.ru/51020.html>
3. Hunk D.E., Wychern D.W., Wrights A.J., Business Forecasting, 7th edition: Per. from English. - M.: Publishing house "Williams", 2003. - 656 p.
4. Lawrence J.A., B.A. Pasternack, Applied Management Science (Computer Integrated Approach for Decision Making), J Willey & Sons, 2002
5. Thomas R., Quantitative Methods of Analysis of Economic Activity, "Business and Service", Moscow 1999.
6. Eddows M., Stansfield R., Decision Making Methods, UNITY Audit, Moscow, 1997
7. Chase RB, Equiline NJ, Jacobs RF, Production and Operations Management, "Williams", Moscow - St. Petersburg - Kiev, 2007.

Additional reading

1. Kremer, N. Sh. Research of operations in economics: a textbook for bachelors / N. Sh. Kremer. - 2nd ed., Rev. and add. - M.: Yurayt Publishing House, 2012 .-- 430 p. - (Series: Bachelor. Academic course). - ISBN 978-5-9916-1849-6. Access mode: www.biblio-online.ru/book/AC5123CC-17AF-4B77-82A6-A65D102D36E4
2. Fomin, GP Economic and mathematical methods and models in commercial activity: a textbook for bachelors / GP Fomin. - 4th ed., Rev. and add. - M.: Yurayt Publishing House, 2014 .-- 462 p. - (Series: Bachelor. Academic course). - ISBN 978-5-9916-3021-4. www.biblio-online.ru/book/52B2F917-E0BE-44F1-95EB-11967135485E

CORPORATE SOCIAL RESPONSIBILITY

Designed by: Ivanova Ekaterina, PhD, Associate professor of the Department of World Economy and International Relations of IBS.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

To form a holistic understanding among students of responsible business practices based on the principles of corporate social responsibility (CSR) and sustainable development (SD), the development trends of CSR and SD in Russia and the world, the relationship between CSR and SD with a business development strategy, as well as management approaches in this area, based on the implementation of voluntary and regulatory documents and methodological tools in the field of CSR and SD, used in international and Russian practice.

Intended learning outcomes:

Upon completion of the module the students are expected to know:

- current trends, basic principles and directions of corporate social responsibility and sustainable development
- main approaches to organizing stakeholder engagement in business practice
- innovative business models implemented on the basis of the principles of CSR and SD
- key international and Russian standards governing the activities and reporting of companies in the field of CSR and SD
- The best practices of implementation and communication of CSR and SD in Russian and international companies.

Upon completion of the module the students are expected to be able to:

- use international and Russian documents defining and regulating CSR and SD
- use different approaches to identifying, interacting with and informing parties interested in the activities of the company
- apply theoretical knowledge for analyzing and evaluating the best practices of CSR and SD of specific companies
- select and interpret communication strategies CSR and SD in business
- conduct a comparative analysis of sustainable business models.

Upon completion of the module the students are expected to have the skills of:

- collecting and analysing information on the activities of companies basing on the principles of CSR and SD
- designing a business development strategy based on the principles of CSR and SD
- conducting a comprehensive analysis of company stakeholders
- building CSR and SD management system and communication strategy
- creating a model of sustainable business.

Module plan:

Topic 1. Introduction. Importance, key concepts and discussion issues in the field of CSR and sustainable development

- What is the relevance of the study of CSR and sustainable development?
- What is a sustainable and informed business? What is a good corporation (B-Corp)?
- What are the main definitions and theories for understanding CSR and sustainable development?

- How did the theories of CSR and sustainable development come about?
- How to adapt to sustainable business, a sustainable lifestyle and a sustainable approach to government?

Topic 2. Stakeholder Engagement, Responsible Business Standards, and Sustainable Innovation

- Who are “stakeholders”? What are the main stakeholder groups and how are they characterized?
- Why is the stakeholder paradigm and not the shareholder paradigm generally accepted in modern business?
- How to interact with stakeholders and align their interests with business priorities?
- What are the norms and standards of responsible business? Why does context matter?
- What is meant by sustainable innovation? What are the best practices for sustainable innovation?

Topic 3. Globalization, sustainable development and corporate social responsibility

- What is understood by globalization and how does it affect business? Is “localism” a new alternative?
- How does a business deal with planetary challenges?
- What does the UN 2030 Global Agenda include? How to achieve the 17 Sustainable Development Goals of the UN?
- What challenges do “ordinary businesses” face in connection with sustainable development?
- What can business representatives do to promote a sustainable lifestyle?

Topic 4. Humanistic management: implementation practices and communication strategies for responsible business

- Is humanistic management a new paradigm in management science?
- What are the stages of implementing a CSR strategy?
- How are CSR and SD functions structured in companies?
- What are the strategies for developing a responsible business?
- What are the key characteristics of the practice of implementing CSR and SD in business?
- What are the most common communication strategies for CSR and SD?
- What is the best practice for socially-oriented marketing communications?
- What is accountability? What is pseudo-liability?
- Why is the GRI standard the most common for preparing non-financial reporting by companies?
- What are the current legal requirements for the preparation of non-financial reporting?

Module workload: 2 ECTS, 30 academic hours.

Current and final assessment:

Current assessment: moderated discussions, solving and presenting case-studies, reflections, tests.

Final assessment: individual project "Electronic portfolio"

Essential reading:

1. Blagov, Yu.E. (2010). Corporate social responsibility: evolution of the concept. St. Petersburg: "Graduate School of Management".
2. Kumar, S. (2013). Soil, Soul, Society: A New Trinity for our Time. Brighton, UK: Leaping Hare Press.
3. Laszlo, C. (2003). The Sustainable Company: How to Create Lasting Value through Social and Environmental Performance. Washington, DC: Island Press.
4. Capra, F. (2004). The Hidden Connections: A Science for Sustainable Living. NY: Anchor, pp. 97-129.

5. Pirson, M. (2017). *Humanistic Management: Protecting Dignity and Promoting Well-Being*. Cambridge: Cambridge University Press.

BUSINESS PLANNING

Designed by:

Serebrennikov S.S., Ph.D., Associate Professor of the Department of Economics and Finance

Pivovarov B.B., Senior Lecturer at the Department of Economics and Finance

Borodin A.I., PhD.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Formation of the ability to develop a business plan for a specific task.

Intended Learning Outcomes:

Knowledge level:

Upon completion of the modules the students are expected to know:

- systems for planning and forecasting the activities of an enterprise (organization) in a market environment;
- the basic principles of intrafirm planning;
- planning tools;
- indicators of financial and economic feasibility of implementing a business plan
- procedures for agreeing and approving a business plan;
- domestic and foreign methods of developing a business plan;
- the content of all sections of the business plan and the requirements for them;

Competence level:

Upon completion of the modules the students are expected to be able to:

- determine the objects of planning;
- establish norms and standards for the development of a business plan;
- choose methods and means of planning
- coordinate and integrate business plans into the activities of enterprises;
- choose the optimal organizational structure;
- find the information necessary for the preparation of all sections of the business plan;
- correctly draw up all sections of the business plan;

Skills level:

Upon completion of the module the students are expected to have the skills of:

- planning tools;
- modern methods of collection, processing and analysis of economic information for the preparation of a business plan;
- methodology for developing a business plan in relation to a specific field of activity;
- evaluating the effectiveness of the implementation of the business plan;
- development of an organizational plan;
- using the methods of making strategic, tactical and operational decisions in the process of preparing and implementing a business plan;
- drawing up an investment application;
- presenting the promotion of the business plan.

Module content:

Topic 1. Objectives and essence of business planning

The concepts of "business plan", "business planning". Object, subject, informational and methodological basis of business planning and its role in business. Types and typology of business plans from the standpoint of management components: business plan of an investment project, business plan of a functional service, operational business plan, business plan - a feasibility study for obtaining a loan.

Topic 2. Stages of developing a business plan. The concept of an entrepreneurial idea. External incentives and internal incentives, the main subjective factors in the emergence of entrepreneurial ideas. The main sources of entrepreneurial values. Phases of selection, evaluation and implementation of entrepreneurial ideas in a business plan. Mission and goals of the enterprise. Target classification. Structuring goals and building a "tree of goals". The main external and internal factors of enterprise development. Competition triangle. SWOT analysis. Business growth strategies.

