

PROGRAMME HANDBOOK  
**MASTER'S PROGRAMME  
MASTER IN INTERNATIONAL  
BUSINESS AND MANAGEMENT  
STUDIES**



NATIONAL RESEARCH  
UNIVERSITY  
SAINT PETERSBURG



HSE UNIVERSITY  
SAINT PETERSBURG

# PROGRAMME HANDBOOK

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# 1. Background to the Programme

## 1.1. Institutional Context

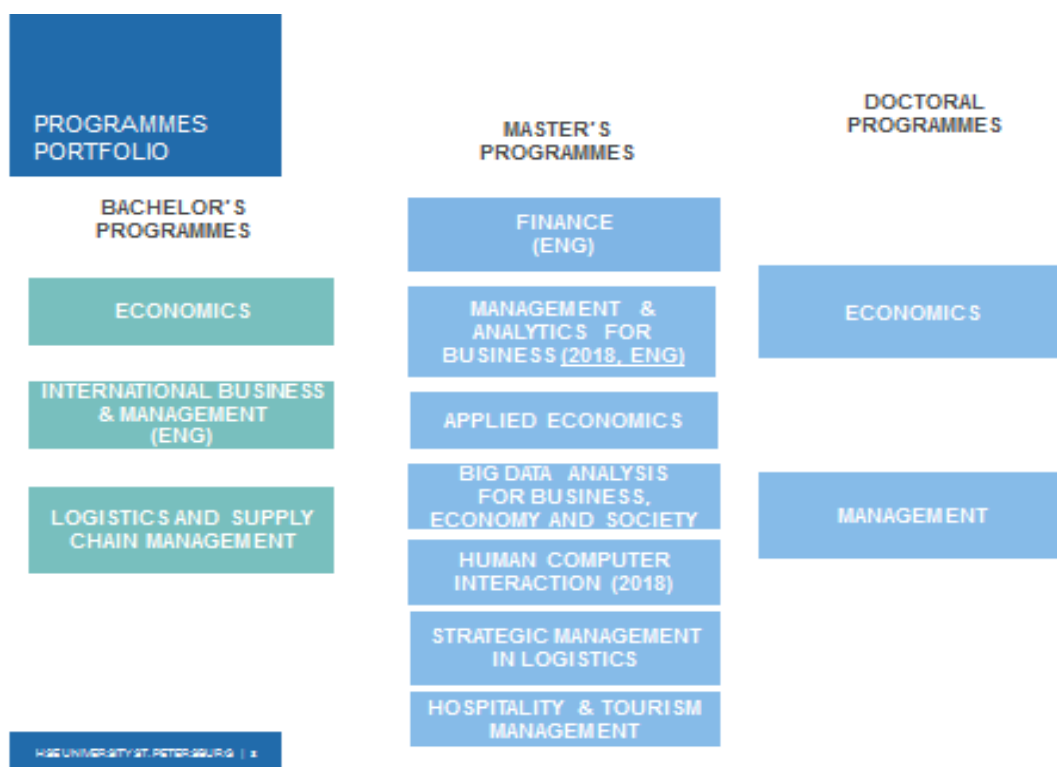
**National Research University Higher School of Economics (HSE)**, founded in 1992, is one of the top Russian research universities in the social sciences and management. The university comprises a unique, linked network of campuses spread across the country: Moscow, St.Petersburg, Nizhny Novgorod and Perm. The research and educational expertise of HSE professors has been widely recognized internationally as well as domestically. HSE is placed in the 411-420 position according to the 2016 QS World University Rankings. It is also in the top 200 in several QS Subject Rankings including those in Economics & Econometrics (101-150), Business & Management 151-200, and Accounting & Finance (151-200). In Economics and Business it has now also risen to 83 in the latest THE rankings.

**The Higher School of Economics - St. Petersburg (HSE University St. Petersburg)** was founded in 1997 and enrolled its first students in 1998. The internationalization of education and research is a strategic goal of the St. Petersburg campus and is reflected in its research and learning and teaching activities. Similarly, the campus has a strong commitment to promoting inter- and multidisciplinary approaches in both education and research.

The HSE St. Petersburg School of Economics and Management (HSE SEM), the faculty within HSE University St. Petersburg.

**As a part of a research university, we are dedicated to research-led teaching and fostering analytical thinking of our students for their career as contributors to the society and international business environment.**

The School offers following undergraduate and master's programmes



Research-driven activities of the School are led by three international and three internal research centres, which include the **International Centre for Market Research & Spatial**

**Economics** (Led by Prof. Jacques-Francois Thisse (CORE, The Université Catholique de Louvain, Belgium) and Prof. Sergey Kichko, (HSE University St. Petersburg)), the **International Centre for Health Economics, Management & Policy** (Led by Prof. Paul Kind (University of Leeds, UK) and Prof. Pyotr Meylaks (HSE University St. Petersburg)) and the **International Laboratory for Game Theory and Decision Making** (Led by Prof. Herve Moulin (Adam Smith Business School, University of Glasgow, UK), Prof. Anna Bogomolnaia (Adam Smith Business School, University of Glasgow, UK) and Prof. Elena Yanovskaya (HSE University St. Petersburg)). All of these research centres are strategically incorporated into the learning and teaching process. They offer internships to students, participate in course delivery, supervise dissertations and oversee student research projects.

