

**Концепция образовательной программы Strategy&Business Analytics  
НИУ ВШЭ – Санкт-Петербург  
по направлению 38.04.02 Менеджмент  
(квалификация - магистр)**

**Общая характеристика программы**

- магистерская программа по направлению Менеджмент
  - форма обучения - очная
  - бюджетная/коммерческая. Бюджетных мест – 20.
  - практико-ориентированная
  - язык преподавания - английский
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## **MSc in Strategy & Business Analytics**

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### **Full-time Course of Study:**

- 4 semesters, 2 years
- 120 ECTS
- Business Internship: 240 hours: 6 weeks (full-time) and 12 weeks (part-time)

### **Language of Instruction:**

- English

### **Domains of the Programme:**

- Business Strategy and Business Analytics
- Emphasis on Marketing and HR

### **Relevance:**

Companies are seeking for graduates who:

- demonstrate innovative and independent-minded approach for new business challenges in data-driven economy,
- develop a thorough understanding of the core principles of business management and governance on highly competitive global markets,
- apply relevant tools and investigative skills to a range of business problems to produce innovative cogent solutions,
- are equipped with the most essential fundamental knowledge and exploit digital skills for business context,
- communicate analytically, effectively and perceptively within a business environment.

### **USP:**

- Avant-garde programme in Business thought in English
- Emphasis on Business Strategies for Emerging Markets
- General Business Analytics and Data Culture for Management
- Analytics applied to two main business domains in close cooperation with companies
- Opportunity to choose a research-oriented track followed up by PhD study abroad or under supervision of HSE international labs

### **Academic Director of the Programme**

- Angel Antonio Barajas Alonso  
PhD, Full Professor, Head of the Department of Finance HSE-SPB

### Competitive advantages

Though there are many Master's programmes in Management at the Russian market and, specially' in St. Petersburg, the programme proposed has the clear focus on strategy and business analytics.

The main competitors in St. Petersburg are:

- Master in Management by GSOM SPbU. The programme is among the Russian top MIM programme, being 36th in FT European MIM programmes. It has several profiles, among them there is a MITIM (Master in Information Technologies and Innovation Management) supported by RUSNANO and IBM, Masters in International Business, Marketing, Logistics and SCM. But there is no comprehensive modules in Data Analytics and Data-driven Decision-Making, and the focus is made more on Leadership and soft skills than on Data culture.
- The ITMO University provides several Master Programmes, that could be the competitors, but they are either not in the area of Management (Master in Intellectual Systems Development, Intellectual Systems in Humanities, Innovation Management), or part-time.
- SPb Polytech proposes many programmes in Management, among them there are several programmes closed to the area of data analytics, but they have a narrow focus (Operational Management, Logistics, Marketing etc.), and do not contain the research track.
- The same situation is in the St. Petersburg State Economic University, which delivers several programmes in Management with narrow focuses.

### Potential academic partners:

Focus	University/Business School: Programme	Link	Status
<i>Business Strategy</i>	Vlerick Business School: Masters in International Management & Strategy	<a href="https://www.masterstudies.com/Masters-in-International-Management-and-Strategy/Belgium/Vlerick/">https://www.masterstudies.com/Masters-in-International-Management-and-Strategy/Belgium/Vlerick/</a>	negotiations for institutional collaboration started
	University of St.Gallen (HSG): Master's Programme in Strategy and International Management	<a href="https://www.masterstudies.com/Master%E2%80%99s-Programme-in-Strategy-and-International-Management/Switzerland/HSG/">https://www.masterstudies.com/Master%E2%80%99s-Programme-in-Strategy-and-International-Management/Switzerland/HSG/</a>	first discussions scheduled for Nov'17
	NHH Norwegian School of Economics: Master's in Strategy and Management	<a href="https://www.masterstudies.com/Masters-in-Strategy-and-Management/Norway/NHH/">https://www.masterstudies.com/Masters-in-Strategy-and-Management/Norway/NHH/</a>	intention to establish the first contact in 2018