Topic 3. The structure and content of the main sections of a typical business plan

Cover page design. Confidentiality Memorandum. Drawing up a project summary. Information given in the summary. General description of the company. The structure of the "Industry Analysis" subsection. SWOT analysis methodology for describing the industry. Assessment of the competitive situation in the industry. Description of products and services: product characteristics, consumer properties, competitive advantages. General description of the market and its target segments. Identifying demand for products (services). Assessment of the potential and market capacity. Demand assessment methods. Analysis of competitors. Development of a sales plan. Planning sales volume, revenue. Determination of market share. Marketing strategy: mix marketing and marketing program. The production process and its support. Investment costs. Manufacturing costs. Operational competitive advantage. Organizational structure of management. Personnel policy and personnel development. Schedule of work for the implementation of the project. Profit and loss plan. Cash flow plan. Forecasted balance. Investment plan and project financing. Types of risks. Risk analysis. Methods to reduce and neutralize risks.

Topic 4. Indicators of a business plan and procedures for their calculation

Indicators for financial analysis. Key economic indicators of the business environment. Economic indicators of the internal environment of the project.

Topic 5. Methods of analysis and evaluation of projects

Break-even analysis. Assessment and analysis of the economic efficiency of the project. Sensitivity analysis.

Topic 6. Modern information technology in business planning

Universal and specialized software products for business planning: MS Excel, Alt-Invest, INEK-analyst, Project Expert.

Topic 7. Registration and presentation of a business plan. Recommendations for the design and analysis of a business plan. Drawing up an investment application. Preparation and execution of an investment application. The procedure for agreeing and approving a business plan. Promotion of a business plan, its presentation. Ensuring the security of business information.

Module workload: 2 ECTS, 34 academic hours.

Current and final assessment:

Current assessment – case-study solutions.

Final assessment - a theory test and business-plan oral defense.

Essential reading:

1. Bornstein J., Pruett P., Ford B. Ernst & Young's Guide to Business Planning. - M.: Alpina Publishers, 2016.
2. Kuptsova, E.V. Business planning: textbook and workshop for academic bachelor's programs / E. V. Kuptsova, A. A. Stepanov. - M.: Yurayt Publishing House, 2017.

Additional reading

1. Barrow Paul. A business plan that works. - M.: Alpina Business Books, 2007.
2. Abrams Rhonda. Business plan 100%. - M.: Alpina Publisher, 2019.
3. Gassman Oliver, Frankenberger Carolyn, Schick Macaela. Business models. 55 best templates. - M.: Alpina Publisher, 2017.
4. Dubrovin IA, Business planning at the enterprise: Textbook for bachelors. - M.: Dashkov and Co, 2017.
5. Lipsits I.A. Business plan is the basis for success: Practical guide / I.A. Lipsitz - 2nd ed., Revised. and add. - M.: Delo, 2012.
6. Alyssa Gregory 14 Exceptionally Useful Tools for Writing a Business Plan
<https://www.thebalancesmb.com/business-plan-writing-tools-2951568>

Business Planning Guide Website <https://articles.bplans.com/writing-a-business-plan/>

STRATEGIC MANAGEMENT

Designed by: Savelyeva M.V. – PhD, Professor, Professor of the Department of Management, IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goals of the Module:

Mastering the knowledge and skills of strategic analysis, development and implementation of the organization's strategy aimed at ensuring competitiveness; analysis of the relationship between the functional strategies of companies for making well- balanced management decisions.

Intended Learning Outcomes:

Knowledge level:

- the content of strategic management;
- the nature of the organization's environment;
- the structure of the environment.
- the content of the functional strategies of companies;
- the relationship of strategies of different levels.

Competence level:

- formulate the mission of the organization;
- develop the strategic goals of the organization;
- carry out STEP, SWOT analyses;
- analyze the competitive advantages of the organization;
- determine the most effective competitive strategy of the organization;
- develop measures to implement the organization's strategy.
- Analyze and diagnose the state of the object of management;
- form the goals and objectives of the management object development,
- identify ways to achieve the set goals and objectives and find appropriate management decisions,
- simulate options for scenarios, evaluate the results and consequences of the implementation of different options for strategies,
- make management decisions, taking into account various aspects of the development of the management object.

Module plan:

Topic 1. The essence and formation of strategic management.

Strategy and strategic management. Objects, subjects and levels of strategic management. Operations and development management. The founders of modern theory.

Topic 2. Formation of the mission and strategic goals.

Mission statement formulation. Objectives and strategic priorities. Goals and criteria for the development of cities and regions.

Topic 3. Strategic analysis of the management environment.

External and internal management environment. STEP analysis of the organization. SWOT analysis of the organization.

Topic 4. Analysis of competitive advantages.

Competitiveness theories and main competitive forces. Central competence and value chain. Competitive advantages of organizations

Topic 5. Competitive strategies.

Competitive strategies in the conditions of perfect and imperfect competition: Low Cost Strategy. Differentiation strategy. Segmentation strategy. Market differentiation strategy. Competitive strategies of leading firms.

Topic 6. Strategic partnership.

Strategic partnership: essence, stages of construction. Partnership with stakeholders: CRM, SRM.

Topic 7. Strategic distribution of functions.

Distribution dynamics and partnerships. Insourcing. Outsourcing. Network organizations. Shell firms. Franchising. International partnership of organizations.

Topic 8. Strategic planning.

Types of planning. Strategic planning. Business plan.

Topic 9. Implementation of the strategy.

Essence. Resources. Organizational culture. Organizational structure. Staff.

Topic 10. Strategic control.

The essence of strategic control. Stages of strategic control. Strategic control tasks. Effectiveness and efficiency. Control methods. Modern trends in the development of strategic control. Benchmarking.

Module workload: 4 ECTS, 42 academic hours.

Current and final assessment:

Current assessment—oral quiz, discussions.

Final assessment— a written exam and an oral defense of coursework.

Essential reading:

1. Gaponenko, A. L. Management theory: textbook and workshop for academic undergraduate programs / A. L. Gaponenko, M. V. Saveliev. - 2nd ed., Rev. and add. - M.: Yurayt Publishing House, 2016. -- 336 p. - (Series: Bachelor. Academic course). - ISBN 978-5-534-03319-9. - Access mode: www.biblio-online.ru/book/5C75F312-2B32-4965-B4DE-941D45233350 .
2. Gaponenko, AL Management: a textbook for bachelors / A. L. Gaponenko. - M.: Yurayt Publishing House, 2013. -- 396 p. - (Bachelor of Applied Course), Access mode: www.biblio-online.ru/book/20A2A841-21B8-4CE4-A046-9C61B0D6D459
3. Lasko, A.K. Strategic management: modern textbook [Electronic resource]: textbook. - Electron. Dan. - Moscow: Publishing house "Delo" RANEPА, 2013. <https://e.lanbook.com/book/74828>

STRATEGIES AND TACTICS OF BUSINESS INTERACTIONS

Designed by: Bernshteyn V.L., PhD.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Summary of Module Content

The module focuses on the specifics of international business interaction and students' abilities to communicate effectively as the key point of effective professional interaction. The process of effective international interaction is based on a person's communicative competence and the knowledge of strategies and tactics at all levels of communication: interpersonal, group and mass communication – and principles of appropriate realization of professional communication skills. The Module provides information about different conditions and situations the communication takes place in and reasons for communicative barriers and blockages. The Module assists students in acquiring skills in professional communication, verbal and non-verbal, and to manage and model negotiation process as a way to business cooperation and success.

Module Aims

The module aims at:

- Ability to communicate in a professional manner as an effective negotiator in Russian and English;
- Ability to develop him/herself culturally and professionally and to use one's potential;
- Ability to act in non-routine and complex situations, accept social and ethical responsibility for decisions taken and actions made;
- Ability to lead teams in the chosen profession with tolerance and awareness of social, religious, ethnic and cultural diversity;
- To provide the knowledge of strategies and tactics of verbal and non-verbal communication in the process of business interaction;
- To familiarise students with the principal concepts, frameworks and techniques of the Theory of Communication;
- To give students the tools to conceive, design, implement and evaluate strategic decisions in a variety of situations of intercultural professional interaction.

Learning Outcomes

1. To enable students to identify, and evaluate the situation of professional interaction and exploit strategic communicative tools needed in every specific situation.
2. To enable students to develop their communicative competence and to implement it to make the process of communication fruitful.
3. To enable students to use appropriate theoretical framework and analytical tools for identifying and analyzing the principles of realization of professional interaction;
4. To form students' communicative competence necessary for becoming a skillful and effective negotiator.

Skills and knowledge

By the end of this module students will be able to:

1. Understand and use the key concepts, frameworks and tools of the theory of communication and practical implementation of the strategies and tactics of professional interaction in the global context.
2. Evaluate the communicative interaction processes in global business environment.
3. Possess skills, techniques and tools to become an effective negotiator in professional spheres.
4. Acquire experience in analysing and arguing about communicative strategic goals and tactics needed for their achievement.

