



RANEPA
THE RUSSIAN PRESIDENTIAL ACADEMY
OF NATIONAL ECONOMY
AND PUBLIC ADMINISTRATION

IBS MOSCOW
INSTITUTE OF BUSINESS STUDIES

MM MASTER OF SCIENCE
INTERNATIONAL
MANAGEMENT
Transform for prosperity in the world of global opportunities!



PROGRAM HANDBOOK
MOSCOW 2019

“Education is not preparation for life; education is life itself”.

John Dewey

Dear Students

Welcome to the MSc. in INTERNATIONAL MANAGEMENT program. We hope that your time with us will provide a challenging and enjoyable opportunity to build on your existing knowledge, skills and experience.

This Handbook is designed to provide you with a variety of information.

There is a great deal of information in the Handbook and we do not expect you to take it all in at one go. Much of it will be explained during the Introductory Program when you will have the opportunity to discuss issues in more detail. Subsequently, we hope the Handbook will be a useful first reference point for questions which are bound to crop up as you progress through the Master’s program.

Yours Sincerely,

Maria Bernstein, PhD.

Director MSc. International Management Program,

Institute of Business Studies Moscow

The Russian Presidential Academy of National Economy and Public
Administration

ADMINISTRATION



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RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION



The Russian Presidential Academy of National Economy and Public Administration (RANEPA) is a leading university in Russia in the areas of public policy, public administration, and business administration.

RANEPA was established in September 2010 under the Decree of the President of the Russian Federation through merging the Academy of National Economy under the Government of the Russian Federation (established in 1977), the Russian Academy of Public Administration under the President of the Russian Federation (established in 1991), and 12 other regional academies.

The mission of RANEPA is to cultivate globally competitive and adaptive managers for public and business sectors of the Russian economy in order to address the challenges of innovation and development of the society.

Academy Today

RANEPA is the largest leading higher education institution in Russia. Its Moscow main campus plus 67 branch campuses across 53 regions in Russia provide their services to a total of over 190,000 students. Today RANEPA constitutes a multi-tier education, research and training system that embodies the life-long learning philosophy. This system incorporates undergraduate and postgraduate education as well as tailored professional training. RANEPA offers a variety of education and training programs to serve the learning needs of civil servants, entrepreneurs, managers, financiers, and lawyers. These include 48 undergraduate programs, 14 master degree programs, postgraduate research degrees and doctorate programs in 65 research specialties. RANEPA has a strong faculty of which many are prominent Russian academics with broad research interests. Professor Vladimir Май, a renowned Russian economist, serves as the first President of RANEPA.

RANEPA's alumni include some presidents of the Newly Independent States in the post-soviet area, prime ministers and ministers, well-known financiers, and leaders of the Russia business sector. Indeed, today RANEPA is a home to future leaders in the public and business sectors in Russia and abroad,

Excellence in Business Education

At present, RANEPA is a leader in training top-level managers for enterprises and organizations in Russia. RANEPA was the pioneer in introducing MBA (Master of Business Administration) and EMBA (Executive Master of Business Administration) in Russia. More than one half of MBA (Master of Business Administration) students in the country are trained by RANEPA with the use of advanced learning technologies. Most of the MBA and EMBA (Executive Master of Business Administration) programs are viewed as best practices in quality in the Russian market of business education and they are accredited by the international and national accreditation agencies, such as AMBA International.

International Cooperation

RANEPA has broad international cooperation with leading foreign universities, participates in a number of international strategic partnerships to provide for students and faculties international mobility, international education, training and research. The Academy runs several dozens of double degree projects at undergraduate, postgraduate, MBA and EMBA level. It provides unique English language programs for foreign students in the field of Russian politics, socio-economic development, history, religion, management models, cross-cultural issues, etc., thus exporting Russian education to leading countries of the world.

RANEPA holds membership of several international business education associations, including IAU, AACSB, AMBA, EFMD, CEEMAN, etc.