## **1.2. Professional Context**

Bachelor's degree programme "International Business" (38.04.02 Management ) is designed for students seeking a fundamental understanding of main areas of international business and eager to develop essential skills to build a successful career in this field. It is an English-taught programme, which covers up-to-date practice in international business. BA in International Business & Management Studies is aimed at developing core management and business competencies together with professional knowledge of business analytics and decision-making.

The Bachelor in Management program prepares students with the in-depth interdisciplinary knowledge and practical skills they will need to make reasonable and confident decisions in various spheres of international business. Two tracks are offered, in international business and business analytics, and a focus is placed on specific regional factors in Europe and Asia. Students have the opportunity to participate in internships, research, and exchanges.

This program is for ambitious and creative students interested in careers with international companies or in introducing their own businesses to global markets. Graduates of the program go on to careers as directors of marketing, development, and HR, and as financial managers, project managers, and entrepreneurs. They work at leading global businesses, international banks, and investment companies, at economic organizations and consulting firms, and at banks.

The program is structured to enable students to gain broad competencies while also developing specific knowledge, practical skills, and experience. The unique design of the program enables a combination of the two most relevant foci: International Business and Business Analytics. Apart of these foci the program provides a very strong fundamental core in business studies, flexible tracks in regional studies and international business and academic internships.

## **1.3. Relevance of the programme to the Institutional Mission**

BA in International Business & Management Studies is one of the flagship programmes of St. School of Economics and Management at HSE University. It is oriented to highly motivated, ambitious and creative students from different countries interested in careers with international companies or in introducing their own businesses to global markets. International context of the programme together with the opportunity to learn specific features of Russian market might be of a particular interest both for full-time and exchange international students.

The first focus is teaching foreign languages to all bachelor students. Speaking fluent business English is almost a must for the University graduates. Many of HSE St. Petersburg goals – one of which is training qualified staff – cannot be accomplished unless this major issue is addressed.

BA in International Business & Management Studies is 100% programme taught in English starting from the 1st year of education.

The second focus is on delivering academic education and applied activity at the bachelor level. The significance of this focus in the university educational context is based on the assumptions that academic knowledge is essential part of any education and it provides a base for further activity. In addition, we train students to apply academic skills to real projects throughout applied activity. Thus bachelor students gather knowledge about theoretical and practical features of management. The Programme fosters innovation in both education and research in the fields of enhancing the students' practical skills.

## 2. Programme Overview

<b>Awarding Institution</b>	National Research University Higher School of Economics
<b>Teaching Institution and location of delivery</b>	National Research University Higher School of Economics, St. Petersburg campus (HSE - St. Petersburg)
<b>Final Award</b>	Bachelor's Programme in Management (International Business & Management Studies)
<b>Programme Title</b>	BA International Business & Management Studies
<b>Programme Code</b>	38.04.02
<b>Programme Accreditation</b>	Accredited by Russian Ministry of Education and Sciences
<b>NFQ Level</b>	
<b>Credits (ECTS)</b>	240
<b>Programme Duration</b>	4 years (8 semesters)
<b>Modes of attendance</b>	Full-time
<b>Language of instruction</b>	English
<b>Academic Director</b>	Elena Shakina, Associate professor, PhD in Economics
<b>Last updated</b>	March 2017
<b>Programme Aims</b>	
The modern, intensive broad-based programme designed for graduates seeking a fundamental understanding of main areas of international business and vital digital skills demanded to run business analysis for the new economic conditions.	
<b>Programme objectives</b>	
To achieve these aims, the programme endeavours: <ul style="list-style-type: none"> <li>▪ To select best admissions among English-speaking school graduates from Russia and abroad.</li> <li>▪ To train knowledgeable and responsible professionals in the broad area of business, strategic and operational management.</li> <li>▪ To develop strong analytic competencies for data-driven decision making.</li> <li>▪ To prepare thought leaders developing the most relevant soft skills.</li> <li>▪ To encourage students to continue their education at master and PhD levels.</li> </ul>	
<b>Programme distinctions</b>	
<ul style="list-style-type: none"> <li>▪ The programme enables combination of the two most relevant foci: International Business and Business Analytics.</li> <li>▪ The programme gives a strong fundamental core in business studies, flexible tracks in regional studies and international business and academic internships.</li> <li>▪ The program integrates incentives for students to succeed in their study to be provided with the opportunity to have one-semester internship in multinational companies abroad or in Russia.</li> <li>▪ Language of instruction is English.</li> </ul>	

## Programme Partnerships

HSE St.Petersburg consistently strives for further internationalization of all its activities. Concerning international academic content, Programme was originally designed with strong focus on International Business and Business Analytics.

Currently, there are bilateral cooperation agreements with 5 university and companies recognized as the world leading institutions in management education and research. The student exchange programme and internship are the dominating activities in these agreements. In addition to this, the Bachelor in International Business has a substantial number of academic partners with whom the School carries out joint research projects.

The programme provides ample opportunity for student mobility. Students are encouraged to participate in study abroad programmes to enhance their expertise.

Compulsory internship is included in the curriculum. Students are trained in Russian and international companies. BA in International Business & Management Studies has a wide range of corporate partners - Russian and international companies: Nissan, Coca-Cola, Gazprom, EMC2, Pulkovo airport, DANONE, etc.

HSE SPb Case Club is the largest student association in St. Petersburg on solving business cases. International consulting companies provide trainings for members of the club. Students of BA Management are actively involved in HSE SPb Case Club activities, participate and win in case championships.