<i>Business Analytics</i>	Lappeenranta University of Technology: MSc in Business Analytics	<a href="https://www.masterstudies.com/Masters-Programme-in-Business-Analytics/Finland/LUT/">https://www.masterstudies.com/Masters-Programme-in-Business-Analytics/Finland/LUT/</a>	intention to establish the first contact in 2017
	Barcelona Technology School: Master in Digital Transformation Leadership	<a href="https://www.masterstudies.com/universities/Spain/Master-in-Digital-Transformation-Leadership-BTS/">https://www.masterstudies.com/universities/Spain/Master-in-Digital-Transformation-Leadership-BTS/</a>	intention to establish the first contact in 2018
<i>Marketing</i>	Ghent University: Master of Marketing Analysis	<a href="http://www.mma.ugent.be">http://www.mma.ugent.be</a>	negotiations for institutional collaboration started
	Universitat Pompeu Fabra - Barcelona School of Management: Master of Science in Management (specialization in Marketing)	<a href="http://www.barcelonascchoolofmanagement.upf.edu/en/master-of-science-in-management-specialization-in-marketing?utm_source=upf&amp;utm_medium=referral&amp;utm_content=MScMMK-en&amp;utm_campaign=upf-referrals">http://www.barcelonascchoolofmanagement.upf.edu/en/master-of-science-in-management-specialization-in-marketing?utm_source=upf&amp;utm_medium=referral&amp;utm_content=MScMMK-en&amp;utm_campaign=upf-referrals</a>	negotiations for institutional collaboration started
<i>Human Resources</i>	EAE Business School: Master in Human Resource Management	<a href="http://en.eae.es/full-time/master-human-resources/">http://en.eae.es/full-time/master-human-resources/</a>	intention to establish the first contact in 2018
	IE Business School: Master in Talent and HR Management	<a href="http://landings.ie.edu/masterland-hum-master-talent-development-human-resources">http://landings.ie.edu/masterland-hum-master-talent-development-human-resources</a>	first discussions scheduled for Jan'18
<i>Research Distinction</i>	International Laboratory on Intangible-driven Economy at HSE University	<a href="https://idlab.hse.ru/en/">https://idlab.hse.ru/en/</a>	design of the programme curriculum
	ECOBAS at University of Vigo, Spain	<a href="http://ecobas.webs.uvigo.es/index_en.php">http://ecobas.webs.uvigo.es/index_en.php</a>	joined PhD seminar started in 2017

### Potential business partners:

Industry/ Sector	Company	Link
<i>Banks</i>	Sberbank	<a href="http://www.sberbank.ru">www.sberbank.ru</a>



	VTB	<a href="http://www.vtb.ru">www.vtb.ru</a>
<i>Consulting</i>	McKinsey&Company	<a href="http://www.mckinsey.com">www.mckinsey.com</a>
	Ernst&Young	<a href="http://www.ey.com/">http://www.ey.com/</a>
<i>Analytics Companies</i>	Yandex	<a href="http://www.yandex.ru">www.yandex.ru</a>
	Thomson Reuters	<a href="http://thomsonreuters.ru/">http://thomsonreuters.ru/</a>
<i>Integrators</i>	SAP	<a href="https://www.sap.com">https://www.sap.com</a>
	Microsoft	<a href="https://www.microsoft.com/ru-ru/">https://www.microsoft.com/ru-ru/</a>
<i>HR</i>	HeadHunter	<a href="https://spb.hh.ru/">https://spb.hh.ru/</a>
<i>Marketing</i>	Nielsen	<a href="http://www.nielsen.com/ru/ru.html">http://www.nielsen.com/ru/ru.html</a>
	Interbrand	<a href="http://interbrand.com/">http://interbrand.com/</a>

MSc in Strategy & Business Analytics is a comprehensive flagship program in management which comprises two different areas of expertise: “Business Strategy” and “Business Analytics”. The programme places an emphasis on data-driven decision-making for business, data-based business models, digital transformation of business. This expertise is expected to be the most relevant and demanded by employers. Graduates of MSc in Strategy & Business Analytics will be employed as HR Directors, Marketing Directors, Development Directors, Consultant etc.

