

STRATEGIC MANAGEMENT (6 ECTS)

Topic 1. Strategy and strategic process.

System model of the strategic process. The levels of the strategic process. The objectives of the corporate strategy, business strategy, functional strategies. Strategic thinking and its features. Analytical tools of strategic management, strategic analysis of resources, competence, strategic importance and the degree of competence development.

Topic 2. Resource approach to strategy and strategic competence of the organization.

Resource approach to strategy. Model of Grant and Kay, Tisza and Miyazaki. The rate of intangible assets (theory of Goshala).

Topic 3. Challenges and solutions in the area of corporate strategy.

Management of businesses portfolios and the problem of corporate strategy. Concept of corporation and strategic business unit. Space corporate strategic decisions. Product Portfolio Management. Analysis of the promising. Macro segmentation and reconstruction of the market. Respective areas of competence.

Topic 4. Corporate Strategy.

Strategy, types and advantages of diversification. Strategic competence. Opportunities and challenges of global competitive markets. The concept of national competitive advantages. International strategies. Strategies for the integration of growth. Business Transformation: mergers and acquisitions. Virtual-integrated business system.

Topic 5. Schemes strategic business units.

Schemes of Corporate Governance (typology of Campbell-Gold). Financial control. Strategic planning. Synergy effects of complementarity and businesses. Strategic control.

Topic 6. Objectives and space solutions for business strategy.

Objectives of business strategy. Ohmae Triangle Contents of competition. Competition model of Naylor and Brandenburger. The sources of competitive advantage. The typology of generic strategies of Porter. The main drivers of basic strategies. Value theory of Virsema-Tracy. Strategic opportunities matrix of Ohmae. Reconstruction market policies and the concept of "Blue Ocean" (Chan Kim).

Topic 7. The system of strategic management and organizational design levels.

A systematic approach to implementation. The concept of multi-level organizational design of Simons. Domains of attention and designing. Design of structure units. Design of diagnostic and control systems and function KPI. Designing of networks of interactive links. Designing a system of values and the formation of adequate social protection. The mechanism of strategic learning system. The concept of strategic training of Peterson.

Topic 8. Balanced Strategic Management and Information Technology.

The concept of sustainable management of the Kaplan-Norton. Strategy maps. KPI system. Formation of strategies based on the MTP. Information technology for the strategic process (Gartner pyramid).

WORLD ECONOMY (6 ECTS)

Topic 1. World economy and its structure.

World economy and its subject. Multinational corporations. Index of economic development of world countries. Countries competitiveness. Organization for Economic Cooperation and Development (OECD). "Triad" regions. "The Group of 7". International division of labor.

Topic 2. Globalization of world economy.

The concept of globalization. The ratio of the concepts "integration", "internationalization", "globalization". Global problems of the world economy.

Topic 3. Resource potential of world economy.

Natural resources and its role. Limitations of mineral resources. Human resources of the world economy. Scientific and technical potential of the world economy.

Topic 4. Sectoral structure of the world economy.

Industry. Agriculture. Agro-industrial complex. Construction. World transport. Industrial infrastructure. Non-productive infrastructure (services).

Topic 5. Economy of industrialized countries.

Industrialized countries (IC): US, EU, Japan. Economic development model in IC.

Module 6. Developing economies.

Newly industrialized country. OPEC countries. Countries with an average level of development. Least developed countries. BRIC countries. PRC. CIS economies.

Topic 7. Classical and modern theories of international trade.

Theories: Adam Smith's, David Ricardo's, Heckscher-Ohlin's, M. Porter's, "Leontief's paradox", "Dutch disease", Nanotechnology theory, "technology gap", "International product life cycle".

Topic 8. Foreign trade and international trade policy.

Autarchy and open economy. International trade policy. GATT. WTO. Free-trade zone. The Customs union. Collective protectionism. Regional trade and economic alliances and agreements. Customs and tariff regulation of foreign trade.

Topic 9. International trade in goods and services.

The concept of international technological exchange (ITE).

Topic 10. International migration of capital.

International capital market. Russia and international migration of capital.

Topic 11. International labor migration.

Emigration and immigration; "brain drain". The consequences.

