



Syllabus
«Qualification»

Preparation for the candidate exam on scientific specialty 5.2.6. «Management»

Total workload 1 ect

Working hours 38 hours

Including:

Contact hours -

Independent working hours 38 hours

Approved by the Academic Council of the Doctoral School of Management

June, 28, 2022, Protocol №1

Moscow- 2022



1. Scope and normative base

This program establishes the minimum requirements for the knowledge and skills of PhD candidates, enrolled for the Doctoral program in Management (hereinafter - doctoral students) (5.2.6. "Management").

The program is designed for faculty members participating in the PhD examination in the scientific specialty 5.2.6. Management.

2. Aim

The purpose of training researchers in the scientific specialty 5.2.6. "Management" is the provision of various sectors of the economy with scientific and pedagogical personnel, as well as highly qualified practitioners who own modern scientific methods of economic analysis and management decision-making.

The program is prepared on the basis of the passport of the scientific specialty 5.2.6. "Management".

3. Competences

At the completion of the discipline a doctoral student must:

know:

- notions and principles of key economic theories and theories of management and organization;
- major functions of management in various socio-economic systems;
- modern scientific literature in the field of the dissertation research

be able to:

- apply theories and methods of management to analyze contemporary socio-economic problems in a given specialty and area of research;
- choose the right tools for solving problems that arise in the course of research activities;
- build arguments in accordance with modern scientific standards;
- use methodical methods to process information and solve practical problems.

possess skills to:

- analyze literature; search, systematize, and generalize academic texts and empirical materials necessary for scientific research.

4. Place in the structure of the educational program

The candidate exam refers to the compulsory part of the curriculum and is taken in the 2nd year of doctoral program.

5. Forms of control

<i>Type of control</i>	<i>Form of control</i>	<i>Semester</i>	<i>Details</i>
Final	Candidate exam	1	Oral exam, exam ticket



Forms of examination

The exam is conducted and evaluated by the examination commission in the oral forms.

The exam ticket consists of three questions. Exam ticket includes one question from the section Economic theory, one question from the section Theory of management and organization, one question from the section Conceptual foundations of dissertation research. Questions related to new theoretical directions and concepts are specified taking into account the latest scientific achievements during the exam.

6. Criteria of knowledge assessment

The exam is evaluated based on 5-point scale:

<i>Grade</i>	<i>Grade</i>	<i>Criteria</i>
5	excellent	Average grade for the answers on 3 questions equals or higher than 4,5
4	good	Average grade for the answers on 3 questions is between 3,5 and 4,4
3	satisfactory	Average grade for the answers on 3 questions is between 2,6 and 3,4
0-2	unsatisfactory	Average grade for the answers on 3 questions equals or below 2,5



Content (program of the candidate exam)

SECTION 1. ECONOMIC THEORY

GENERAL TERMS. A PhD candidate is expected to demonstrate mastery of the categorical apparatus of economic theory, understanding of the theories and concepts, the ability to use theories and methods of economic science to analyze modern socio-economic problems.

EXAM QUESTIONS ON ECONOMIC THEORY

1. Demand, supply, market equilibrium. Elasticity of supply and demand.
2. Behavior of the consumer in a market economy: statement of the problem and the main premises of analysis.
3. Firm in a market economy: main types, the ratio of ownership and control, objective function. Factors of production and production function.
4. Market structure: concept and defining features. Classification of market structures.
5. Monopoly: concept, conditions of existence, factors of monopoly power. Types of monopolies. Monopoly power and its measurement.
6. The strategy of the firm in the oligopolistic industry. Models of the oligopolistic market (Cournot duopoly, Bertrand model, kinked demand curve of oligopolists).
7. Economic growth: sources, factors and indicators. Models of economic growth.
8. The cyclic nature of the modern economy development. Types of cycles.
9. Theory of property rights.
10. Theory of contracts and types of opportunistic behavior.
11. Transaction costs: essence and classification. Economics of transaction costs: theory, empirical research, application in management.
12. Institutional theory of the firm: current state and development. Institutions: concept, classification and functions.