Semester exchanges are available with program partners including Lancaster University (UK), LMU (Germany), Vienna University of Economics and Business (Austria), Audencia Nantes School of Management (France), and Frankfurt School of Finance & Management (Germany).

## Who is the degree for?

This program is for ambitious and creative students interested in careers with international companies or in introducing their own businesses to global markets. Strong English language Math competencies and are required for all admissions.

## Admissions

### Admission Requirements for Russian Citizens:

- Submission of the full enrollment package before deadline
- Successful participation in the state Olympiad

**See full Application and Admissions Guideline on the website:**

<http://spb.hse.ru/ma>

### Admission Requirements for International Applicants:

- Bachelor's degree diploma or equivalent recognized by the Russian Federation and duly legalized, if applicable (if an applicant does not yet have the diploma at the time of application, an official transcript of records for all years of study should be submitted)
- Submission of on-line application before the deadline
- Meeting programme-specific language (English or Russian) proficiency requirements
- Interview with programme's selection committee
- Successful portfolio competition
- Proper submission of enrollment package, incl. the Bachelor's degree diploma (or equivalent) in original, notary translated and duly legalized if applicable, to the Admissions Office before August, 30 at the latest



**See full Application and Admissions Guideline on the website:**

<https://spb.hse.ru/international/graduate>

### **Career Prospects**

Graduates of the program go on to careers as directors of marketing, development, and HR, and as financial managers, project managers, and entrepreneurs. They work at leading global businesses, international banks, and investment companies, at economic organizations and consulting firms, and at banks.

BA International Business degree provides an excellent foundation for starting career in business or for continuing education on a Master or PhD programme worldwide.

Upon the successful completion of a bachelor's degree, it is possible either to open own business or to start a career in a variety of fields including general managerial roles and specialist positions in for-profit, nonprofit, government, entrepreneurial enterprises. Among the most relevant positions are business analysts, business development manager, financial manager, project manager, marketer, HR manager. The courses chosen as option modules within regional tracks can widen opportunities for more international managerial positions.

Graduated of the Bachelor in International Business have also very broad prospects to continue their studies upon graduation on MA programmes in Economy, Marketing, Finance, Law, Political Sciences, Informatics, Data Analytics and Business Administration. Taking advantage of being a part of a very big distributed university HSE graduates can enroll to various master program in four campuses of HSE or outside it. Moreover, graduates can apply for PhD programme, choose the academic track as other options in building their career and work further as researcher or teacher in the alma matter or various research centers and universities throughout the world.

### **Alignment to national educational and occupational standards and other regulatory documents**

- The Law of the Russian Federation on Education (№ 273-FL, dd. 29.12.2012);
- Original Educational Standard of the National Research University Higher School of Economics for Higher Education 38.04.02 Bachelor Level, Management (adopted 06.12.2013);
- Procedures for Managing Higher Education Degree Programmes (bachelor's, master's and specialist's degrees), approved by RF Ministry of Education and Research (Order №1367, dd. 19.12.2013);
- Guidelines for Institutions of Higher Education in Providing Conditions for Teaching and Learning of Physically Challenged Students and Students with Special Needs, approved by RF Ministry of Education and Research (Order № AK-44/05 dd. 08.04.2014);
- University Charter. (Charter of the federal state autonomous educational institution for higher professional education National Research University Higher School of Economics, approved by Government of The Russian Federation (Resolution №56, dd. 01.02.2016);
- Internal regulations for students of the National Research University Higher School of Economics (HSE Directive № 6.18.1- 01/2207 -16, dd. 22.07.2016);
- Regulations for Interim and Ongoing Assessment of students of the National Research University Higher School of Economics (HSE Directive № 6.18.1-01/1908-02, dd. 19.08.2014).

### **Alignment to international standards and requirements**

- CIMA certification

### 3. Intended Programme Learning Outcomes

Learning Outcome code	Intended learning outcomes <sup>1</sup>
LO1	Think critically and analytically in business context
LO2	Develop solutions based on metaknowledge and make connections between different business studies concepts
LO3	Be aware how and where to obtain data and information for analysis and decision-making
LO4	Identify the environmental aspects of international business (socio-cultural, political, financial and economic)
LO5	Use and assess existing and emerging IT in business applications
LO6	Collect and process data for business research problems
LO7	Recognise situations that would benefit from the application of Decision science techniques
LO8	See the international dimensions of business functions: marketing, finance, operations, accounting
LO9	Understand region-specific features of international business
LO10	Get practical exposure to international business and the global arena
LO11	Develop foresight, vision and creativity for new business solutions
LO12	Communicate effectively in business and academic environments

### 4. Curriculum Overview

#### 4.1 Programme Content

The Curriculum is designed for a full-time student to take 240 ECTs that all undergraduate students at HSE will complete across four years of study.

The program is structured to enable students to gain broad competencies while also developing specific knowledge, practical skills, and experience. The unique design of the program enables a combination of the two most relevant foci: International Business and Business Analytics. Apart of these foci the program provides a very strong fundamental core in business studies, flexible tracks in regional studies and international business and academic internships.