Topic 12. World economic integration.

Economic integration. Common market. Economic and Monetary Union. The effect of trade creation. The effect of trade diversion. ECSC. European Economic Community. European Union: euro; euro-zone. NAFTA. MERCOSUR. ASEAN. APEC. Integration of African countries. Nature and types. Integration of the former Soviet Union. CIS. EEC.

MANAGERIAL DECISION TAKING METHODS (6 ECTS)

Topic 1. Theoretical aspects of the decision-making theory.

The concept of the term «Decision». Personal and business decisions (expert and managerial decisions). The role of decision making in corporate governance. Functions of management and decision-making as a linking process. Experience of European researchers. Psychological theory of decision-making: its functions and objects. Normative theory of decision-making: conception of profit maximization and conception of limited rationality.

Topic 2. Managerial decisions and its characteristics.

Typology of managerial decisions. Stages of organization of managerial decisions. Types of managing behavior. Responsibility of decision-making process participants. Factors influencing the decision-making process.

Topic 3. Uncertainty and risk in the process of decision-making.

Concept of uncertainty, risk, insecurity. Classification of uncertain factors. Kinds of risks. Risk management. Methods of risk management. Risk rate and risk quantitative assessment.

Topic 4. Stages of managerial decision making in a rational method.

Concept and technology of decision making. Situation analysis. Identification of problem and its reasons. Classification of problems. Formulating a decision-making objective. Objective requirements. Objective tree. Choice restrictions and criteria. Quantity and quality rates. Main requirements for list of choice criteria. Development of alternatives. Idea search methods. Rates typology. Choice of an alternative. Methods of decision-making. Decision tree. Decision implementation. Procedure of decision coordination and approval. Implementation management. Control and assessment of problem-solving results.

RESEARCH METHODS (6 ECTS)

Topic 1. General ideas about the methodology of science.

Introduction. Research activities and its characteristics. Scientific schools. Definition, tasks, levels and functions. Methodological principles of scientific research. Methodology and anti-methodology. General scientific, private and specific methodology. The main methodological approaches.

Topic 2. Theory, method and technique.

Theory as a form of knowledge: functions, structure, types. Criteria of the truth. The principles of building a theory. The method of scientific knowledge: essence, content, basic characteristics. The concept of "methodology." Selection, modification and development of the methodology. The problem of the relationship of theory, method and methodology.

Topic 3. Classical and postclassical paradigm of science.

Science as a special kind of cognitive activity. The concept of "paradigm." Paradigm and the scientific community. The role of the paradigm in scientific knowledge. The paradigm's structure. The essence and content of the classical paradigm of science.

Topic 4. The relationship of the subject and method.

Classification of research methods. Research and diagnosis. The concept of "subject". The principles of the choice of research methods. The concept of "classification". Classification of research methods. General methods.

Topic 5. Requirements for reliability, validity and sensitivity of the applied methods.

Ways to present data. Statistical and sociological tables. Types of tables. Rules for designing tables. The main elements of the table. The technique of creating and editing tables. A graphical representation of the data. Bar chart. Diagram.

Topic 6. General characteristics of the methods of scientific and pedagogical research.

The procedure and technology for using various methods of scientific and pedagogical research (independent work). The survey and its types. Methodology and technology of interviews. Observation. The role of introspection in the study. Experiment and its types. Projective methods. Data analysis. Interpretation of the received data. Types of interpretations.

Topic 7. Organization of experimental work in educational institutions.

Technology for opening an experimental site on the basis of a general educational institution. Development of the Experiment Program. Research topic. Technologies for introducing research results into practice. Forms for presenting experimental results. Development of a report to a scientific and practical conference, preparation for the publication of scientific articles, teaching materials.

STRATEGIC FINANCIAL MANAGEMENT (6 ECTS)

Topic 1: Accounting for time and inflation factors in strategic financial management.

The concept of changing the value of money over time. Assessment of the future and present value of money, discount. The economic nature and assessment of nominal and real interest rates. The essence and practical application of annuity.

Topic 2: Forecasting cash flows to shape economic policies and make strategic decisions.

Cash flow concept. Net cash flow models. Cash flow forecasting information base. The main approaches to forecasting cash flows.