INSTITUTE OF BUSINESS STUDIES



OUR MISSION

*is to educate and form the new generation of
a socially responsible entrepreneurial and managerial elite of Russia
and to advance Russian business education.*

IBS-Moscow is a collegiate business school of RANEPA. Since its inception Institute of Business Studies (IBS-Moscow) has been a leader in the Russian business education.

IBS-Moscow was founded in 1988 within the Moscow State University of International Relations nationally known for its strong international expertise. In 1994, IBS-Moscow transferred to RANEPA and became its homogeneous structural unit.

A combination of the international expertise of the Moscow State University of International Relations and RANEPA's rich experience in preparing capable managers and executives has contributed to the broad recognition of IBS-Moscow in Russia and CIS countries. As a collegiate business school and RANEPA's structural unit, we have access

to the human and material resources required to ensure the high quality of our learning programmes.

IBS-Moscow has provided educational services to a total of over 30,000 students and managers from Russia and CIS countries. Nearly 10,000 of our graduates are active members of IBS-Moscow Alumni Association.

120 IBS alumni are included in The Top 1000 Russian Managers rating (the rating is compiled by the Association of Russian Managers)

All our degree programmes are Russian government-accredited. Our part-time MBA and EMBA programmes are accredited by the Association of Masters in Business Administration (AMBA International)

The Institute is now at the final stage of AACSB Accreditation process.

PROGRAMME OBJECTIVES

The programme's major objective is to prepare globally and locally competitive and market-driven managers with high business ethics and social responsibility. Our Master's programme provides students with the knowledge and skills required for conducting business, analytical and consulting activities in Russia and abroad.

COMPETENCES

The strategic aim of the Master's programme is to prepare specialists who are able to:

- Generate new knowledge of both the external and internal business environments and trends, based on the in-depth analysis of current realities;
- Develop management solutions and ensure their implementation, based on the knowledge acquired;
- Initiate the generation/generate new ideas for business improvement in a corporate or entrepreneurial environment;
- Develop sustainable business solutions based on the principles of business ethics and social responsibility.

LEARNING OUTCOMES

General Cultural and Professional Abilities:

- abstract thinking, analysis and synthesis;
- acting in non-routine and complex situations, accepting social and ethical responsibility for decisions taken and actions made;
- cultural and professional self-development and using one's potential;
- communicating in a professional manner in Russian and English;
- leading teams in the chosen profession with tolerance to and awareness of ethnic, social, religious and cultural diversity.

Organisational and Managerial Abilities:

- managing organisations, structural units, teams, staff, and projects;
- developing a corporate strategy, organisational development and change programmes;
- managing corporate finance.

Analytical and Research Skills:

- using quantitative and qualitative methods in research/business process management;
- summarizing and critically analyzing the results of international and domestic research on current issues of management;
- conducting one's own research in accordance with the developed plan;
- presenting the research findings orally or in writing.

Specific Professional Qualities:

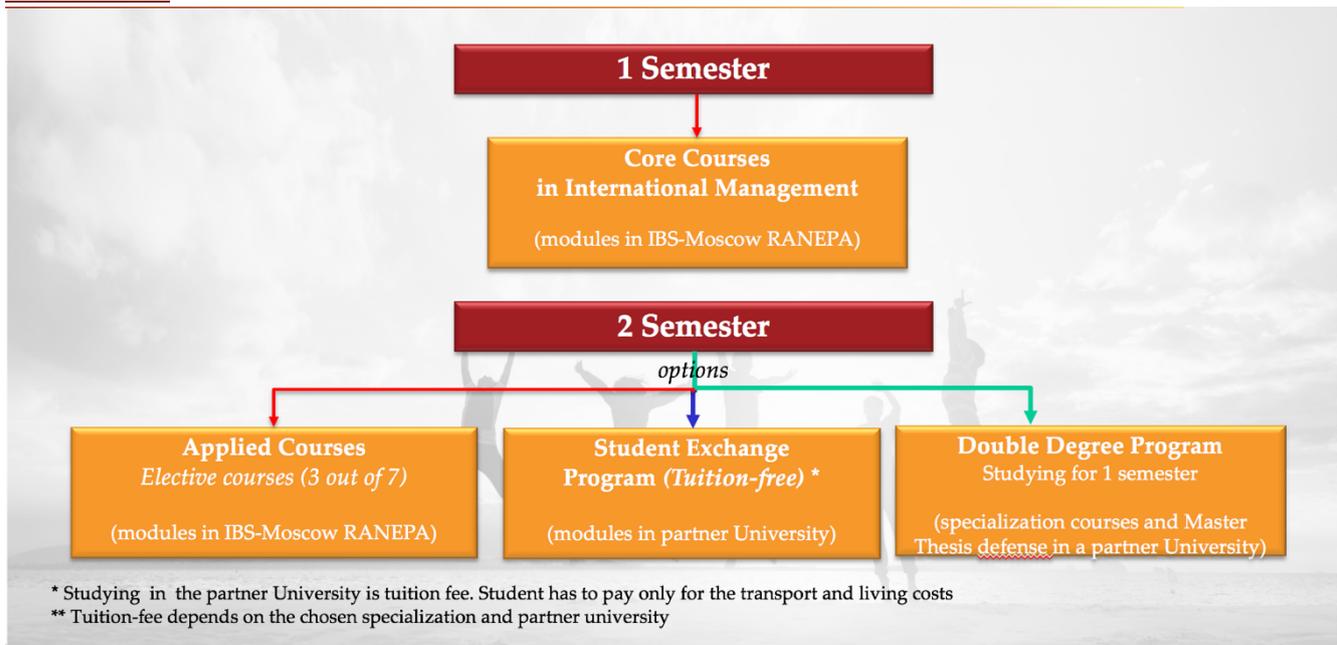
- knowledge of basic methods of searching for information on new business ideas and mobilising investments;
- skill in using relevant business models for bringing new products and services to international markets;
- knowledge of basic methods of encouraging entrepreneurial business activity in the organisation;
- ability to use financial management tools to increase company value;
- ability to forecast and manage risks during company organic growth.

PROGRAM STRUCTURE

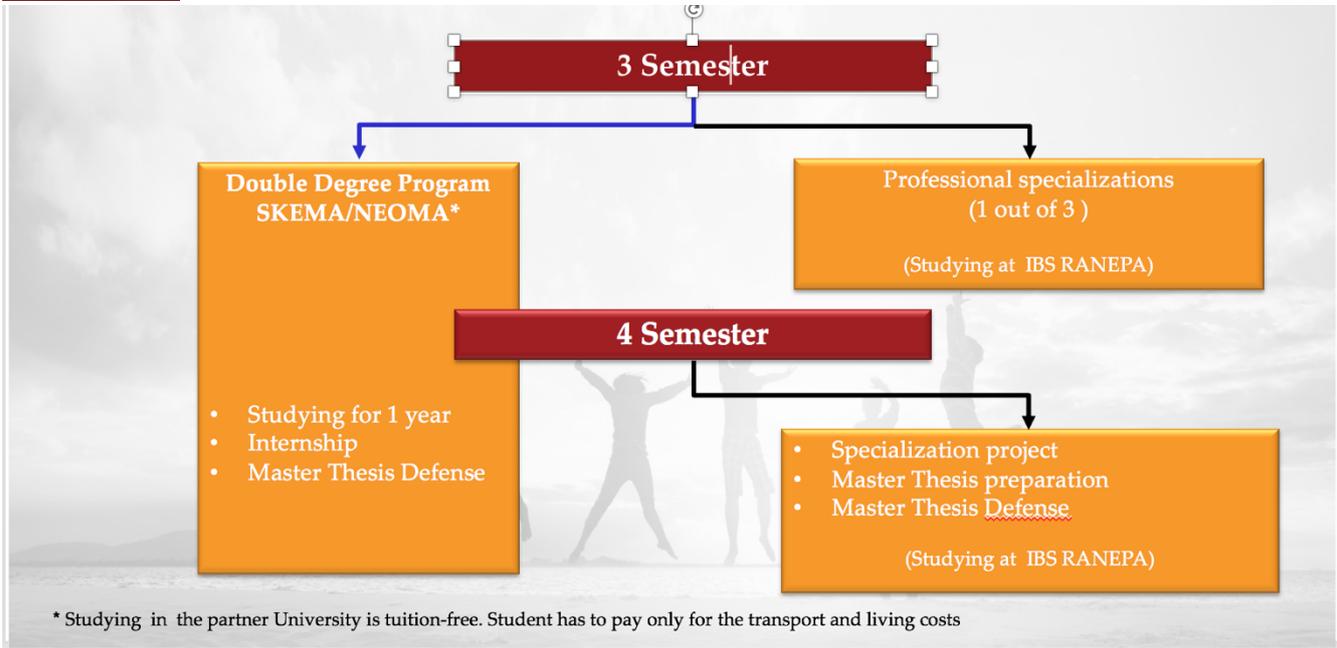
The curriculum of the Master in International Management program complies both with the requirements of the Russian Federal Educational Standards and the Bologna standards for master programs.