Compulsory literature

- Krugman P., Wells R., Olney M. L. (2012). Essentials of Economics. St-Petersburg: Piter.
- Mankiw N. G. (1999). Principles of Economics. St-Petersburg: Piter Kom.
- Samuelson P., Nordhaus W. (2009). Economics. 18th ed. Moscow: Williams.

Additional recommended literature

- Acemoglu, D., Robinson, J. 2012. Why Nations Fail: The Origins of Power, Prosperity and Poverty. New York: Crown Business.
- Altman, M. 2017. Handbook of Behavioural Economics and Smart Decision-making: Rational Decision-Making Within the Bounds of Reason. URL: https://www.amazon.com/Handbook-Behavioural-Economics-Smart-Decision-making/dp/1782549579/ref=sr_1_3?ie=UTF8&qid=1529420976&sr=8-3&keywords=altman+handbook
- Besanko D, Dranove D, Shanley M, Schaefer S. 2013. Economics of Strategy. 6th ed. John Wiley & Sons.
- Brickley J., Smith C. W., Zimmerman J. 2015. Managerial Economics & Organizational Architecture. 6th ed. McGraw Hill.

- Bramoullé, Y., Galeotti, A., Rogers, B. (Eds.). 2016. *The Oxford Handbook of the Economics of Networks*. Oxford University Press.
- Buchanan, J., Heesang, Ch. D., Deakin, S. 2014. Empirical analysis of legal institutions and institutional change: Multiple-methods approaches and their application to corporate governance research. *Journal of Institutional Economics*, 10 (1): 1–20.
- David, R. J., Han, S-K. 2004. A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25 (1): 39–58.
- Eggertsson, T. 2013. Quick guide to New Institutional Economics. *Journal of Comparative Economics*, 41 (1): 1–5.
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- Glimcher, P. W., Fehr, E. (Eds.). 2013. *Neuroeconomics: Decision Making and the Brain*. Academic Press.
- Mankiw N. G. 2014. *Principles of Economics*. 7th ed. Cengage Learning.
- Mankiw N. G., Taylor M. P. 2014. *Macroeconomics*. 3rd ed. Cengage Learning.
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- Menyashev, R., Natkhov, T., Polishchuk, L., Syunyaev, G. 2011. New Institutional Economics: A state-of-the-art review for economic sociologists. *Economic Sociology: The European Electronic Newsletter*, 13 (1): 12–21.
- Rindfleisch, A., Heide, J. B. 1997. Transaction cost analysis: Past, present, and future applications. *Journal of Marketing*, 61 (4): 30-54
- Van Raaij, W. F., van Veldhoven, G. M., Wärneryd, K. E. (Eds.). 2013. *Handbook of Economic Psychology*. Springer Science & Business Media.
- Voigt, S. 2013. How (Not) to measure institutions. *Journal of Institutional Economics*. 9 (1): 1–26.
- Williamson, O. E. 2010. Transaction Cost Economics: The natural progression. *American Economic Review*, 100 (3): 673–690
- Williamson, O. E. 2000. The New Institutional Economics: Taking stock, looking ahead. *Journal of Economic Literature*, XXXVIII (3): 595–613.
- Williamson, O. E. 2002. The theory of the firm as governance structure: From choice to contract. *Journal of Economic Perspectives*, 16 (3): 171–195.

SECTION 2. THEORY OF MANAGEMENT AND ORGANIZATION

GENERAL TERMS. A PhD candidate is expected to demonstrate mastery of the conceptual and categorical apparatus of the theory of management and organization, knowledge of the basic theories and concepts of management, the ability to use theories and research methods in management to analyze modern socio-economic problems.