Topic 3: The main types of profit, income and expenses of the enterprise.

The essence and function of profit. The main types of profit used in Russian accounting. The main types of profit used in management accounting and in international financial statements.

Topic 4: Determining the strategic parameters of financial security.

The economic nature and methods of evaluating the breakeven point. Analysis of the change in the position of the breakeven point over time. The economic nature of the limit and the safety factor. Analysis and assessment of the relationship of sales volume and sales profit.

Topic 5: Strategic management of key indicators of profitability and capital structure based on the application of the effect of financial leverage.

The economic content of profitability. Types of profit used in assessing key indicators of profitability. Factor analysis of economic profitability. Strategic management of economic profitability, taking into account the relationship of factors. The relationship of economic and financial profitability. Economic content and factor decomposition of the coefficient of sustainable growth. Strategic management of the pace of business development, taking into account the relationship of factors. The concept and economic content of capital structure. The effect of capital structure on the financial profitability of the enterprise. The essence, assessment and conditions of the positive effect of the financial leverage effect.

Topic 6: Creating a portfolio of real investments.

Assessment of key performance indicators of investment projects. Analysis of the sensitivity of the effectiveness of investment projects to the effects of risks.

INTERCULTURAL COMMUNICATIONS AND GLOBAL ETHICS (6 ECTS)

Topic 1: Introduction to the theory of intercultural communications.

Basic concepts. History, object, subject of study of the subject.

Topic 2: Intercultural Communication in Business and Education.

Features of the interaction of students and teachers in different cultures. Organization of communication in a multicultural educational environment

Topic 3: Intercultural communication in the areas of management, business and education.

Intercultural communication in the areas of management and business. Intercultural communication in the field of education.

Topic 4: Intercultural Conflictology, Intercultural Competence, Consulting, Training.

Intercultural conflicts and their resolution. Intercultural competence. Intercultural consulting, trainings.

PROJECT MANAGEMENT (6 ECTS)

Topic 1. The value and role of management in the project.

Basic concepts of the project activity. Classification of projects. Project life cycle. Project participants. Management of the project. Environment of the project. Actual concept of the project management. Organizational structures of project management. Organizational tools of project management. Formation and development of the project team.

Topic 2. Methods of project justification.

Project marketing. Initiation and evaluation of the acceptability of the project. Initiation of intent. Feasibility of the project. Business plan. Evaluation of commercial, fiscal and economic efficiency of the project.

Topic 3. Project planning methods.

Objectives and principles of project planning. Development of the project area. Structural decomposition of the project. Time management of the project. Cost planning, quality level planning, information support of the project and project risks planning. Contract work in the project.

Topic 4. Methods of project management.

Management of the project general plan. Confirmation of the project area. Overall control of project changes. Control of the changes of the project area, accomplishment of the project work planned schedule and cost of the project. Creating of the project communication system. Management of the project closing. Project performance measurement.

FOREIGN ECONOMIC ACTIVITY AT THE ENTERPRISE (6 ECTS)

Topic 1. Development of Foreign Economic Relations.

The essence, functions and classification of external economic relations. International Economic Policy and its aspects: foreign trade policy, international investment policy, monetary policy, customs policy.

Topic 2. Problems of Russia's integration into the system of world economic relations.

Russia in the world economy: economic strength, level of economic development, level of involvement and the place of Russia in world economy. Correlation and structure of export and import. Competitive strengths and weaknesses of Russia. Prospects of international trade specialization for Russia.

Topic 3. International trade and trade policy.

International trade. The evolution of international trade theory. Benefits and problems of international trade. The structure of international trade. The features of different types of trade policy. Tariff and non-tariff control methods. International control of foreign trade transactions. The system of Russia's foreign trade regulation.

Topic 4. Foreign trade transactions and international contract.

The details, essence and types of foreign trade transactions. The main types of international contracts. The features of legal substance of foreign economic agreement. The structure and content of sales and purchase agreement. Common mistakes of foreign trade contract drafting. Contracts for work and labor. Lease contracts and its features.

Topic 5. Pricing in international trade practice.