Indicative Syllabus Content

1. Module overview and Introduction.
2. Levels of Communication.
3. Communicative Barriers.
4. Types of professional communication. Conditions and Principles of realization of professional communication.
5. Professional Communicative Competences. Discourse competence. General Skills and abilities.
6. Strategies and tactics of professional communication in detail.
7. Negotiation process as the basics of professional business interaction
8. Importance of non-verbal communication at the professional level.

Reading:

1. Baryshnikov N.V. (2013) Osnovy professional'noi mezhkul'turnoi kommunikatsii: uchebnik. M.: Vuzovskii uchebnik: INFRA-M. 368.

RUSSIAN AS A FOREIGN LANGUAGE (OPTIONAL MODULE)

Designed by: Filatova G.V.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

The program is aimed at foreign students who have not previously studied Russian or who are below the elementary level, who want to start learning Russian or continue studying it in a language environment.

The program implies interconnected teaching of aspects of language and types of speech activity to form communicative competence in foreign students. It is based on the principles of a communication-oriented methodology, primarily the thematic-situational principle of organizing educational material. The main goal of the program is to introduce and generalize the basic language material, to show students the systemic nature of the grammatical phenomena of the Russian language. This goal is achieved by developing the necessary skills in listening, reading, speaking and writing. The subject matter of the course is the phonetic, lexical and grammatical systems of the Russian language. The learning materials are selected in accordance with the goals and objectives of the module, the communication needs of foreign students and areas of communication.

Intended Learning Outcomes:

1. In communication situations, the student must be able to verbally realize the following intentions:
 - engage in communication, get to know someone, introduce oneself or another person, say hello, say goodbye, address someone, thank, apologize, respond to gratitude and apology;
 - attract attention, ask to repeat a statement, question etc.;
 - end the conversation;
 - request and report information: ask questions or report about a fact or event, person, object, about the presence or absence of a person or object, about the quantity or ownership of objects, about actions, time, place, reason for an action or event;
 - about the possibility, necessity, impossibility of action;
 - express intention, desire.

2. The student must be able to implement the listed communication tasks in the following situations:
 - in the administration offices, in the dean's office: give the name, surname, country where a student came from, his/her request;
 - at the airport, at the train station: buy a ticket; say how many tickets he/she needs; where he/she is going / flying;
 - in the dining room, in the buffet, in the cafe, in the restaurant: ordering, taking, buying;
 - in a store, in a kiosk, in a market, in a pharmacy: find out (ask) where needed things can be bought, whether the goods are in stock, price, quantity of goods needed.
 - in the library: provide the necessary information about a book; what book (magazine) is needed;
 - in the classroom, at the university, in a learning environment: find out (ask) when and where a class will be held; where are the facilities and offices etc. (dean's office, schedule, gym, etc.);

3. Topics of communication
 - information about oneself: childhood, study and work, family, interests. First name, last name. Time and place of birth. Place of residence at the present time. Native language.

- Family. The family's place of residence. Parents, brothers, sisters (names, ages, occupations). Marital status of family members (married, single etc.).
- Interests and hobbies in the family: music, sports, literature, etc.
- Study and work, place of study or work, profession, etc.
- Leisure activities: rest, hobbies, interests.
- City, capital of the country, hometown. Theaters, museums, festivals, exhibitions, concerts.

Module workload: 4 ECTS, 120 academic hours

The module is designed for 3d international year students, and is delivered in semester 5 and 6.

Essential reading:

1. Akishina T.E. Russian language in 10 days in a new way. - M.: Rus. Language. Courses, 2015.
2. Karavanrva N.B. Speak correctly! - 2nd ed. - M.: Rus. lang. Courses. 2003.
3. Khavronina S.A., Shirochenskaya A.I. Russian language in exercises. - 6th ed. - M.: Rus. lang. 1993.

Additional reading

1. Anikina M.N. We are starting to learn Russian. To Russia with love. - 4th ed. - M.: Rus. yaz, 2004.
2. Antonova V.E., Nakhabina M.M., Tolstykh A.A. Road to Russia: Russian language textbook (elementary). - SPb.: Zlatoust, 2013.
3. Bulgakova L.N. and others. My friends "cases" (Grammar in dialogues). - M.: Rus. lang. Courses, 2002.

STRATEGIC MARKETING

Author: D. Muravskii, PhD

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goals of the module:

The formation of deep theoretical knowledge and practical skills in developing a marketing strategy as part of the business strategy of a modern commercial enterprise.

Intended learning outcomes:

Knowledge level:

- Distinguishing between goals, types, and criteria for choosing marketing strategies, as well as methods for evaluating their effectiveness;
- knowledge of the principles of marketing management in the organization, as well as methods of analysis and decision making;
- defining criteria for assessing the competitiveness of goods and organizations.

Skills level:

- Choosing marketing strategies that ensure the effective functioning of the organization;
- independently making decisions and evaluate their optimality;
- determining the competitiveness of goods and organizations;
- analyzing markets and designing marketing strategies that can increase the competitiveness of the company and its attractiveness to consumers;
- analyzing markets and marketing practices from the perspective of socially-oriented and ethical marketing.

Abilities level:

- Possession of the conceptual apparatus of marketing and marketing strategic planning;
- possession of strategic, tactical and operational decision-making methods in the process of preparing and implementing a marketing strategy;
- skills in presenting the analysis results in written and verbal form, including using graphic material.

Module content:

Topic 1. Market orientation. Market definition. Market potential. Market Development Index. Product life cycle, market demand and profit. Consumer analysis and value creation. The concept of strategy. Company's mission. Market segmentation and customer relationship marketing. Customer Orientation Strategy. Competitive analysis and sources of advantages.

Topic 2. Marketing effectiveness. Marketing effectiveness. Customer focus and profitability. Customer satisfaction as a key performance indicator. The effect of retaining customers on profits. Profit for the period of cooperation with the client. Customer loyalty. The impact of marketing strategies on profit.

Topic 3. Marketing mix strategies. Product positioning in the market and assortment strategy. The multi-attribute product theory of Jean-Jacques Lambin. Portfolio analysis. Ansoff model. Product diversification strategies. Strategies for introducing a new product to the market. Market pricing and pricing strategies. Marketing channels.

Topic 4. Brand strategies and communication strategies. Brand value. Brand strategies. Brand expansion strategies. Repositioning: restyling, rebranding, renaming. Joint branding. Digital marketing communication. Social media marketing communication. Stimulating the actions of potential buyers. Communications of push and pull types.

Workload: 3 ECTS, 36 academic hours.

Forms of control:

Current control - the solution of cases and exercises in practical exercises, tests.

The exam is carried out in two stages: verification of theoretical knowledge via final test and defense of a group project.

Main literature:

1. Best, Roger J. "Market-based management: Strategies for growing customer value and profitability." (2009).
2. Dann, Stephen, and Susan J. Dann. *Competitive marketing strategy*. Pearson Education Australia, 2007.

PRODUCTION MANAGEMENT

AUTHOR: A.A. Zaytsev, PhD

ID and field of study:

38.03.02 Management, International management

Graduate qualification (degree): degree

Form of education: full-time

Purpose of course:

To accumulate knowledge on the role of the production process in the enterprise business process management system and on the significance of modern approaches to managing production operations, as well as to acquire skills for structuring and analyzing the production process to apply efficient management methods.

Results of the course:

knowledge:

- the essence and elements of the production process;
- the interrelation of the production process with other business processes of an enterprise;
- modern enterprise production management concepts.

abilities:

- to structure the sequence of technological operations;
- to analyze the production process;
- to apply modern methods for managing the production process;
- to develop a rational approach to making decision on managing the production process.

skills:

- to design value stream maps;
- to identify wasting and their causes in the production processes;
- to develop decisions on eliminating sources of wasting in the production process;
- to plan the resource base for executing the production process.

Contents of the course:

Part 1. Production management in the enterprise management system

Topic 1.1. Subject, object, and objectives of the module. Concept of production management. Objectives of the Production management module. Production process as the subject matter of the Production management module. Milestone of the Production management module.

Topic 1.2. Production process in the enterprise business process management system.

Operational, management, and supporting processes. Value stream map. Sales process and production process. Procurement process and production process. Logistic process and production process. Management processes and production process. Supporting processes and production process.

Topic 1.3. Production planning in the enterprise planning system. Sales plan and enterprise production plan. Enterprise production plan and production resource plan. Key performance indicators of production process. Production development planning.

Part 2. Production process management.

Topic 2.1. Subject of labor. Means of labor. Means of labor in Production management. Internal production reserves. Workplace in Production management. Operation of production process. Main and auxiliary operations of production process. Production cycle and production process. Structure of production cycle. Operational cycle.