The program is compatible with the curriculum of master programs of the International Business Schools Alliance, in which IBS-Moscow is the only partner from Russia, and also with triple-crown accredited French schools: SKEMA BS and NEOMA BS. Thus gives the students the opportunity to pursue a double degree track.

1-ST YEAR



2-ND YEAR



THE PROGRAM'S MODULES STUDIED IN RUSSIA

The "International Management" Program gives the students the opportunity to receive an education, consistent with international MBA quality standards, without leaving Russia.

The program is designed in accordance with the Russian Federal Educational Standards and also complies with the requirements for leading international accreditations.

COURSE LIST 2018-2020

| | Course Name | Contact Hours | ECTS |
|----------------------|---|---------------|------|
| 1-st Semester | | | |
| | Global Marketing Strategies | 32 | 5 |
| | Global Strategy Analysis | 32 | 5 |
| | International Finance | 32 | 5 |
| | Human Resource Management in the Global context | 32 | 5 |
| | Global Business Planning | 24 | 5 |
| | Big DATA | 24 | 5 |
| | Corporate Social Responsibility | 16 | 2 |
| | International Business Law | 16 | 2 |
| | Career Planning | 12 | - |
| | Management Graphics | 12 | - |
| | Team Building | 8 | - |
| 2-nd Semester | | | |
| | Macroeconomic Policy for Emerging Markets | 32 | 3 |
| | Management Models for Emerging Markets | 32 | 3 |
| | Project Management | 32 | 3 |
| | Innovations EcoSystem Development in VUCA-environment | 48 | 5 |

| | | | |
|---|--|----|---|
| | NEW MARKETS DEVELOPMENT_Fashion NET/Sport NET/Entertainment NET | 20 | 2 |
| | Investing and project financing in Emerging Markets | 32 | 3 |
| | Strategic Marketing_MarkStrat Simulations | 24 | 5 |
| ELECTIVE COURSES | GR& Business in Society | 20 | 2 |
| | Corruption, compliance and fraud | 20 | 2 |
| | Strategies of Entering the New Markets | 20 | 2 |
| | Sales and Distribution Management in Emerging Markets | 20 | 2 |
| | Cross-Cultural Management | 20 | 2 |
| | Consumer Behaviour in Emerging Markets | 20 | 2 |
| 3-d Semester | | | |
| | Research Methodology | 24 | 3 |
| | Negotiation Process | 16 | 2 |
| | Leadership | 16 | 2 |
| | Investors Relations | 16 | 2 |
| | Corporate Life Cycles in the dynamic environment | 16 | 2 |
| | PROJECT: Managing Strategy in VUCA-environment | 28 | 6 |
| "International Finance" | <i>M&A Transactions Management</i> | 24 | 3 |
| | <i>M&A Financial Modeling</i> | 20 | 2 |
| | <i>International Tax Planning</i> | 16 | 2 |
| | <i>Company Valuation and Company Value Management</i> | 24 | 3 |
| | <i>Risk Management</i> | 24 | 3 |
| "International Entrepreneurship" | <i>International Entrepreneurship</i> | 24 | 3 |
| | <i>Economic Environment of Entrepreneurship</i> | 20 | 2 |
| | <i>Business model innovation: main approaches and topical cases</i> | 24 | 3 |
| | <i>Entrepreneurial Finance</i> | 24 | 3 |
| | <i>Startups and business development: operational models of entrepreneurship</i> | 16 | 2 |