Core business disciplines: general and strategic management, innovation management and investing, economic theory, econometrics, game theory, and mechanism design

International Business: international marketing, global economy and trade, international finance, new global business models

Business analytics: big data and decision-making, information technology in business, corporate finance, accounted and integrated reporting, analytical communication, data visualization, risk analytics

Minors: The unique feature of HSE curriculum is a minor included in to the curriculum during the 3<sup>rd</sup> and the 4<sup>th</sup> year of education. Minor component in the HSE St. Petersburg incudes Data Science, Creative Industries, International Business, Oriental Studies, Texts and Context, European

<sup>1</sup> The intended learning outcomes will have the wording prescribed by skill level descriptors.



Studies. The emphasis in BA in International Business & Management Studies is put on specific expertise in regional studies. Students can elect to study the contemporary history, society, and economics of China or Northern Europe, international business in China or Northern Europe, of international communications and networking.

Projects/Internship/Research: Strong project component is introduced in the BA International Business curriculum according to HSE educational standard aimed at developing practical skills of future graduates. Students conduct projects ordered by the companies, HSE labs or initiate their own startups during the 2<sup>nd</sup>, the 3<sup>rd</sup> and the 4<sup>th</sup> year of education. The program integrates incentives for students to succeed in their study. The top-ranked students of the program will have the opportunity to have one-semester internship in multinational companies abroad or in Russia. Among best companies that are eager to provide students' internship BA International Business considers Danone, Nissan, Citibank, Philip Morris, Bosch-Siemens, Baltika, KPMG, EMC, EY, Deloitte, McKinsey, and other international companies.

The taught part of the programme consists of four modules in International Business with the value of 189 credits. 48 credits are allocated to research and practice module; and 3 credits – to state final certification which includes a dissertation.

Each module contains a number of compulsory and optional units which are taught in sequence in different semesters.

The 240 credits of the programme are distributed as follows:

<b>Module code</b>	<b>Module Title</b>	<b>ECTS</b>	<b>Status (M/O/E) (M- mandatory; O-optional; E-elective)</b>
<b>General Programme Part</b>			
1	Personal and Social Safety	1	M
2	Physical Training	0	M
3	History	4	M
4	Philosophy	4	M
<b>The Choice of Programme Developers</b>			
1	Sociology	4	M
2	Law	4	M
<b>Professional Programme Part (Major)</b>			
1	English Language Test (1st year)	0	M
2	Independent English Language Test (2 nd year)	0	M
3	Economic Theory	8	M
4	Mathematics	8	M
5	Probability Theory and Mathematical Statistics	6	M
6	Economic Statistics	6	M
7	Management Accounting	6	M
8	Business Ethics	4	M

Profile (Specialized) Educational Programme			
1	Introduction to International Business	6	M
2	Management	6	M
3	Economic Foundations of Management	6	M
4	Economic-Mathematic Models in Management	6	M
5	Information Management	6	M
Block of Professional Components			
1	Operations Management	6	M
2	Innovation Management	6	M
3	Data-driven Decision-making	6	M
4	Strategic Management and Investments	6	M
5	Human Resource Management	6	M
6	Corporate Finance	6	M
Elective Components of the Educational Track			
1	Econometrics	6	M
2	Game Theory and Its Applications	6	M
3	New Global Business Models	6	M
4	International Finance	6	M
5	World Economy and International Trade	6	M
6	International Marketing	6	M
7	Analytics Communication and Management	6	M
Elective Courses (1out of 2)			
1	Logistics in the Global Context	6	E
2	Entrepreneurship	6	E
Extra Profile (Minor)			
1	Recommended Minor	20	M
Internships, Projects and/or Research Activity			
Project Seminar and/or Research Seminar			
1	Research Seminar	14	M
2	Project Seminar	10	M
3	Introduction to Profession	3	M
Internships			
1	Educational Internship	3	M
2	Graduation Internship	6	M
Project Activity			
1	Projects	8	M

2	Term Paper	4	M
State Final Certification			
1	Graduation Thesis	3	M

#### 4.2 Proposed Programme Structure Diagram

##### First year

	ECTS
Personal and Social Safety	1
Physical Training	0
History	4
Philosophy	4
Sociology	4
Law	4
English Language Test (1st year)	0
Economic Theory	8
Mathematics	8
Probability Theory and Mathematical Statistics	6
Management	6
Economic Foundations of Management	6
Introduction to International Business	6
Introduction to Profession	3

**Taught modules - 57**

**Research - 3**

**Total - 60**

##### Third year

	ECTS
Physical Training	0
Operations Management	6
Human Resource Management	6
Strategic Management and Investments	6
Game Theory and Its Applications	6
International Marketing	6
Research Seminar	6
Project Seminar	6
Term Paper	4
Projects	4

##### Second year

	ECTS
Physical Training	0
Independent English Language Test (2 nd year)	0
Economic Statistics	6
Management Accounting	6
Business Ethics	4
Economic-Mathematic Models in Management	6
Data-driven Decision-making	6
Corporate Finance	6
Econometrics	6
World Economy and International Trade	6
Recommended Minor	10
Research Seminar	4

**Taught modules - 56**

**Research - 4**

**Total - 60**

##### Fourth year

	ECTS
Physical Training	0
Information Management	6
Innovation Management	6
New Global Business Models	6
International Finance	6
Analytics Communication and Management	6
Electives: -Logistics in the Global Context -Entrepreneurship	6
Research Seminar	4
Project Seminar	4
Projects	4

Recommended Minor	10
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**Taught modules - 40**

**Research - 20**

**Total - 60**

Interships	9
Graduation Thesis	3

**Taught modules - 36**

**Research - 16**

**Interships - 9**

**State final assessment - 3**

**Total - 60**

## 5. Teaching Methods

**Major approaches** which lay the ground for the teaching and learning process are the following:

- *Student-focused approach* which emphasizes the learner's critical role in constructing meaning from new information and prior experience and focuses on skills and practices that enable lifelong learning and independent problem-solving.
- *Active Learning* which encourages to engage students in two aspects – doing things and thinking about the things they are doing. Active learning requires appropriate learning environment which promotes research based and interdisciplinary learning; encourages leadership skills of the students through self-development activities; stimulates collaborative learning for building knowledgeable learning communities; cultivates task based performance by giving student's a realistic practical sense of the subject matter learnt in the classroom.