Topic 2.2. Time organization of production process. Push and pull production systems. Time and operational cycles. Sequential, parallel and sequential, and parallel operational cycles in organization

of production process. Advantages, disadvantages, and rational application of each type. Calculation methodology. Practice session on mastering time organization of production process.

Topic 2.3. Space organization of production process. Space organization of production process (production structure of enterprise). Types of enterprises and production. Principles of production allocation. Main factors of development of enterprise production structures. Specialization of production structures.

Topic 2.4. Labor. Labor regulation in organization of production process. Methods of work time regulation in production management. Essence of labor regulation in Production management. Standard and actual working time. Structure of working time. Setting working time standards. Timing in production management.

Topic 2.5. Lean production. History of evolution. Goal and key principles. Classification of wasting. Problems of implementing lean production. Quality control.

Topic 2.6. Tools of lean production. Value stream map. Kanban. Work sampling study. Ishikawa diagram. Spaghetti plot. Practice session on mastering tools of lean production.

Credit units: 3. Credit hours: 38.

Current and midterm control: tests, group project.

A written exam.

Main literature:

1. Chase R.B., Aquilano N.J., Jacobs F.R. Production and Operations Management. McGraw Hill.
2. Production management: Tutorial. [Производственный менеджмент: Учебник / Под ред. В.А. Козловского.] М.: INFRA-M, 2006. 574 p.
3. Womack J.P., Jones D.T. Lean Thinking: Banish Waste and Create Wealth in Your Corporation. Free Press.
4. Imai M. Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy. McGraw-Hill Education
5. Liker J.K. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. McGraw-Hill Education.
6. Rother M., Shook J. Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA.

Additional literature:

1. Baranov V.V., Zaytsev A.V., Sokolov S.N. Analyzing management system. [Баранов В.В., Зайцев А.В., Соколов С.Н. Исследование систем управления.] М.: Alpina publisher, 2012. 216 p.
2. Womack J.P., Jones D.T., Roos D. The Machine That Changed the World: The Story of Lean Production. Free Press.
3. Goldratt E.M., Cox J. The Goal: A Process of Ongoing Improvement. North River Press.
4. GOST R 56020-2014. Lean production. Main principles and dictionary. [ГОСТ Р 56020-2014. Бережливое производство. Основные положения и словарь.] М.: Standartinform, 2014. 37 p.
5. GOST R 56404-2015. Lean production. Management systems requirements. [ГОСТ Р 56404-2015. Бережливое производство. Требования к системам менеджмента.] М.: Standartinform, 2015. 16 p.
6. GOST R 56406-2015. Lean production. Main methods and tools. [Бережливое производство. Основные методы и инструменты]. М.: Standartinform, 2015. 16 p.
7. Dettmer W. Goldratt's Theory of Constraints: A Systems Approach to Continuous Improvement. Asq Pr.
8. Imai M. Kaizen: The Key To Japan's Competitive Success. McGraw-Hill Education.

9. Nikolayev S.D. Zaytsev A.V., Baranov V.V., Kraft J. Intellect of modern enterprise. [Николаев С.Д., Зайцев А.В., Баранов В.В., Крафт Й. Интеллект современного предприятия.] М.: Publishing House “Komsomolskaya Pravda”, 2010. 252 p.
10. Jacob D., Bergland S, Cox J. Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance. Free Press.
11. Liker J.K., Meier D. The Toyota Way Fieldbook. McGraw-Hill.
12. Kraft J., Zaytsev A.A., Zaytsev A.V. Discovering the Lean Production Secrets on the Verge of Industry 4.0. Liberec, Czech Republic, EU: TUL, 2017.

CAREER PLANNING

Designed by: Myasoedova D., Senior Lecturer, Department of Management, IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

The formation of the ability to build and implement professional development trajectory in the business environment, the ability to develop a self-positioning strategy, the ability to present oneself favorably in the business community at a verbal and non-verbal level.

Intended learning outcomes:

Upon completion of the module the students are expected to know:

- the concept of lifelong education (lifelong learning);
- goal-setting as a process of comprehending one's activity (including educational), setting goals and achieving them;
- approaches to the job search process and resources for the search;
- the rules of compiling and formatting a professional resume;
- the basic logic of employers, approaches to job interviewing and basic business etiquette.

Upon completion of the module the students are expected to be able to:

- adequately and comprehensively evaluate their professional and personal qualities;
- present oneself in a favorable way at a non-verbal level;
- quickly and clearly formulate thoughts and answer standard questions in interviews.
- correctly, succinctly and in essence to state information about yourself in writing;
- efficiently use available resources for job searching.

Upon completion of the module the students are expected to have the skills of:

- implementing and adjusting of a career plan;
- structuring and systematization of personal information;
- confident presentation of personal information, education and work experience.

Module plan:

Topic 1. Introduction to the module, the basic principles of building a career. Introduction to the module: general information, a brief CV of the teacher. Goals and objectives of the course "Career Planning". Factors leading to the need for career management. Features of the study of the discipline for specialists in the direction "Management". Practical results obtained by students as a result of training. The concept of a career. Career's place in the system of human values. Modern socio-economic conditions as a complex of factors affecting the career management process. The concepts of professionalism for specialists in the field. Labor and personal qualities necessary for professional and managerial activities. Why do you need a self-presentation (presentation). Rules for building an effective self-presentation: presentation style, structure, professional language.

Topic 2. Building a career path. Career's place in the system of values. Career as a process. Career development vectors. Stages of career growth. The main motives for finding a job. Basic approaches to job search. Available tactics and resources. An overview of the market of recruitment agencies and available online sites. Practical recommendations for building work with agencies. Practical guidelines for creating "visible" online profiles. The methodology of the analysis of a company-employer and information contained in open vacancy descriptions. The components of "ideal candidate" profile.

Topic 3. Summary: sections, formats, goals. Approaches to the description of experience, useful linguistic constructions. Why you need a resume. Types of resumes. Practical recommendations on the visual format and content of the resume. Building sentences and using strong verbs to describe experience. Performance indicators in the description of work experience. Optimization of the resume taking into account the purpose of its compilation. Use of “keywords” to increase the number of resume views.

Topic 4. Resume optimization. What HR experts and recruiters pay attention to when considering a job applicant’s resume. Optimizing and strengthening the resume, taking into account practical observations and conclusions.

Topic 5. Getting ready for a job interview. The purpose of the interview. Types of interviews. Formal and non-formal behavior at interviews of various kinds. Practical guidelines for preparing for interviews. Fundamentals of non-verbal communications (sign language). The impact of non-verbal communications on professional image. Analysis of examples of frequently asked questions and tasks at interviews.

Module workload: 2 ECTS, 26 academic hours

Current and final assessment:

Current assessment – business games, written tasks.

Final assessment – administered in the form of a business game.

Essential reading:

1. Rumyantseva E.V. Guidance on job search, self-presentation and career development [Electronic resource] / E.V. Rumyantsev—M.: Alpina Publisher, Alpina Business Books, 2016.— 197 p. — Access mode: <http://www.iprbookshop.ru/41369.html> .— ELECTRONIC SYSTEM “IPRbooks”

2. Richard Templar Career Rules [Electronic resource]: everything you need for career growth / Templar Richard— M.: Alpina Publisher, 2016.— 242 c. — Access mode: <http://www.iprbookshop.ru/48586.html>.— IPR “IPRbooks”

CROSS-CULTURAL MANAGEMENT

Designed by: Myasoedova D.S., Senior Lecturer, Department of Management, IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Developing tolerance and the ability to use constructively intercultural differences in business communications and team interaction.

Intended Learning Outcomes:

Knowledge level:

- value systems of representatives of different cultures;
- national characteristics of interpersonal communications.

Competence level:

- organizing well-coordinated work of international working groups in order to prevent conflicts associated with the peculiarities of communication processes in different cultures;

Skill level:

- avoiding the most typical mistakes associated with national stereotypes of behavior in business communication with representatives of different cultures.

Module plan:

Topic 1. National culture as a source of values and norms. The main causes of problems and conflicts in cross-cultural communications.

Introduction to Cross-Cultural Management. Goals and objectives of the module. Basic definitions. Factors shaping national culture. Globalization and the relevance of intercultural issues in business. The structure of the national culture. The main types of value orientations. The process of forming cultural norms and their dynamics. Comparative analysis of values and norms of national cultures based on practical examples. The danger of stereotyping the manifestations of national culture.

Topic 2. "Variables" of national culture and examples of their manifestation in business culture.

The concept of "variables" of national culture. Nature (environment): submission - domination - harmony. Human nature: depravity - tabula rasa - perfection. Time: planning horizons, business ethics. Action: status and result. Communication: cultural contextuality and communication style. Space: spatial symbolism, personal and social space. Attitude towards power: range of power, hierarchical vertical. The level of individualism: corporate ethics, motivation to work. Competitiveness: business style, human behavior in a group. Structuring: formalization of procedures, the number of management levels.