| | | | |
|------------------------------------|--|----|----|
| "Alternative Marketing" | <i>Neuro-Marketing</i> | 24 | 3 |
| | <i>Strong Brand Development Strategy</i> | 24 | 3 |
| | <i>Blue Ocean Strategy</i> | 20 | 2 |
| | <i>Digital Marketing</i> | 24 | 3 |
| | <i>Event Management</i> | 16 | 2 |
| 4-th Semester | | | |
| | Capstone Project (for each Specialization) | 28 | 4 |
| | Master Thesis | | 26 |



FORMAT OF DELIVERY

2-3 *WEEKDAYS* from 19.00 till 22.00

SATURDAY from 10.40 till 17.10 (from 13.40 till 14.10 lunch time)

Structure of Academic Year at IBS-Moscow RANEPA

- *1st Semester* – 9th September- 23rd December 2019
- *2nd Semester* – 27th January – 23rd June 2020
- *3rd Semester* – 7th September – 22nd December 2019
- *4th Semester* – 27th January – 28th June 2019

PROFESSIONAL SPECIALIZATION MODULES

In the 3d semester the students have the opportunity of choosing one of the following personalized specialization modules within the programs' curriculum: «**International Finance**», «**International Entrepreneurship**», «**Alternative Marketing**», where they get equipped with relevant professional tools and competences.

«INTERNATIONAL FINANCE» MODULE

The personalized professional specialization module "**International Finance**" gives the students the opportunity to enhance their theoretical knowledge and practical skills, necessary for building a successful career in the field of finance and investing.

The personalized learning and professional development path is chosen after the completion of the first year of studies of the Master in International Management program. As by that time the students have already acquired basic theoretical knowledge in finance, the specialization module can be taken even by those students, who do not have bachelor degrees in economics or finance.

The module consists of the following courses:

- M&A Transactions Management
- M&A Financial Modeling
- International Tax Planning
- Company Valuation and Company Value Management
- Risk Management

It is exactly this set of skills and knowledge that modern managers need for making strategic investment decisions in an international context.

The main objective of any business is to increase its market capitalization, and the course "Company Valuation and Company Value Management" gives the students the necessary tools for designing effective strategies, oriented at market capitalization maximization for all stakeholders.

The module ends with a capstone project in Finance.

"INTERNATIONAL ENTREPRENEURSHIP" MODULE

The personalized professional specialization module "*International Entrepreneurship*" is designed for students, who envision their career both within their own business projects or in corporations.

The module helps to develop specific practical methodology and instruments for finding and formulating one's own business idea and its practical implementation by creating a company, organizing production, selling the company's products and services, attracting finance and investments for the project and realizing the right to successfully exit a project.

The module consists of the following courses:

- International Entrepreneurship
- Economic Environment of Entrepreneurship
- Business model innovation: main approaches and topical cases
- Entrepreneurial Finance
- Startups and business development: operational models of entrepreneurship

Learning experiences include modern business case-studies, master classes of successful entrepreneurs.

The module ends with a capstone project in Entrepreneurship.