The concept of world market price. The main types of contract prices. Organization of opportunistic price processes. Information support of pricing. Advertised prices and settlement prices. The discount system.

Topic 6. Payment and accounting relations in Foreign Economic Activity.

The organization of payment and accounting relations in Foreign Economic Activity of Russian Federation. Correspondent banking relationships. Overseas banks and representative offices. SWIFT. The main methods of international payments: advantages and disadvantages.

Topic 7. Insurance of Foreign Economic Activity.

The features of insurance of Foreign Economic Activity. Transport insurance. Hedging. Export credit insurance. Insurance of risks related to investments.

MARKETING (6 ECTS)

Topic 1. Place of marketing in the system of social and economic categories.

Antecedents of marketing. Reasons for using marketing. Socio-economic nature of marketing.

Topic 2. Basic concepts, nature and content of marketing.

Definition of marketing. Marketing environment. Objectives, principles, functions and types.

Topic 3. Marketing research: challenges, trends and techniques.

Goals, objectives and directions of marketing research. Stages of marketing research. Methods of data collection. Final report. Market conditions assessment. Forecasts development.

Topic 4. Trade and assortment policy of an enterprise.

Trade policy of an enterprise. Product life cycle. Strategy on different stages of the life cycle. Assortment policy of an enterprise. Innovation policy of an enterprise. The process of new products development. Market attributes of goods.

Topic 5. Consumer behavior studies.

Characteristics of consumer types. Factors influencing consumer behavior. Model of taking decision on goods purchasing. Roles of consumers while buying goods.

Topic 6. Selection of target markets.

Characteristics of market segmentation process. Target marketing, marketing complex formation.

Topic 7. Movement of goods in market conditions.

Concepts, features and factors influencing the election of goods channels. Planning of product distribution. Characteristics of wholesale trade. Characteristics of retail sales. Direct sales.

Topic 8. Promotion of products on the market.

The nature of product promotion. Promotion planning. Complex and strategies of promotion. Organization of advertising activities. Advertising of products. Sales promotion. Evaluation of promotion system effectiveness.

Topic 9. Pricing in market conditions. The concept of pricing.

Classification and structure of prices. Pricing factors. Characteristics of pricing process. Pricing strategy. Market price adjustment.

Topic 10. Competitiveness of goods and services in market conditions.

Role and importance of competition in market economy. Types and methods of competition. The concept and factors of goods competitiveness. Competitive strategies.

Topic 11. Evaluating of marketing effectiveness and marketing management.

The system of indicators characterizing the effectiveness of marketing activities. Marketing activities planning. Formation of marketing budget. Control of marketing activities. Organization of marketing service activity.

FINANCIAL AND MANAGERIAL ACCOUNTING (6 ECTS)

Topic 1. Welcome to the World of Accounting.

Topic 2. Information Processing.

Topic 3. Income Measurement.

Topic 4. The Reporting Cycle.

Topic 5. Cash and Highly-Liquid Investments.

Topic 6. Accounts Receivable.

Topic 7. Inventory.

Topic 8. Long-Term Investments.

Topic 9. Property, Plant & Equipment.

Topic 10. Advanced PP&E Issues / Natural Resources / Intangibles

Topic 11. Long-Term Obligations.

Topic 12. Corporate Equity Accounting.

Topic 13. Financial Reporting and Concepts.

Topic 14. Financial Analysis and the Statement of Cash Flows.

Students understand core accounting concepts, tools, and terminology that encompasses financial and managerial accounting information as it is used for planning, control, and decision-making purposes within the context of a global, multicultural and sustainable environment.

The student will understand how to use the primary financial statements for decision-making, including evaluating earnings trends and quality. The student will understand how to use accounting information, both financial and other qualitative information, for planning, implementing, controlling, and decision making related to enterprise activities. Managerial decision-making includes costing and pricing decisions; profit planning, operational and, responsibility accounting and performance evaluation.

Students can solve problems and interpret the results of break-even analysis and cost-volume-profit analysis. Students can analyze profitability trends and quality.

Students calculate the cost of goods and services using job order costing, process costing, activity-based costing, standard costing and target costing.

Students use Return on Investment (ROI), Residual Income (RI), Economic Value Added (EVA) and the balanced scorecard for performance evaluation and responsibility accounting.