EXAM QUESTIONS ON MANAGEMENT AND ORGANIZATION THEORY

1. Evolution of organizational theory. Main typologies of schools in management and organizational thought.

2. Contingency theory and strategic fit perspective. Configurational approach, strategic choice perspective. Main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research.
3. Behavioral theory of the firm: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. The notion of organizational learning.
4. Resource dependency theory: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. The problem of organizational interdependence and organizational strategies in relation to external environment.
5. Resource-based view of the firm as a new strategic management paradigm: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. The notions of firm resources, capabilities, and competences and relationships between them. The concept of dynamic capabilities.
6. Network theory: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. The notion of strong and weak ties. Embeddedness perspective and origins of organizational networks.
7. Neoinstitutional theory: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. Institutional sources of formal structures and the notion of institutional pillars. Institutional isomorphism.
8. Organizational ecology theory: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. Evolutionary perspective and the notion of organizational populations.
9. Interpretation processes within an organization and the concept of organizational sensemaking: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research. The relationship between enactment, organizing, and sensemaking.
10. Stakeholders theory: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research.
11. Theory of strategic response: main representatives, underlining assumptions, limitations, and perspectives for application in management and organizational research.

Compulsory literature

- Alchian, A. A., & Demsetz, H. 1972. Production, information costs, and economic organization. *The American Economic Review*, 777-795.
- Aldrich, Howard E. 1999. *Organizations Evolving*, Chapter 10 (pp. 265-297).
- Astley, G., & Van de Ven, A.H. 1983. Central debates in organization theory, *Administrative Science Quarterly*, 28: 245-273.
- Bacharach, S. 1989. Organizational theories: Some criteria for evaluation. *Academy of Management Review*, 14: 496-515
- Baum, J. A.C. & Powell, W. W. 1995. Cultivating an institutional ecology of organizations. *American Sociological Review*, 60: 529-538.
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- Boisot, M., & McKelvey, B. 2010. Integrating modernist and postmodernist perspectives on organizations: A complexity science bridge. *Academy of Management Review*, 35(3): 415-433.
- Burt, R. S. 1992. *Structural Holes: The Social Structure of Competition*, Chapter 1.

- Busse, C., Kach, A. P., & Wagner, S. M. 2017. Boundary conditions: What they are, how to explore them, why we need them, and when to consider them. *Organizational Research Methods*, 20(4): 574-609.
- Child, J. 1972. Organizational structure, environment and performance: The role of strategic choice. *Sociology*, 6: 1-22.
- Coase, R. H. 1937. The nature of the firm. *Economica*, 4(16): 386-405.
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- Cyert, R.M., & March, J.G. 1963. *A Behavioral Theory of the Firm*, Chapters 1-3, 5, 7, and 9.
- DiMaggio, P. J. & Powell, W. W. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48: 147-160.
- Donaldson, L. 1987. Strategy and structural adjustment to regain fit and performance: In defense of contingency theory. *Journal of Management Studies*, 24(1): 1-24.
- Eisenhardt, K. M. 1989. Agency theory: An assessment and review. *Academy of Management Review*, 14:57-74.
- Emerson, R.M. 1962. Power-dependence relations. *American Sociological Review*, 27: 31-40.
- Fama, E., & Jensen, M.C.1983. Separation of ownership and control. *Journal of Law and Economics*, 26: 301-325.
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- Hannan, M. and Freeman, J. 1977. The population ecology of organizations. *American Journal of Sociology*, 82: 929-964.
- Hannan, M. T. & Carroll, G.R. 1995. Theory building and cheap talk about legitimation: Reply to Baum and Powell. *American Sociological Review*, 60: 539-544.
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- Heugens, P., & Lander, M. 2009. Structure! Agency! (and other quarrels): A meta-analysis of institutional theories of organization. *Academy of Management Journal*, 52: 61-85.
- Hirsch, P. M. & Lounsbury, M. 1997. Ending the family quarrel: Toward a reconciliation of "old" and "new" institutionalisms. *American Behavioral Scientist*, 40: 406-418.
- Hirsch, P. M. 1997. Sociology without structure: Neoinstitutional theory meets brave new world. *American Journal of Sociology*, 102: 1702-1723.
- Jarzabkowski, P. 2008. Shaping strategy as a structuration process. *Academy of Management Journal*, 51(4): 621-650.
- Jensen, M. C., & Meckling, W. H. 1976. Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4): 305-360.
- Lawrence, P., & Lorsch, J. 1967. Differentiation and integration in complex organizations. *Administrative Science Quarterly*, 12: 1-47.