A variety of teaching and learning tools are employed throughout the programme to support learners including lectures, seminars, tutorials, workshops/laboratory works, research and practical projects, teaching and research practicum, field trips, library sessions.

- Lectures are the primary means for sharing knowledge and understanding with the students, while seminars and workshops works allow students to make connections between theory and practice, to apply theoretical knowledge in simulated practical situations. Tutorials are a means of learner-centered approach to teaching, they are arranged to meet individual learner needs.
- Research and practical projects, teaching and research practicum, field trips enhance students' knowledge and understanding in the fields of study as well as develop professional and transferable generic competences (independent and critical thinking, self-management; collaborative and communication skills, etc.).
- Library session is provided on the use of library resources with the focus on electronic databases.
- Professional and transferable skills are also developed through a variety of interactive activities including analysis of case studies, problem-based tasks, discussion forums, pair and group work, simulations, presentations where students are supposed to analyze business, to develop managerial decisions. Whenever possible students are encouraged to work in groups through small-group activities, problem-based tasks and project work.

## 6. Assessment

Broad aims of the assessment system in HSE University St. Petersburg and BA in International Business are related to the monitoring of students' progress in compliance with learning outcomes, students' motivation to further studies, providing students and teachers with the feedback on the quality of learning. The assessment is made at the course level, the overall progress is evaluated via the defense of bachelor's thesis and an exit interview (that helps to understand the level of students' satisfaction).

The Programme team is committed to providing assessment that is timely, fair and corresponds to the learning outcomes attached to the module/unit. The assessment is aligned with the

Programme's learning objectives and the LO of each course and provides the reflection of ILO consistency for all the courses.

At the course level the overall assessment is a combination of two types of grades:

- 1) grades for different types of activities, including home assignments, projects, classwork, midterms that provide the cumulative grade for students' progress (up to 70% of the final grade)
- 2) grade for the course examination, that commonly is at least 30% of the final grade.

The exact equation for calculation the final grade is the choice of the course instructor and is provided to students in the course syllabus before the start of the course. Full details are given in the courses' syllabi.

HSE University uses the 10-points scale of assessment. The consistency of grades to the European Regulation Framework and Russian traditional grading systems is presented in the table below.

10-point scale	Russian grading framework	ECTS grading scheme	
10	Excellent	A+	Excellent
9	Excellent	A	Very good
8	Excellent	A–	Very good
7	Good	B+	Good
6	Good	B–	Good
5	Satisfactory	C+	Satisfactory
4	Satisfactory	C–	Satisfactory
3	Fail	F	Fail
2	Fail	F	Fail
1	Fail	F	Fail

Students' progression is subject to the University Regulations for Interim and Ongoing Assessment of students of the National Research University Higher School of Economics (HSE Directive № 6.18.1-01/1908-02, dd. 19.08.2014) which define the procedures of formative and summative assessment as well as reassessment opportunities with certain restrictions.

## **7. Academic Policy**

### **7.1 Management of the Programme**

Each programme at HSE is managed at two levels – academic and administrative. At the academic level the programme is coordinated by a Programme Director who is in charge of making all the major decisions concerning the programme and its content, as well as the study track of the students enrolled. The Programme Director is appointed by the rector for the period of 4 years.

In order to enhance the efficiency of academic management, functions and responsibilities of the Programme Director are supplemented by those of the Programme Board that is in charge of developing the content of the programme and academic requirements. The Board is appointed by the Academic Council for the period of 4 years, and its members are selected from teaching staff, external experts and alumni.

At the administrative level the programme is managed by the Study office led by a Programme coordinator. The Study office supports students in all issues related to their study process, answering all their queries.

The work of the Programme Directors and Study offices in the School of Economics and Management is coordinated by the Dean who makes all the executive decisions.

For BA in International Business & Management Studies, the Programme Director is Associate Professor Elena Shakina, PhD in Economics <https://www.hse.ru/en/org/persons/eshakina>

The Programme coordinator is Ksenia Boyko, <https://www.hse.ru/en/org/persons/26455417>

### **7.2 Plagiarism Policy**

Plagiarism at HSE is defined as using the someone else`s ideas, words, concepts as if they were student`s own without any acknowledgement.

There are two types of plagiarism:

- 1) word-by-word coping someone else`s textual information;
- 2) paraphrasing - a restatement of someone else`s idea using other words.

Plagiarism is considered a serious academic offence and students who plagiarize are imposed to serious penalties.

The University makes routine plagiarism checks on all term papers and final theses.

The control of written home tasks, reports, essays, tests is organized on the instructor`s request. It means that a piece of work will be submitted to an electronic text matching software system – Turnitin (by a student, or by a member of Study Office staff).