The key distinction of the programme refers to an emphasis put on emerging markets and their specific traits when it comes to Business Strategy data-driven decisions.

The programme provides rigorous theoretical foundations during the first year of study – common for all students; and domain-oriented business analytical training within the second year.

The umbrella topics for all tracks – data analytics and culture applied for business in general and its essential counterparts: human resources, marketing.

The programme targets bachelors with IT, math, economics and management background. To attract best students up to 30 scholarships can be given.

With an intake of about 90-100 students the programme can offer 3-4 tracks during the second year starting with two domains: People Analytics (HR) and

Customer Analytics (Marketing) and one track with research distinction followed by PhD study in HSE or partner universities.

### Preliminary Curriculum

1 <sup>st</sup> year (common for all tracks):		2 <sup>nd</sup> year (focused on one of the tracks:	
		<ul style="list-style-type: none"> <li>• Customer Analytics</li> <li>• People Analytics</li> <li>• Special track with the Research Distinction</li> </ul> <a href="https://www.masterstudies.com/Masters-in-Strategy-and-Management/Norway/NHH/">(https://www.masterstudies.com/Masters-in-Strategy-and-Management/Norway/NHH/)</a>	
	ECTS		ECTS
<b>CORE</b>	<b>26</b>	<b>Domain-focused Business Analytics</b>	<b>24</b>
Strategy in management	8	Customer Analytics	24
Business Research Methods	6	People Analytics	6x4
Statistical Approaches to Data Analysis	6	Research Distinction	
International Business and Global Strategies	6		
<b>ELECTIVES (1/4)</b>	<b>6</b>		
Financial Management and Investment	6		
Knowledge and Information management	6		
Practical Machine Learning Methods for Data Mining	6		
Business Strategies for Emerging Markets <a href="https://ru.coursera.org/learn/business-strategies">https://ru.coursera.org/learn/business-strategies</a>	6		
<b>ELECTIVES from other PROGRAMMES and MOOCs</b>	<b>8</b>	<b>ELECTIVES from other PROGRAMMES and MOOCs</b>	<b>2</b>
<b>RESEARCH+INTERNSHIP</b>	<b>20</b>	<b>RESEARCH+INTERNSHIP</b>	<b>34</b>
Research Seminar for Students	14	Research Seminar for Students	6
Term paper	6	Business/Research	4



		Internship	
Soft-skill LABs /boot camps		Master thesis	24
		Soft-skill LABs /boot camps	

### Domain-focused Business Analytics:

Domain	Discipline	ECTS
<b>HR</b>	People Analytics: Prediction of Performance & Prescription of Policy	6
	Staffing Analytics Overview	6
	Performance Evaluation: Data and Tools	6
	Talent Analytics: Data and Tools	6
<b>Marketing</b>	Consumer Behaviour	6
	Database Marketing and Analytical CRM	6
	Advanced Marketing Models	6
	Text and Social Media Analytics	6
<b>Research Distinction</b>	Advanced Research Methods for Business	6
	Empirical Methods and Applications in Business	6
	Microeconometrics and Empirical Corporate Finance: Predictive and Prescriptive Analysis	6
	Dynamic Optimisation for Business Research	6

### The key learning outcomes of the first year:

- Demonstrate understanding of the key business management concepts and apply them to real-world scenarios
- Obtain and process data for cogent managerial decisions
- Formulate policy recommendations by exploiting outputs of data analysis and its interpretation
- Be aware of how IT solutions for business can be implemented and effectively employed for digital transformation of business

### The key learning outcomes of the second year:

Customer Analytics	People Analytics	Research Distinction
Recognise patterns of consumer behaviour	Identify and measure relevant traits of positions and employed people driven from available data	Recognise relevant research questions and apply appropriate methods and tools to effectively find solutions
Elaborate data-driven marketing strategies		
Find optimal solutions for product placement and promotion	Match human resources and appropriate positions and define HR policy for motivation and promotion	Be able to promote research outputs by giving research presentations and elaborating papers
Be able to organise data		

collection and storage by means of corporate IT solutions	Be able to organise data collection and storage by means of corporate IT solutions	
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*M. Turpin*