Students will use the SAP Business by Design web based software to experience the use of an enterprise resource planning system within the context of an accounting information systems exercise.

FINANCE (6 ECTS)

Topic 1. Finance as an economic category.

Historical character of finance. Relationship between Finance and state. Characteristic of Finance in production process. Relationship between Finance and other economic categories. Modern conceptions of Finance. Main approaches to interpretation of Finance in foreign literature. Influence of financial relations on production and consumption stages in social reproduction.

Topic 2. Financial recourses.

Financial recourses as material embodiment of financial relations. Sources and types of financial recourses of business entity, government and local authorities and main directions of its use. Financial resources of households, their formatting and use.

Topic 3. Financial markets and its classification.

Financial intermediation and financial intermediaries. Financial markets. Purpose and function of financial market segments: currency market, gold market, capital market. Perspectives of financial market development.

Topic 4. Financial System.

Concept of Financial System. Financial flows. Content and structure of the Russian Financial System. Fields and elements of Financial System. Financial structure and regulation of Financial System.

Topic 5. Fundamentals of state financial management, budgeting, fiscal control.

Concept of financial management. Objects and subjects of management. Direct and indirect methods of state financial regulation. Financial Management Authorities. Financial planning and forecasting. Matter, models and forms of fiscal control.

Topic 6. Financial policy.

Concept of financial policy. Types of financial policy. Financial regulation of socio-economic processes. Financial risks and its types. Finance role expending under modern conditions.

Topic 7. Budget as a central element of financial system.

Budget in macroeconomic regulation. Budget system of the Russian Federation. Infrastructure of the Russian Federation budget system. Budget deficit and its regulating. Concept, role and functions of state credit. Forms of credit. National debt.

Topic 8. Budget process.

Content and participants of budget process. Stages of budget process. Budget project planning. Approval of a budget. Budget execution. National and municipal control.

HISTORY OF INTERNATIONAL RELATIONS (6 ECTS)

Topic 1: Subject, problems and objectives of the discipline.

Topic 2: International relations in V – X centuries.

Civilizational problems in international relations (IR). Formation of a new Europe and the great transmigration of the peoples.

Topic 3: IR in X – XV and national consolidation in Europe.

Holy Roman Empire, its role in European society. Rivalry of England and France as the central factor of European IR of that time.

Topic 4: Change of epochs in Europe and problems of IR (from chaos to order).

30-years war (1618 – 1648) and Westphalian peace (1648). The War of the Spanish Succession and Utrecht peace (1713 – 1714); Northern war (1700 – 1721).

Topic 5: History and problems of IR in XIX century.

IR before WW I. Formation of Triple Alliance and Entente. IR during WW I.

Topic 6: Versailles-Washington (interwar) system of IR.

Territorial issues, borders demarcation, formation of new states. Lausanne conference (1923). USSR's foreign policy.

Topic 7: WW II and IR.

Contradictions in anti-Hitler coalition, The second front problem. Potsdam conference. Territorial disputes, new borders.

Topic 8: “Bipolar” IR system and “cold” war.

Yalta-Potsdam IR system and its evolution.

Topic 9: Problems of IR in 1970-s and USSR's foreign policy.

Topic 10: IR in 1980-s and perestroika in the USSR.

American program of Star Wars. End of cold war. Changes in IR after the collapse of the USSR.

ENGLISH LANGUAGE OF BUSINESS NEGOTIATIONS AND DIPLOMATIC CORRESPONDENCE (6 ECTS)

Topic 1: English language and business world. Functional varieties of English language business communication.

Functional varieties of business language. Features of business correspondence. Official and semi-official letters.

Topic 2: Diplomatic Protocol.

The rules of diplomatic protocol. Basic principles of diplomatic protocol system. Diplomatic etiquette. Legal basis of international business relations. Principle of "international politeness".

Topic 3: Business correspondence of various kinds. International correspondence.

Resume in English. Application for participation in scientific conference. Complaint letter. Request letter. Letter of information confirmation. Enquiry Letter.

Topic 4: Business Presentation

Business Cards. Features of business presentations in English.