"ALTERNATIVE MARKETING" MODULE

The personalized professional specialization module "*Alternative Marketing*» focuses on the current market trends and is aimed at equipping the students with practical instruments and tools in the field of marketing, that will help them to make strategic decisions for creating competitive products and services and facilitating company growth and development.

The module consists of the following courses:

- Neuro-Marketing
- Strong Brand Development Strategy
- Contemporary Communication Environment
- Digital Marketing
- Event Management

This unique combination of courses offers knowledge about managing consumer behavior, analytical expertise of business practitioners in creating businesses in VUCA environment and cutting-edge technologies in building communications. It equips the students with distinctive marketing competences and tools for making effective decisions and solutions for current and constantly changing marketing tasks, faced by companies in the modern world.

The module ends with a business simulation (Imitation Game) «**Blue Ocean Strategy Simulation**» (BOSS), developed jointly with the authors of the Blue Ocean Strategy concept Chan Kim and Renee Mauborgne.

Participants of the business simulation are given a unique opportunity to test new strategies and methods in virtual reality but according to the rules of real business environment, "test the force" of Blue Ocean Strategy, using the theory and methodology, described in the book.

BOSS is aimed at:

- ✓ Acquiring the experience of strategic management modelling;
- ✓ Practicing the skills of making non-conventional management decisions;
- ✓ Getting a feel for the realities of business processes;
- ✓ Doing gap analysis.

DOUBLE DEGREE PROGRAMS



Master in international Management of IBS RANEPА gives its students the opportunity to simultaneously pursue an international master degree of one of leading foreign Universities, in addition to the Russian state-accredited master degree.

The students can spend one semester abroad in a partner University of IBS and in case of successful completion of the semester module and master thesis defense in the English language be awarded a European master degree and receive a diploma.

Study Module: 1 semester and a master thesis.

This study module is realized within the framework of the International Business School Alliance (IBSA), of which IBS is a member and also within the framework of cooperation between IBS and Burgundy School of Business (Dijon, France).

In this study module the students can choose one of the following specializations for future professional development:

Partner universities offer the following specializations:

- ESSCA SCHOOL OF MANAGEMENT - Entrepreneurship
- INTERNATIONAL GRADUATE CENTER, HOCHSCHULE BREMEN - International Logistics and Supply Chain Management
- UNIVERSITY OF HERTFORDSHIRE – Human Resources Management
- UNIVERSITY OF VALENCIA – International Marketing
- UNIVERSITY OF NORTH CAROLINA WILMINGTON - International Finance
- BURGUNDY SCHOOL OF BUSINESS – International Management

After the completion of semester studies the students have to write a master thesis during the summer period and then defend it in the English language. In case of a successful completion of the "Double Degree" program and the defense of a mater thesis the students are awarded an international master degree by the partner University, where the students studied in the second semester.

Tuition fee for the "Double Degree" master program at partner Universities (2018-19 200)

| University | Specialization & Master's Thesis |
|---|----------------------------------|
| University of Hertfordshire UH | £ 6,965 |
| University of North Carolina Wilmington UNCW | \$10,367.50 |
| University of Valencia UV | 7,585.33 € |
| International Graduate Center, Hochschule Bremen HSB | 8,800.- € |
| ESSCA School of Management ESSCA | 7,500.- € |
| Burgundy School of Business BSB | 5500.- € |

Study Module: 1 year + internship abroad + master thesis

A unique opportunity for students, who want to be competitive and successful both on the national and international labor markets. This a new opportunity is a result of recently signed agreements with two French leading business schools - SKEMA BS and NEOMA BS.

The students are being educated for managerial activities, where it is of paramount importance to understand economic and cultural differences between diverse participants of business processes on the global market.

The place of study is not limited to just one country. The program gives students a choice of several campuses in different countries (France, Brazil, China, the USA), depending on the students interest for a specific country's business environment.

An important component of the module is an internship abroad, which Partner Universities help to organize for each student.