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- Lewis, M., & Grimes, A. 1999. Metatriangulation: Building theory from multiple paradigms. *Academy of Management Review*, 24(4): 672-690.
- March, J.G., & Simon, H.A. 1993[1958]. *Organizations*, Chapters 1-4.
- Meyer, J. & Rowan, B. 1977. Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83: 340-363.
- Mizruchi, M. & Fein, L.C. 1999. The social construction of organizational knowledge: A study of the uses of coercive, mimetic and normative isomorphism. *ASQ*, 44: 653-683.
- Oliver, C. 1991. Strategic responses to institutional processes. *Academy of Management Review*, 16: 145-179.
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- Pfeffer, J., & Salancik, G.R. 1978. *The External Control of Organizations: A Resource Dependence Perspective*, Chapter 3.
- Schoonhoven, C. 1981. Problems with contingency theory: Testing assumptions hidden within the language of contingency theory. *Administrative Science Quarterly*, 26: 349-377.
- Scott, W.R., and Davis, G.F. (2007). *Organizations and Organizing: Rational, Natural, and Open System Perspectives*. Upper Saddle River, NJ: Prentice Hall.
- Selznick, Phillip. 1948. Foundations of the theory of organizations. *American Sociological Review*, 13: 25-35.
- Suchman, M. C. 1995. Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3): 571-610.
- Sutton, R. & Staw, B. 1995. What theory is not. *Administrative Science Quarterly*, 40: 371-384.
- Thompson, J.D. 1967. *Organizations in Action*.
- Tilcsik, A. 2010. From ritual to reality: Demography, ideology, and decoupling in a post-communist government agency. *Academy of Management Journal*, 53(6): 1474-1498.
- Uzzi, B. 1997. Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 42:35-67
- Van Essen, M., Otten, J., & Carberry, E. J. 2015. Assessing managerial power theory: A meta-analytic approach to understanding the determinants of CEO compensation. *Journal of Management*, 41(1): 164-202
- Weaver, G.R., & Agle, B.R. 2002. Religiosity and ethical behavior in organizations: A symbolic interactionist perspective. *Academy of Management Review*, 27(1): 77-97.
- Weber, M. 1978 [1968]. *Economy and Society: An Outline of Interpretative Sociology*. Edited by Roth, G., & Wittich, C., Chapter 11.
- Weick, K.E. 1977. Enactment processes in organizations. In Staw, B., & Salancik, G.R. (Editors), *New Directions in Organizational Behavior*, pp. 267-333
- Williamson, O.E. 1981. The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87: 543-577.

Additional recommended literature

- Alvesson, M., & Sandberg, J. 2011. Generating research questions through problematization. *Academy of Management Review*, 36(2): 247-271.

- Aven, B. L. 2015. The paradox of corrupt networks: An analysis of organizational crime at Enron. *Organization Science*, 26(4): 980-996.
- Barley, S., & Tolbert, P.S. 1997. Institutionalization and structuration: Studying the links between action and institution. *Organization Studies*, 18(1): 93-117.
- Barley, S.R. 1986. Technology as an occasion for structuring: Evidence from observations of CT scanners and the social order of radiology departments. *Administrative Science Quarterly*, 31: 78-108.
- Bartunek, J. 2002. The proper place of organizational scholarship: A comment on Hinings and Greenwood. *Administrative Science Quarterly*, 47: 422-427.
- Brass, D., Galaskiewicz, J., Henrich, G., & Tsai, W. 2004. Taking stock of networks and organizations: A multilevel perspective. *Academy of Management Journal*, 47: 795-819.
- Cohen, M. D., March, J.G., & Olsen, J.P. 1972. A garbage can model of organizational choice. *Administrative Science Quarterly*, 17: 1-25.
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- Gouldner, A.W. 1954. *Patterns of Industrial Bureaucracy*, Chapters 1-3
- Granovetter, Mark S. 1985. Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91: 481-510.
- Haans, R. F. J., Pieters, C., & He, Z.-L. 2016. Thinking about U: Theorizing and testing U- and inverted U-shaped relationships in strategy research. *Strategic Management Journal*, 37(7): 1177-1195.
- Hinings, C.R. and Greenwood, R. 2002. Disconnects and consequences in Organization Theory. *Administrative Science Quarterly*, 47: 411-421.
- Leitch, C.M., Hill, F.M., & Harrison, R.T. 2010. The philosophy and practice of interpretivist research in entrepreneurship: Quality, validation, and trust. *Organizational Research Methods*, 13(1): 67-84.
- Levinthal, D. A., & March, J. G. 1992. The myopia of learning. *Strategic Management Journal*, 14(2): 95-112.
- March, J.G. 1962. The business firm as a political coalition. *Journal of Politics*, 24: 662-678.
- Meyer, A., Vibba, G. and Colwell, K. 2005. Organizing far from equilibrium: Nonlinear change in organizational fields. *Organization Science*, 16, 456-473.
- Ocasio, W. 1997. Towards an attention-based view of the firm. *Strategic Management Journal*, 18 (S1): 187-206.