Cases of plagiarism are first handled by the course instructor and Programme Director, and then by the Disciplinary Commission of HSE – Saint-Petersburg which considers the case and makes the decision about the kind of penalty to be imposed: from a written warning to the expulsion from the university.

More information may be found online: <https://istudents.hse.ru/copy>

### **7.3 Personal development of students**

HSE University St. Petersburg considers the personal development of students as an integral part of studies. Students are encouraged to participate in a variety of activities and events, which foster personal and professional development. Personal development of students is supported through:

- Student counseling
- Students` projects
- Students` internship in HSE St.Petersburg research centres
- Training seminars
- Company site visits
- Guest lectures by industry practitioners.



## 8. Resources and Facilities

### 8.1 E-learning environment

The delivery of programmes at HSE-SPB is supported by the University e-learning environment. It is used to provide access to resources, both print and online, to submit assignments and provide electronic feedback, to develop discussion and debate through discussion posts, to engage in online assessment and practice.

The University e-learning environment is comprised by:

- The Learning Management System (LMS);
- Electronic Information Resources of the HSE library;
- eTimetable

**The Learning Management System (LMS)** is the HSE's educational space that connects lecturers with the students. Teaching staff uploads course materials, tests and tasks via the LMS for distribution to students. Students, in return, submit their home assignments or questions to lecturers. The LMS supports learning processes at course level and provides access to a wide range of tools for self-directed learning. An electronic grade book is available in the student's personal account in LMS.

Click here for more details: <http://lms.hse.ru>

**eTimetable** is a service for posting the schedule of classes online. It offers learners access to the schedule of classes and class time updates from any place via any Internet-connected device. A student can find he/her timetable using the following options: on the webpage of the programme, via LMS, via HSE mobile app.

### 8.2 Library and IT facilities

The Higher School of Economics Library supports the teaching, learning and research activities of the HSE community through the provision of high-quality, international information resources.

The library has a large-scale collection tailored to meet the needs of the programmes and courses delivered at HSE. The majority of the collection relates to the fields of economics, management, and social and political sciences.

Students have full access to all library resources and facilities, and it is possible to order a book to be delivered from another building.

The library is equipped with computers having high-speed Internet access. Students can use a variety of library services: remote access to the electronic resources, photocopying, scanning; a wireless Internet connection (Wi-Fi) is also available.

#### Electronic Resources

HSE library provides access to the following resources:

- International and Russian Periodical Databases (more than 18,000 full-text periodicals and serial publications);
- eBook Databases (more than 150,000 full-text titles);
- Economic Indicators & Financial Statistics (e.g. World Bank Resources, OECD Resources, IMF Resources);
- Market & country profiles (e.g. Global Market Information Database, MarketLine);
- Reference & Citation databases (Web of Knowledge, Scopus);
- ProQuest Dissertations & Theses (More than 1.2 million dissertations);
- Encyclopedias and Dictionaries (e.g. New Palgrave Dictionary of Economics, Oxford Reference Online Premium).
- Elsevier Books (ScienceDirect) (more than 420,000 peer-reviewed research articles published annually. Elsevier provides [information analytics solutions](#) and digital tools in the areas of [strategic research management](#), [R&D performance](#), [clinical decision support](#), and [professional education](#))
- Springer (more than 2,900 journals and 250,000 books)

- Oxford Scholarship Online; Oxford Handbooks Online; Oxford Reference Online; Oxford English Dictionary, Oxford Art Online (the largest university press in the world, publishing in 70 languages and 190 countries, which makes the highest-quality academic and professional content available around the globe)
- JSTOR (Arts & Sciences: I - XI, Life Sciences) (provides access to more than 10 million academic journal articles, books, and primary sources in 75 disciplines).
- Oxford Journals Full Collection (Oxford University Press).
- Journals Freedom Collection (ScienceDirect) (articles from over 3,800 journals and more than 37,000 book titles).
- EBSCO: Academic Search Premier, Business Source Premier, Master FILE Premier.
- Emerald (the leading multidisciplinary research database, it provides acclaimed full-text journals, magazines and other valuable resources).
- Taylor & Francis Journals (publishes quality peer-reviewed journals, journal is hosted on content platform, where student can browse by subject, drill down to journal level to find the aims, scope and editorial board for each individual title)
- ArtStor Collection (features a wide range of multidisciplinary content from some of the world's top museums, artists, libraries, scholars, and photo archives, including rare collections not accessible anywhere else).

Location of the HSE-SPb Library for students in BA International Business: 3 Kantemirovskaya Street.

### **Printing Services**

Multifunctional printers that can be used for copying, printing and scanning are located in all of the campus buildings. You may fill your balance via on-line HSE Payment <https://pay.hse.ru/spb/> or in the Accounting Department located on Soyuz Pechatnikov 16, (office 216).

### **Email**

All enrolled students receive a corporate e-mail address. The address consists of a unique name and domain address “@edu.hse.ru”.

All correspondence is automatically stored on the corporate mail server. However, all users may create personal email archives. To set personal archive folders, a user should contact technical support offices which are located in all of the campus buildings.

Mailbox size is limited. It is recommended to delete old emails periodically.

Sending video, music, and executable files (.mpg, .avi, .bat, .cmd, .exe, etc.) via email is prohibited.

### **Internet**

All HSE's computers have Internet access. This service is intended for official purposes. It is not recommended to visit online resources which are not directly related to the performance of official duties.