Topic 3. Behavioral differences in business cultures

National characteristics of interpersonal communications. The contextuality of culture and the ratio of verbal and non-verbal communication. Body language in national cultures. National features of the negotiation process. The purpose of negotiations. The time factor in the negotiation process. Content and context of negotiations. Stages of preparation and conduct of negotiations (choice of place and time of negotiations, protocol, the role of an interpreter in the negotiation process). Participants' behavior in negotiations. The meaning and forms of contacts with partners after the completion of negotiations. Issues in organizing and conducting multilateral international negotiations.

Topic 4. Cultural differences in attitudes towards work and work motivation

The value of labor in different cultures. Factors determining attitudes towards work in various cultures (religion, geography, history, etc.). peculiarities of personnel selection, training and retraining of personnel in various business cultures. Factors of labor that are significant for workers: status, wages, quality of working life, opportunities for professional development, level of uncertainty, tolerance or propensity to take risks, initiative, need for socialization, teamwork. Applicability of Western theories of motivation in countries with non-American-European cultural traditions.

Topic 5. National characteristics of management and leadership

Management philosophy in different cultures. Holistic (holistic) and pragmatic approaches to management. National characteristics of corporate culture. Means and methods of management in various cultures (planning systems, decision-making methods, principles and techniques of control). Change management and their differences in different national business cultures. Generalized leadership model. The dominant basis of leadership. The applicability of Western theories of the situational approach in business cultures of the non-American-European type. Opportunities for transferring effective management techniques from one national business culture to another.

Topic 6. Features of management of transnational corporations and joint ventures

The factor of national culture and other external environment factors in the functioning of transnational corporations (TNCs) and joint ventures (JV). Types of organizational structures of TNCs. Difficulties associated with specific types of structures. Comparison of the strategies of American, European and Japanese TNCs and their relationship with the national business culture. Creation and functioning of a joint venture: motivation for the creation of a joint venture, selection of partners, recruitment of personnel, remuneration system, training and retraining of personnel. Interaction of national business cultures in Russia. Forms of training managers to work with representatives of other business cultures. The concept of the characteristics of the "global" manager.

Module workload: 2 ECTS, 30 academic hours

Current and final assessment:

Current assessment – mini case-studies, an essay..

Final assessment – a written test , case-study in the form of a business game.

Essential reading:

1. Myasoedov, SP Cross-cultural management: textbook for undergraduate and graduate programs / SP Myasoedov, LG Borisova. - 3rd ed. - M.: Yurayt Publishing House, 2016 .-- 314 p. - (Series: Bachelor and Master. Academic course). - ISBN 978-5-9916-4515-7. Access mode: www.biblio-online.ru/book/435DBD43-2B0D-4B2C-98AA-704901583630

ORGANIZATIONAL DESIGN

Designed by: L. Borisova Ph.D., Associate professor, Department of Humanities, Business Ethics and Social Responsibility of IBS.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Developing the ability to design organizational structures, plan and implement activities, distribute and delegate authority; carry out the diagnostics of organizational culture to solve managerial problems.

Developing skills of modelling the main business processes in an organization.

Intended Learning Outcomes:

Knowledge level:

Upon completion of the module the students are expected to have an understanding of:

- problems that arise in the organization at various stages of its life cycle;
- the essence of the delegation process, its basic principles and problems;
- the connection between delegation and the organizational structure of the company;
- the main types of organizational culture;
- diagnostic methods of organizational culture;
- types of business processes, their main characteristics;

Competence level:

Upon completion of the module the students are expected to be able to:

- design organizational structures taking into account formulated goals and objectives of the organization;
- determine the composition and place of structural units in the organizational structure, allocated resources;
- analyze organizational culture, and on the basis of that analysis make managerial decisions to change the organizational culture;
- suggest appropriate methods and tools for business processes diagnostics.

Indicative module content:

Theme 1. Organization as a system

Definition of an organization. Different types of organizations: from multinational to unprofitable. Organizational design parameters. Structural parameters. Situational factors. Activity and performance. The evolution of organizational design. Organic and mechanical design. Modern organizational design concepts: radical decentralization.

Theme 2. The role of strategic management in organizational design

Strategic goals. Operational Tasks. Conflict of goals and hybrid organizations. The importance of goals. Assessment of organizational effectiveness. Four approaches to assessing efficiency: efficiency of achieving goals; resource efficiency; efficiency of internal processes; strategic component. Integrated performance model.

Theme 3. Organizational structures

Centralization and decentralization. Vertical information flows. Horizontal information flows and collaboration. Relationships and coordination. Alternatives to organizational design. Functional, divisional and geographical design. Matrix structure. Conditions for creating matrix structures. Strengths and

weaknesses of matrix structures. Horizontal structure. Characteristics of the horizontal structure, strengths and weaknesses. Hybrid structures. Adaptation of the structure to the tasks of the organization. Symptoms of structural inefficiency.

Theme 4. The external environment of the organization

Objectives of the organization in the external environment. General characteristics of the environment. The international environment. Changes in the external environment. Complexity and dynamics. Adaptation of the organization to the complexity and dynamics of the external environment. Creation of job positions and departments. Building relationships. Differentiation and integration. Organic and mechanical management processes. Planning and forecasting. Dependence on human resources. Organizational ecosystems. Changing the role of managers. Dependence on resources. Collaboration networks. Personal network connections. Entering the international arena. Motivation to enter the international arena. Stages of becoming an international organization. Global expansion through international alliances, mergers and acquisitions. Increasing complexity and differentiation. Increasing need for coordination. Sophisticated exchange of knowledge and innovation. Organizational design for international activities. Additional global coordination mechanisms. Global work teams.

Theme 5. Internal processes in the organization

Key manufacturing technologies and organizational structures. Key service technologies. Creation of a service organization. Workflow interdependence between departments. The evolution of information technology. The philosophy and focus of the control system. Creating a balanced scorecard at the organization level. Creation of a system for monitoring the implementation of work and monitoring results at the department level. Ensuring coordination processes and improving efficiency. Creation of a knowledge management system. Creating a system to increase the value of the company.

Theme 6. Organization life cycle

The size of the organization. Factors that drive organizational growth. Big size dilemmas. Life cycle stages. Size, bureaucracy and control. Size and changes in organizational structure. Alternatives to bureaucratic control. Organization life cycle concept according to I. Adizes. Conditions and factors determining the phase of the organization's life cycle. The causes and consequences of the transition of the organization from one phase of the life cycle to another. Organizational crises, their characteristics, crisis prevention and the conditions for overcoming crisis conditions.

The concept of a life cycle according to L. Greiner. Features of the methodological approach of L. Greiner in determining the stages of the life cycle. The necessity of the directive development stage. The transition of an organization from one phase of the life cycle to another.

Theme 7. Management of organizational culture

Definition of organizational culture. The value of culture. Organizational design and culture. Preferred corporate culture. Corporate culture and ethics. Types of organizational cultures and their relationship with the external environment and the focus of the organization. Implementation of changes in organizational culture changes. The need to change organizational culture. Methods of changing organizational culture.

Current and final assessment:

Case analysis and final test.

Essential reading

1. Daft R. Organization Theory: A textbook for university students enrolled in the specialty "Organization Management"; trans. from English - M.: UNITY-DANA, 2006.
2. Theory of organization: a textbook and a workshop for undergraduate and graduate programs / G.R. Latfullin [et al.]; under the editorship of G.R. Latfullina, O.N. Gromovoy, A.V. Raichenko. - 2nd ed. - M.: Yurayt Publishing House, 2017.

Additional reading

1. Gibson, James L. Organization: Behavior. Structure. Processes: Textbook for university students / James L. Gibson, John Ivantsevich, James H. Donnelly Jr.; trans. from English - 8. ed. - M. : INFRA-M, 2000.
2. Hall R.Kh. Organizations: structures, processes, results; trans. from English - SPb., 2001.
3. Borisova L.G. Organizational Design: Modern Management Concepts. Tutorial. - M. : Business, 2003.
4. Kuznetsov Yu.V. Organization Theory: A Textbook for Bachelor students / Yu.V. Kuznetsov, E.V. Melyakova. - M. : Publishing house Yurayt, 2015.
5. Daft Richard L. Organizational Theory and Design. 12th edition. Cengage Learning. Boston, 2015.

INTERNATIONAL FINANCE

Designed by: Avrutskaya S., Ph.D., Associate professor of the Department of Quantitative Methods in Management of IBS.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goals of the Module:

- Studying the peculiarities of using the main methods of financial management for asset valuation, working capital management, investment decisions, financing decisions, the formation of dividend policy and capital structure when making decisions related to operations on world markets in the context of globalization.
- Studying the specific risks inherent in international business and mastering the skills of managing these risks
- Mastering the skills of assessing international investment projects.