- Romanelli, E. and Tushman, M. 1994. Organizational transformation as punctuated equilibrium: An empirical test. *Academy of Management Journal*, 37, 1141-1166.
- Selznick, P. 1996. Institutionalism "old" and "new". *Administrative Science Quarterly*, 41: 270-277.
- Seo, M.G. & Creed, W.E.D. 2002. Institutional contradictions, praxis and institutional change: A dialectical perspective. *Academy of Management Review*, 27: 222-247.
- Siggelkow, N. 2002. Evolution toward fit. *Administrative Science Quarterly*, 47: 125-159.
- Stinchcombe, A. 1965. Social structure and organizations. In James G. March (Ed.), *Handbook of Organizations*: pp. 142-169.
- Suddaby, R., Hardy, C., & Huy, Q. 2011. Introduction to special topic forum: Where are the new theories of organization? *Academy of Management Review*, 36(2): 236-246.
- Volberda, H.W., van der Weerd, N., Verwaal, E., Stienstra, M., & Verdu, A.J. 2012. Contingency fit, institutional fit, and firm performance: A metafit approach to organization-environment relationships. *Organization Science*, 23(4): 1040-1054.
- Walker, G. & Weber, D. 1984. A transaction cost approach to make or buy decisions. *Administrative Science Quarterly*, 29: 373-391.
- Weick, K. 1995. What theory is not, theorizing is. *Administrative Science Quarterly*, 40: 385-390.
- Weick, K., & Roberts, K. 1993. Collective mind in organizing: Heedful interrelating on flight decks. *Administrative Science Quarterly*, 38: 357-381.
- Whetten, D., Felin, T. & King, B. 2009. The practice of theory borrowing in organizational studies: Current issues and future directions. *Journal of Management*, 35: 537-563.
- Williamson, O. E. 1996. Economic organization: The case for candor. *Academy of Management Review*, 21:48-57.

SECTION 3. CONCEPTUAL FOUNDATIONS OF DISSERTATION RESEARCH

GENERAL TERMS. A PhD candidate is expected to demonstrate mastery of the conceptual and categorical apparatus in the field of the dissertation research, knowledge and understanding of the main theories and concepts used in research on relevant issues, the ability to use theories and research methods in management to analyze the problems explored in the dissertation research.

EXAMPLES OF QUESTIONS ON THE CONCEPTUAL FOUNDATIONS OF DISSERTATION RESEARCH

1. Relevance of your dissertation research from the standpoint of theory and practice.
2. Basic theoretical concepts and their development in your dissertation research.
3. Methodology of your dissertation research and methods of analysis used.
4. Theoretical and practical contribution of your dissertation research.

Educational technologies

Preparation for the exam is individual independent work of the PhD candidate.



Software

A PhD candidate may use the following software to prepare for the exam:

- MS Word, MS Power Point
- Browsers

Infrastructure

Classrooms for self-study are equipped with laptops, with the access to the Internet and other electronic sources of information and educational environment of the National Research University Higher School of Economics.