### **Wi-Fi**

Wireless access to the Internet is available in all the premises of HSE.

### **Presentation and Multimedia classroom**

Many classrooms of the HSE are equipped with projectors, document-cameras, conference systems and other.

### **Computer labs**

Computer labs are located in all of the campus buildings and available for administrative staff and students except when they occupied for training sessions.

### **8.3. Teaching facilities**

HSE-St.Petersburg has 23 lecture rooms seating between 64 and 230 people, 14 language laboratories, 2 computer labs, 2 sport halls. Each lecture room is equipped with a marker board and a projector. Lecture rooms also have 14 LCD panels. Computer labs contain 62 machines, all equipped with Windows 7 professional x64, Microsoft Office 2010, Kaspersky Endpoint Security 10. The overall study area is 1839,5 sq.m..

## **9. Student Support**

### **9.1 Academic support**

Programme Director provides academic support that supplements the support provided by course instructors. Students are encouraged to visit faculty and the Programme Director during office hours, whether or not they are experiencing academic difficulty. The Programme director oversees the education aspects of student life, including giving advice and direction on academic paths and how to meet graduation requirements. The academic director can help with the choice of elective courses and projects, term papers and dissertation themes, etc.

A research supervisor is appointed for every student. The student's research is guided by the supervisor from the initial definition of the area of research to the final drafting of the master's dissertation.

The Study Office provides the student guidance and administrative support. It deals with the matters related to the programme deadlines, structure of courses and exams. The Study Office also assists students with details about lectures, marks, internships, scholarships.

Possible student appeals can be formally submitted in two ways:

Online: <https://www.hse.ru/our/expresspolls/poll/162300245.html>

In the written statement delivered to the Study Office.

### **9.2 Study Abroad and International Mobility**

Issues relating to the opportunities for study abroad and participation in international projects are coordinated by the International office where students can get all the necessary information and guidance.

HSE University St. Petersburg provides ample opportunities for degree students to study abroad in more than 50 partner universities. The call for study abroad applications takes place twice a year. The application for international mobility should be submitted at least a semester before the start of the mobility period. The students are eligible to apply for both university-wide call for applications and network campus-wide call for applications. HSE St. Petersburg Centre for International Cooperation gives advices to students wishing to go abroad and hosts international exchange students.

A number of Erasmus+ scholarships are available for the students.

More information on the international partners and international mobility may be found online:

<https://spb.hse.ru/international/partners>

<https://spb.hse.ru/international/faq/>

### **9.3 International Students Support**

All international students (both degree and exchange ones) are supported with Russian study visa and further necessary immigration procedures upon arrival. More information on immigration process may be found here: <https://spb.hse.ru/international/visa>

Orientation week is an integral part of the academic year and it is organized twice a year, for all international students (degree and exchange ones) in the first week of September and for the exchange students in the second week of January. It's an important event where all relevant information about the university services is provided and where students may meet and get acquainted

with each other. HSE local students are happy to become buddies for non-Russian speaking students to ensure a smoother immersion into a new environment.

HSE University - St. Petersburg provides students with lots of relevant facilities in each campus buildings such as [libraries](#) and printing services, cafes and canteens, recreation areas, etc. There are a lot of [extracurricular activities](#) as well. On the website there is always updated information concerning [living costs](#) and [life in Saint Petersburg](#).

#### **9.4 Social Support**

Office of social work is in charge of housing in university dormitories, catering on university premises and medical services.

HSE – St.Petersburg provides all non-resident students with accommodation. All the questions and suggestions in terms of the housing quality or conflicts with other dormitory residents can be forwarded to the dormitory administration or the staff of the Department of social work.

All HSE locations have canteens offering a wide variety of foods at low prices, also students can have a cup of coffee with delicious cakes in the cafeteria. In every building there are water dispensers, as well as coffee and snacks vending machines.

Medical assistance to foreign students is provided within the voluntary insurance program. Students are expected to purchase the voluntary insurance upon enrollment into the HSE.

Foreign citizens may purchase the insurance plan of their choice in their home country or from any Russian insurance company upon arrival to the Russian Federation. Each foreign citizen should always have an up-to-date medical insurance during the period of stay in the territory of the Russian Federation, in case that authorized police officers can require it upon documents inspection. Should you have any further questions regarding the medical insurance, do not hesitate to contact the Department of social work.

## **10. Quality Assurance**

**University level.** As one of Russia's elite National Research Universities HSE is not required to comply with Russian National Education Standards though continues to use them as external regulatory guidelines. Alongside HSE has its own Education Standards for all programmes. In addition to this the University has adopted individual quality assurance mechanisms and HSE in St. Petersburg shapes its own QA guidelines within University framework to reflect the specificities of the campus, while respecting the overarching principles. The process is governed by Education Commission. In particular:

1. All new programme proposals pass through a multi-layered, bottom-up process of programme approval, culminating in approval from HSE Academic Council.
2. All new courses (modules) pass through internal quality controls involving the Academic Programme Board.
3. All courses (modules) are subject to student evaluation. There are additional formal and informal opportunities for students' feedback. Student evaluations are reviewed by the Study Office and Education Commission (if the courses are taught in English, also by the International Steering Group) and are used as a tool to maintain and attain best practices of learning and teaching delivery.
4. Student representation on University, School and Programme committees contributes to develop the quality of programmes taking in account student experience.
5. Exam scores and performances are monitored through the Programme Study Office and are reported to the Academic Programme Board and Academic Council periodically.
6. Oral defences are attended by external experts.
7. Programmes are supported in achieving accreditations from professional organisations.