Intended Learning Outcomes:

Knowledge level:

- types of currency quotes;
- factors that determine exchange rates;
- conditions of purchasing power parities and interest rates;
- types of fixed-term foreign exchange contracts and contexts of their use;
- features of the cost and capital structure of TNCs (trans-nationals);
- the advantages of attracting financing in international markets;
- instruments of debt and equity financing of TNCs;
- the concept of foreign direct investment as a tool for the development of TNCs.
- origin and types of currency risks;
- concepts, advantages and disadvantages of hedging in the foreign exchange market;
- political risks of the activities of TNCs, their types;
- features of the investment analysis of foreign projects.

Competence level:

- calculate reverse and cross rates of currencies;
- calculate urgent exchange rates;
- calculate the economic effect of transactions with foreign exchange derivatives;
- formulate the financial strategy of TNCs;
- calculate the cost of capital of TNK.
- identify operational, economic and recalculating risks;
- offer tools to manage various types of political risk.
- forecast cash flows of international investment projects in national and foreign currency;
- take into account inflation and risks when analyzing international investment projects.

Skill level:

- the skills of calculating the economic effect of transactions in the spot and forward foreign exchange market;
- the ability to offer tools for managing various types of currency and political risks;
- skills of investment analysis of foreign projects.

Module plan:

Topic 1. Financial management in a transnational corporation. The theory of comparative advantage as a basis for international trade and its limitations today. The process of globalization as the transformation of business from a national to a global one. Market imperfections as opportunities for the creation and development of multinational companies. The process of becoming a transnational company. Risks associated with financial globalization. Features of international financial management and its differences from financial management in a national company.

Topic 2. Foreign exchange market. Foreign exchange market concept. Foreign exchange market participants. Factors that determine exchange rates. Currency quotes - direct and indirect, selling and buying, spot and futures prices. The Law of one price. Absolute and relative purchasing power parities. Forecasting exchange rates. Interest rate parity. Uncovered and covered interest rate parities. Covered interest arbitrage. Unbiased forward rate. International Fischer effect. Terms of international parities.

Topic 3. Derivative financial instruments in the foreign exchange market. Types and purposes of derivative financial instruments in the foreign exchange market. Forward and futures contracts. Contexts of use, similarities and differences. Characteristics of currency futures. Trading currency futures on the exchange. Delivery and settlement futures. Calculation of the economic effect from operations with currency futures. Foreign exchange options. Types of option contracts - buy and sell, American and European, etc. Factors affecting the option price. Black-Scholes formula for option pricing.

Topic 4. Currency risk management. Business risks - operational and financial. Risk attitude and general principles of risk management. The origin and types of currency risk - operational, economic, recalculation. The concept of hedging, the advantages and disadvantages of hedging. Operational risk. Types of hedging to manage operational risk. The origin of economic risk, as opposed to operational (transactional) risk. Economic risk in the short, medium and long term. Tools for proactive economic risk management. Recalculating (translational) risk. Methods for accounting for changes in exchange rates in financial statements: current exchange rate, temporary. Recalculating risk management. Tax implications of foreign exchange risks.

Topic 5. The financing of transnational corporations. Factors determining the cost of capital of transnational corporations. The weighted average cost of capital model in the context of international business: the cost of equity capital, borrowed funds, taking into account currency risk, optimization of the capital structure, the impact of the tax rate. Motives for TNCs to enter the world capital markets. Market liquidity and market segmentation. Opportunities of TNKs to overcome low liquidity and segmentation of the domestic market and to attract financing in world markets. The marginal cost of capital and the investment budget of TNK. Investment attractiveness of TNK. Strategy and instruments for raising equity capital in foreign markets: depositary receipts, cross-listing, share issue and listing on foreign stock exchanges, private placements. Financing of a subsidiary abroad. Internal and external sources of funding. Subsidiary capital structure. Debt financing instruments of a subsidiary company - bank loans, euronotes, Eurobonds and foreign bonds, project financing. Allocation of share capital.

Topic 6. Foreign direct investment (FDI). Justification of the decision on foreign direct investment. The relationship between FDI and a company's financial strategy. Political risks. Corporate (governance), country (transfer, cultural and institutional) and global risks. Management of various types of political risks. Investments in production assets in foreign countries. Investment analysis of a foreign project. Assessment of international projects in domestic and foreign currency. Repatriation of profits.

Topic 7. The financing of international trade. The structure of international trade relations. Consistency of trading and conflicts of interest between buyers and sellers. Conflict resolution - the structure of international trade transactions and the documents used - letter of credit, bill of lading, draft. Working capital management in TNCs. Impact of foreign exchange risk on production, operating and financial cycles. Management of the components of current assets - stocks, accounts receivable, cash. Financing of current assets - internal and external sources, types and characteristics of short-term borrowed funds.

Module workload: 2 ECTS, 38 academic hours.

Current and final assessment:

Current assessment – oral quiz, presentation, tests.

Final assessment – a graded test.

Essential reading:

1. Shimko, PD International financial management: textbook and workshop for undergraduate and graduate programs / PD Shimko. - 2nd ed., Rev. and add. - M.: Yurayt Publishing House, 2016 .-- 493 p. - (Series: Bachelor and Master. Academic course). - ISBN 978-5-9916-3883-8. - Access mode: www.biblio-online.ru/book/BDD4BF13-2087-4EB2-9D3E-AC4100A36B1E.
2. Lukasevich I.Ya. Financial management: textbook. Eksmo, 2011

INTERNATIONAL CURRENCY AND CREDIT RELATIONS

Designed by: Ph.D., Gogiberidze L.G.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Equipping students with the basic knowledge about the fundamental laws of the development of the world monetary system, as well as the basic principles and forms of international monetary, credit and financial relations; preparation for an in-depth analysis of financial markets and monetary policy in the context of the globalization of the world economy.

Intended Learning Outcomes:

Knowledge:

- the essence, content and forms of international monetary and credit relations, the general principles of their analysis;
- the structure of the world monetary system;
- the main characteristics of currency relations;
- forms of international lending;
- methods and forms of international settlements;
- the main instruments of the world currency and credit markets;

Competences:

- using the acquired system of knowledge about the essence, content and forms of international monetary and credit relations for solving practical problems related to foreign exchange and international credit transactions, international settlements, risk management;
- using sources of external economic information, methods of macroeconomic analysis;

Skills:

- hedging currency risks when conducting economic transactions using foreign currency;
- carrying out analytical studies necessary to ensure successful activities of monetary and financial relations agents.

Module content:

Topic 1. International monetary relations and the evolution of the world monetary system

International economic and monetary relations. International financial flows and financial centers. World monetary system and its evolution. The structure and basic elements of the modern world monetary system. National monetary system and its main elements. Types of currencies. The currency basket concept. The role of gold in international monetary relations. Modern currency problems. Developing countries in the modern world monetary system. The structure of financial markets. Organization of international financial markets. Globalization of world financial markets.

Topic 2. The essence of currency. Foreign Currency Conversion Transactions

International currency market. The essence and structure of the foreign exchange market. Cash currency market. Fundamental and technical analysis of the foreign exchange market. Information support of the foreign exchange market. The main features and peculiarities of the functioning of the foreign exchange market. Types of foreign exchange markets and the history of their development.

Foreign exchange market participants and their main goals. Operations and financial instruments used in the foreign exchange market. Specifics of carrying out currency transactions in the derivatives market. Spot operations. Swap operations. Forward, futures and options transactions. Comparative characteristics of the forward, futures and options foreign exchange markets. Currency arbitrage: temporal and spatial, speculative and conversion, interest rate.

Exchange rate as a value category. Factors affecting the exchange rate. The impact of changes in the exchange rate on international economic relations. Exchange rate regulation theory. Foreign currency quotation: direct and indirect. Selling and buying rates.

Topic 3. Methods of foreign exchange risk management. Exchange policy and exchange control

Market and government regulation of currency relations. Foreign exchange policy and foreign exchange regulation. Forms of monetary policy. Currency restrictions as a form of protectionist monetary policy. Objectives of currency restrictions. Areas of currency restrictions. Impact of currency restrictions on the exchange rate and international economic relations. The evolution of currency restrictions and the transition to currency convertibility. Monetary policy of developing countries. Foreign exchange control. State bodies exercising currency control. Currency control agents. Export and laundering of capital. Foreign exchange position and risks in foreign exchange transactions. Currency risk hedging.

Monetary system and monetary policy of the Russian Federation. Currency restrictions and interventions by the RF Central Bank. Management of official gold and foreign exchange reserves.