After successful completion of studies and the international internship, the students write and defend a mater thesis in English during the summer semester. In case of a successful completion of the "Double Degree" program and the defense of a mater thesis the students are awarded an international master degree by the partner University, where the students studied in the second semester.

| Business School | Specialization |
|---|---|
| <p><i>NEOMA Business School</i></p>  | <p>9 specializations:</p> <ul style="list-style-type: none"> • «Champagne & wine management» • «Cultural and creative industries» • «Corporate finance» • «Financial markets» • «Real estate and wealth management» • «Entrepreneurship» • «Human resources and consulting» • «Marketing» • «Supply chain management and purchasing» <p>3 campuses in France</p> |

SKEMA Business School



«International Business»

6 campuses: France, the USA, Brazil, China.

Double Degree programs in SKEMA BS and NEOMA BS are realized on a student exchange basis.

All programs of partner Universities have national accreditations and also one or all of the Triple Crown Accreditations.

IBS RANEPA PARTNER UNIVERSITIES FOR STUDENT EXCHANGE CONDITIONS OF PARTICIPATION IN STUDENT EXCHANGE PROGRAMS

Students can study abroad on a student exchange basis in an IBS partner University for one semester. The study is tuition-free, but the students have to pay for accommodation, transportation, visa and other related expenses.

After completion of studies the students are issued a transcript of academic records, listing all courses taken, corresponding ECTS and grades received.

Selection of students for participation in student exchange is carried out by the Dean's office on a competitive basis, taking into account students' academic performance.

1. SRH Hochschule Berlin, *Germany*
<http://www.srh-hochschule-berlin.de/en/>
2. Pforzheim Business School, *Germany*
<https://businesspf.hs-pforzheim.de/en/>
3. MCI MANAGEMENT CENTER INNSBRUCK, *Austria*
<https://www.mci.edu/en/>
4. SKEMA business School, *France*
<http://www.neoma-bs.com/en/>
5. NEOMA Business School, *France*
<http://www.neoma-bs.com/en/>
6. The IAE Aix Graduate School of Management, the Aix-Marseille University, *France*
<http://iae-aix.univ-amu.fr/>
7. Burgundy School of Business, *France*
<http://www.bsbu.eu/>
8. Ecole de Management de Normandie, *France*
<http://www.ecole-management-normandie.fr/home.php>
9. EMLYON Business school, , *France*
<http://www.em-lyon.com/en/>

10. Montpellier Business School, *France*
<http://www.montpellier-bs.com/international/study-programs/exchange-students>
11. ICHEC Brussels Management School, *Belgium*
http://www.ichec.be/index.php?&kb_lang=english
12. ISM University of Management and Economics, *Lithuania*
<https://www.ism.lt/en>
13. School of Economics and Business Sarajevo, *Bosnia and Herzegovina*
www.efsa.unsa.ba/ef/en
14. Groupe ISCAE Mapokko
<https://www.groupeiscaema/>
15. International Management Institute, *India*
https://www.imi.edu/delhi/pgdm_curriculum
16. ISG International Business School, *France*
<http://www.isg.fr/bba-mba/>

ELIGIBILITY CRITERIA

Applicants to MSc. "International Management" Program should

- hold a bachelor degree or equivalent;
- have English language proficiency at the Upper Intermediate level.

ADMISSIONS

Students are admitted on a competitive basis, based on the results of admission procedures, which include entrance tests and the submission of a complete application package of documentation.

Documents to be submitted:

- Degree certificate, complete with transcripts.
- Passport
- Photo (3x4) -4 pcs.
- An application form (electronic version can be found at <http://www.ranepa.ru/>.)

ENTRANCE TESTS

Entrance tests for the "International Management" Master Program include:

1. An interview with the Program Director;
2. An Interdisciplinary Exam:
 - a. Management (in writing), a test.
 - b. English (in writing), a test.

All requirements for the entrance exams are described in the entrance test programs.

TUITION FEES

- Tuition fees for commercial places: 224 000 per semester
- Discounts are possible.

CONTACT INFORMATION



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