Topic 4. Forms and tools of international settlements

The modern concept of international settlements. The role of national currencies, international currency units and gold in international settlements. Monetary and financial and payment conditions of foreign economic transactions. Price currency and payment currency. Conditions of payment. Forms and features of international payments. Letter of credit form of payments. Collection form of payments. Bank transfer. Settlements in the form of an advance payment and on an open account. Calculations using bills of exchange and checks.

Currency clearing. Forms of currency clearing. Multilateral currency clearing. Clearing and payments unions in developing countries. Multilateral settlements in transferable rubles.

Topic 5. Organization of international lending. World market for loan capital

International credit market: concept, prerequisites for formation, features. The main stages of the development of international lending. The structure of the world market for loan capital. The role of the global credit market and the problems of regulating its activities. The role and functions of international credit. Classification of forms of international credit: by purpose, by type, by technique of granting, by loan currency, by terms, by collateral. Export and import crediting.

Fundamentals of international bank lending. Types of international loans. Structuring an international bank loan. Types of financing when providing an international bank loan. The structure of international banking services and their classification. International syndicated and leasing centers.

Topic 6. International and regional monetary and financial and credit financial organizations

General characteristics of international financial organizations. The institutional structure of international monetary organizations, the goals of their creation and the main tasks. International Monetary Fund (IMF). World Bank Group (WB): International Bank for Reconstruction and Development (IBRD) and its divisions: International Development Association (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and International Center for Settlement of Investment Disputes (ICSID) . European Bank for Reconstruction and

Development (EBRD). International Regional Development Banks (IDBR - Inter-American, African, Asian) and specialized banks. Bank for International Settlements (BIS).

Workload: 2 ECTS, contact hours – 28.

Current and final assessment:

Current assessment – quizzes, tests, preparing reports.

Final assessment consists of an oral exam and a written practical task.

Essential reading:

1. International monetary and credit relations: Textbook for universities / L.N. Krasavina [and others]; Financial University; ed. L.N. Krasavina - M.: Yurayt, 2016 - 544 p. / EBS Yurayt.
2. International monetary and credit relations: Textbook and workshop for bachelors /; PRUE them. G.V. Plekhanov; under total. ed. E.A. Zvonovoy - M.: Yurayt, 2016 - 687 p. / EBS Yurayt.

Electronic resource: Information Agency "RosBusinessConsulting"

<http://www.rbc.ru/>

ORGANIZATION OF FOREIGN ECONOMIC ACTIVITIES

Designed by: Ph.D., Gogiberidze L.G.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goals of the module:

- acquaintance of students with the basic concepts and terms, as well as key theories that characterize the current state and development trends of foreign economic activity in Russia and other countries of the world;
- analysis of state regulation of foreign economic activity exemplified by the functioning of Russian and foreign enterprises.

Upon completion of the module the students are expected to:

Know:

- key concepts and terms, basic theories, forms and methods of organizing foreign economic activity, characterizing the current state and development trends of foreign and international trade;
- a system of indicators characterizing the economic potential of an enterprise to determine its place in the structure of foreign economic activity;
- legal aspects and legislative framework governing foreign economic activity, as well as international relations in the economic sphere.

Be able to:

- summarize domestic and foreign practical experience in the field of foreign trade and international monetary, financial and credit transactions;
- effectively use modern information technologies in the study of the world market for goods and services;
- analyze statistical and financial reporting in the field of foreign economic activity in order to determine the competitive environment of international business, predict the situation on world markets;

Have the following skills:

- practical skills related to the organization and technique of implementing international contracts in foreign economic activity;
- skills of effective negotiation with foreign counterparties.

Module content:

Topic 1. Subject, method, basic terms and definitions of foreign economic activity

Object, subject, content of the module "Foreign economic activity". Development of foreign economic relations of Russia. Forms of foreign economic activity in the context of globalization.

Topic 2. Strategy of state management of foreign economic activity

Bodies of state and non-state regulation of foreign economic activity. The main methods of state regulation of foreign economic activity. Foreign trade policy of the Russian Federation, its goal, objectives. Free trade policy, protectionism. The main legislative acts of the Russian Federation governing the activities of the enterprise in the foreign market. Non-tariff barriers. Customs value.

Determination of the customs value of imported goods. Determination of the amount of duties, excise taxes, VAT. Customs clearance. Customs regimes.

Topic 3. The choice of forms and methods for the enterprise to enter the foreign market

The main directions of export policy and import policy. Determination of the optimal structure of export. Types of foreign trade transactions: export, import, countertrade (barter transactions, trade offset transactions, industrial offset transactions). Classification of international counter transactions based on the organizational and legal basis of these transactions, the principle of compensation. Trading methods: direct, indirect. The consequences of their application.

Topic 4. International contract. Modern practice of confinement

Legal aspects of the contract for the international sale of goods. Concepts: "deal", "treaty", "agreement", "contract". UN Vienna Convention "On Contracts for the International Sale of Goods" Signs of contracts for the international sale of goods under the Vienna Convention. International contract, material and non-material terms of the contract. Standard contract. Conclusion of an agreement for the international sale of goods. Methods of establishing contacts by the seller (firm offer, free offer), methods of establishing contacts by the buyer; execution of the contract. The contract for the international sale of goods, its content.

Topic 5. Basic terms of delivery "Incoterms 2010"

Modern trends in the development of international trade. The concept of "basic terms of delivery". Terms "Incoterms-2010" and their scope. Explanation of the terms of the group "E", "F", "C" and "D", international practice of their application.

Topic 6. International Marketing. International financial management.

The specifics of market segmentation in international marketing, criteria and main recommendations for segmentation of the external market. Product planning for international markets: adaptation strategy, new and reverse invention strategy. International distribution channels. Specificity of price management, patenting in international marketing. Promotion of goods in international markets. Specific methods of international financial management from the standpoint of managing foreign economic activity. Capital budgeting. Net effective income.

Workload: 2 ECTS, contact hours– 36.

Current and final assessment:

Current assessment– oral quiz, business games, problem solving.

Final assessment is delivered in the written form and includes tests and a practical assignment.

Essential reading:

1. Degtyareva O.I. et al. Management of foreign economic activity: Textbook / Master, SIC INFRA - M :, 2014
2. International economic relations. / Textbook, ed. Evdokimova A.I.. - M .: Prospect, 2014.

INTERNATIONAL LOGISTICS

Designed by: Martirosyan E.G., PhD, Associate Professor of the Department of Management of the IBS.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Formation of the ability to simulate a logistics system in the mode of export-import operations, to calculate and manage operating costs of international logistics operations, to determine effective forms of cooperation with foreign partners in the management of operating flows.

Intended Learning Outcomes:

Knowledge level:

- global world logistic models;
- the basic principles of organizing the chain of goods movement in the global market;
- the main participants in the distribution chain;
- basic technologies for organizing export-import operations;

Competence level:

- estimate operating costs within the value chain;
- determine the reasons for deviations in logistics KPIs and make rational decisions to correct the situation;
- use the main IT integrators and solutions in the management of the logistics function

Skills level:

- organization of commodity circulation in global markets;
- negotiations with key participants in the distribution chain;
- performance assessment through the KPI system of the main areas of logistics management (transportation, storage, packaging, processing of goods, logistics document flow)

Module content:

Topic 1. Logistics as a management system. Basic concepts, definitions, its role in the system of enterprise functioning

Introduction to international logistics. The role of logistics in the functioning of an enterprise. The main functions of logistics and the structure of operating costs. The main logistics strategies and operating models.

Topic 2. World trends in modern logistics

The world trends in logistics management are studied, such as informatization (the main software integrators) of management of logistics processes, decentralization of freight flows, hubability of the logistics system, energy-saving technologies, a new level in the competence of logistics personnel.

Topic 3. Key indicators in logistics

This topic discusses the integral indicators of measuring the efficiency of logistics - KPIs and KOIs, assesses the integral indicator of the level of logistics service at an enterprise.

Topic 4. New technologies in logistics management

This topic is devoted to the study of modern technologies for optimizing operating costs, such as Replacement, Cross-docking, Tolling, MIT, Cross-Shifting.

Topic 5. Russia in the international logistics system. Logistics centers, transit field, transit, customs technologies

This topic is devoted to macrology - namely, the place of Russia in the international logistics system. Macrologistic centers, transit field and potential, new customs technologies.

Current and final assessment:

Current assessment – tests, problem solving.

Final assessment is administered in the form of a written test. .

Essential reading:

1. Cherenkov, V.I. Fundamentals of international logistics: teaching aid [Electronic resource]: a study guide - Electron. Dan. - St. Petersburg: St. Petersburg State University, 2016. Access mode: <https://e.lanbook.com/book/94679>
2. Nerush, Yu. M. Logistics: a textbook for academic bachelor programs. / Yu. M. Nerush, A. Yu. Nerush. - 5th ed., Rev. and add. - M.: Yurayt Publishing House, 2016.-- 559 p. - (Series: Bachelor. Academic course). - ISBN 978-5-9916-3972-9. Access mode: www.biblio-online.ru/book/50BEB020-B02C-4AA9-A0AE-42AB1F836CBF

MODELS OF THE PUBLIC SERVICE: RUSSIA IN A COMPARATIVE PERSPECTIVE

(OPTIONAL MODULE)

Designed by: Atnashev T.M., PhD, Senior Lecturer of the Department of Management of the IBS

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Mastering the discipline contributes helps develop the ability to understanding the specifics of doing business and entrepreneurial activity in an international environment.

Intended Learning Outcomes:

Knowledge level

- the basic principles of the three models of public administration;
- the key moments of the historical evolution of the three models of public administration;
- the correlation of political and ideological premises of the three models of public administration.

Competence level:

- the ability to determine the significant features of each of the three models in the work of individual departments and the national system of public administration as a whole based on an analysis of open sources (websites and regulations) and on the basis of an analysis of scientific literature;

Skills level:

- critically analyze and compare primary sources and scientific literature in order to obtain a more objective assessment;
- publicly state and defend their point of view in the discussion based on the preliminary analysis.

Module plan:

Topic 1. Three models of government: an introductory overview and principles. Key principles and prerequisites of the three models of public administration: Weberian bureaucracy, New Public Management, Governance.

Topic 2. Three models of public administration: historical evolution. The historical evolution of the three models from the late 18th to the early 21st century, a comparative perspective of the evolution of developed Western countries, third world countries and successful countries of the Southeast Asia. The patrimonial state and modern models of bureaucracy.

Topic 3. Selection of personnel in three models of public administration. The principles of meritocracy and patrimonialism are the dialectics of loyalty, competence and independence.

Topic 4. Organizational structure, reporting and control mechanisms in three models. Hierarchy and functional division, design methods, KPIs, matrix and network forms of organization.

Topic 5. Singapore and Malaysia - a comparative analysis of the two systems of government. Strategic development as the basis of public administration in Singapore and Malaysia. Similarities

and differences in the context and history of the two countries. Modern government in Singapore and Malaysia: are the three models applicable?

Topic 6. The modern Russian system of public administration. The modern system of public administration in Russia - transformation and new challenges. The transition from neo-patrimonialism to modern management models.

Module workload: 1 ECTS, 26 academic hours

Current and final assessment:

Current assessment– quizzes, problem solving, tests.

Final assessment – a written test.

Essential reading:

1. Kuzin V.I. Organizational and legal foundations of the system of state and municipal management [Electronic resource]: textbook / V.I. Kuzin, S.E. Zuev. - Electron. text data. - M.: Delo, 2014 .-- 120 p. - 978-5-7749-0914-8. - Access mode: <http://www.iprbookshop.ru/51041.html>
1. 2.V. Chirkin, The system of State and Municipal Administration, KNORUS, 2016

INNOVATIVE MANAGEMENT

Designed by: Dudko V.V., Regional Manager of Sberbank PJSC

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Formation of the ability to translate an innovative idea into project work, carry out a comprehensive assessment of the proposed innovation, and to build interaction with project participants.

Intended Learning Outcomes:

Competence level:

- to assess the potential market and market share for a specific innovative solution;
- identify potential beneficiaries of the innovation;
- to assess the novelty and competitiveness of an innovative idea.

Skill level:

- construction of a cash flow model and presentation of key performance indicators, allowing to make conclusions about the profitability of innovation.

Module plan:

Topic 1. Introduction to innovation management. What is innovation, the causes and consequences of innovation. Examples of successful and unsuccessful innovations, 4 industrial revolutions.

Innovation management as the foundation of successful management.

Topic 2. Types of innovative behavior of firms. Four types of innovative behavior of firms with examples. Key characteristics of each type, strengths and weaknesses. Life cycle stages and development of each type.

Topic 3. Characteristics of the market, quantifying demand and market share. Identification of beneficiaries and consumers of innovation. Assessment of the demand and potential market share of a firm as a result of innovation.

Topic 4. Project management as a tool for innovative management. Management of innovations as project work. The main characteristics of project management. Types of project management: agile, waterfall. Their key features, advantages and disadvantages.

Topic 5. Risk management is a key element of innovative management. Rationale for the importance of risk management for the success of innovations. Enterprise Risk Management Concept. The types of risks faced by firms and how they are managed.

Topic 6. Use of financial modeling for project management. Stages of building a financial model of an innovative project. Interpretation of the findings for making an investment decision.

Module workload: 2 ECTS. 30 academic hours

Current and final assessment:

Oral presentation of a group research project.

Essential reading:

1. Innovation management: textbook for academic bachelor's programs / LP Goncharenko, BT Kuznetsov, TS Bulysheva, VM Zakharova; under total. ed. L.P. Goncharenko. - 2nd ed., Rev. and add. - M.: Yurayt Publishing House, 2016.-- 487 p. - (Series: Bachelor. Academic course). - ISBN 978-5-9916-7709-7. Access mode: www.biblio-online.ru/book/655D0325-B7F4-45E4-9592-90F193BDD57D

2. Darmilova, Zh.D. Innovation management: Textbook for bachelors [Electronic resource]: a study guide - Electron. Dan. - Moscow: Dashkov and K, 2016. Access mode: <https://e.lanbook.com/book/93328>
3. Pervushin V.A. The practice of managing innovative projects, Moscow: Izd. Case, 2010

MODELING BUSINESS DECISIONS

Designed by: Martirosyan E.G., PhD, Associate Professor of the Department of Management of IBS.

Code and title of the program and specialization:

38.03.02 Management, International Management

Degree Program: Bachelor

Format of study: full-time

Learning Goal of the module:

Formation of the ability to diagnose and analyze the root causes of problems affecting the deviation of strategic and operational indicators of a business, to use the methodology of development and modeling of business decisions accepted in international business, to evaluate the effectiveness of decisions made.

Intended Learning Outcomes:

Knowledge level:

- the basic principles and methods of analyzing difficult management situations at an enterprise;
- key business processes of decision development and implementation in an organization;
- basic rules and procedures for the functioning of company collegial management bodies - the Management Board and the Board of Directors;
- prerequisites for the reengineering of a company;
- methods of reengineering, analysis of the management and production structure, design of a management structure focused on business processes;
- classification of organizational structures;
- reengineering technologies;

Competence level:

- develop and implement KPIs for business decisions;
- scenario modeling and assessment of possible risks from making business decisions;
- use key techniques and technologies for modeling business decisions;
- evaluate the prerequisites for the reengineering of the company;
- apply the methods of reengineering, analysis of the management and production structure, design of the management structure focused on business processes;
- classify organizational structures;
- apply reengineering technologies;

Skills level: possessions:

- diagnostics of a management environment that is not capable of generating business decisions;
- application of modeling techniques and formalization of business processes.

Module content:

Topic 1. Introduction to modeling business decisions. Basic definitions, classification of business decisions, key rules and approaches to modeling business decisions.

This topic reveals the main definitions and concepts of business decisions, provides a classification of business decisions, examines the issue of scenario planning methodology and scenario modeling of business decisions, as well as key prerequisites and factors leading to the creation of a favorable corporate environment for making business decisions.

Topic 2. Modern technologies for modeling business solutions.

This topic discusses modern techniques for developing business decisions, such as the Goal Tree, the Ishikawa model, and the Fat Smoker model.

Topic 3. Development and implementation of business decision-making processes for reengineering an organization to maximize its value.

This topic reveals the concept of modeling business processes for making business decisions in conditions when a company needs reengineering of its competencies and key business processes. The definition and stages of the reengineering process, the basic methods and rules of successful reengineering are given.

Topic 4. Company collegial management bodies (Management Board and Board of Directors): operation practices.

This topic examines operation practices of company collegial management bodies - the Management Board and the Board of Directors. The advantages and disadvantages of collegial over individual management bodies are determined. The topic considers the issue of modern technologies and practices for holding meetings of collegial management bodies.

Current and final assessment:

Assessment - a multiple-choice test .

Essential reading:

1. Michael Hammer Faster, better, cheaper. Nine Methods of Reengineering Business Processes [Electronic resource] / Hammer Michael, Hershman Lisa. - Electron. text data. - M.: Alpina Publisher, 2016 .-- 352 p. - 978-5-9614-4679-1. - Access mode: <http://www.iprbookshop.ru/49288.html>