At the **national level**, the University processes for quality are overseen by the external pannel of experts appointed by Russian Accreditation Agency every 6 years. The pannel undertakes mapping of University regulations and procedures to the Russian National Education Standards and makes the conclusion of how well all the resources help students progress and award qualification. The final decision on accreditation for another period or abolition of accreditation is made by the Federal Education and Science Supervision Agency.

At the **international** level, HSE SEM is aimed on ensuring its quality by pursuing a number of international accreditations and professional certifications. A number of courses within the HSE SEM degree programmes were assessed by ACCA, ICAEW and CIMA. Currently, the school seeks for EPAS Accreditation for Master in Finance and AACSB Accreditation.

## **11. Key Sources of Information about the Programme**

HSE St.Petersburg web page: <https://spb.hse.ru/en/>

General Information about HSE Academic Policy: <https://www.hse.ru/en/studyspravka/>

Programme web page: <https://spb.hse.ru/en/ba/management>

## 12. Course Descriptors

Title of the course	<b>History</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Law		
ECTS workload	4		
Total indicative study hours	Directed Study	Self-directed study	Total
	18	134	152
Course Overview	The course of “History” is aimed at conveying to the students relevant knowledge on the Russian history. The students are taught how to use the historical knowledge in everyday life (e.g. for the analysis of the content of mass-media, understanding the logic of functioning of the state and private institutions, etc.).		
Intended Learning Outcomes (ILO)	<p>In the course of their studies within the framework of this discipline, the students are expected to:</p> <p>Know the professional historical terminology and use it professionally;</p> <p>Understand the specific peculiarities of the Russian history;</p> <p>Be able to present in a logical and consistent way their knowledge on the Russian history;</p> <p>Evaluate the content of the mass-media using the relevant conceptual frameworks;</p> <p>Present their knowledge on the Russian history in both oral and written form.</p>		
Indicative Course Content	This intellectually challenging course will provide students with a broad grounding in history, methods of communication, migration of peoples, mobility of objects, texts, and ideas in Russia and different territories, which were parts of it in different times. The course will therefore broaden the students’ knowledge of the sources and secondary literature in the field of Russian studies, provide them training in research methodology, and give them an opportunity to learn how to use sources in the scholarly context.		
Teaching and Learning Methods	The course consists of tutorials (18 hours). The tutorials involve attendance and class participation, response papers in form of essays, written test in class (optional, upon teacher’s discretion), coursework, and oral examination.		
Indicative Assessment Methods and Strategy	The final grade is drawn on the 10-grades scale. The final grade’s composition will be the following: attendance and participation in seminar discussions based on the assigned readings (30%), coursework (30%), and oral examination (40%).		
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> <li>▪ Anderson B. Imagined Communities: Reflections on the Origin and Spread of Nationalism, 1983.</li> <li>▪ Anisimov E. The Reforms of Peter the Great, 1993.</li> <li>▪ Becker S. Nobility and Privilege in Late Imperial Russia, 1988</li> </ul> <p><u>Optional</u></p> <ul style="list-style-type: none"> <li>▪ Brandenberger D. National Bolshevism: Stalinist Mass Culture and the Formation of Modern</li> <li>▪ Russian National Identity, 1931-1956, 2002.</li> </ul>		



	<ul style="list-style-type: none"><li>▪ Burbank J. An Imperial Rights Regime: Law and Citizenship in the Russian Empire // Kritika:</li><li>▪ Explorations in Russian and Eurasian History. Vol. 7. № 3 (Summer 2006). P. 397-431.</li><li>▪ Cracraft J. The Revolution of Peter the Great, 2003</li></ul>
Course Instructor	Evgeny A. Khvalkov <a href="https://www.hse.ru/en/org/persons/157498064">https://www.hse.ru/en/org/persons/157498064</a>

Title of the course	<b>Economics</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	-		
ECTS workload	8		
Total indicative study hours	Directed Study	Self-directed study	Total
	124	180	304
Course Overview	It is a foundation course for the understanding of economics. The course consists of two parts. Course units of part Microeconomics and Macroeconomics.		
Intended Learning Outcomes (ILO)	Students should be equipped with some tools and methods of economic analysis and should have a good introduction to the fundamental principles of microeconomics and macroeconomics. Also students should be able to use concepts to which they are introduced to facilitate analysis of the functioning of economic theory.		
Indicative Course Content	<p>Course units of part Microeconomics: introduction and basic concepts, preferences and utility, indifference curve analysis, market equilibrium, key business decisions, competitive markets, production theory, asymmetric information.</p> <p>Course units of part Macroeconomics: national output, unemployment, inflation, economic growth, money market, government and fiscal policy, open economy. As a result, students will learn to apply macroeconomic principles to analyze real-world events.</p>		
Teaching and Learning Methods	This course will be taught in both first and second semesters. There will be four hours of lectures and seminars. The purpose of the assessment is to allow students to demonstrate the understanding of the material covered and the ability to apply it to practical situations.		
Indicative Assessment Methods and Strategy	Course learning outcomes will be assessed in the following items: tutorial questions, revision questions, knowledge games, in-tutorial tests, two exams. Regular class attendance is essential. Attendance is the responsibility of the student. Final examination is a 2-hour written examination comprising short-answer questions based on all topics covered. The exam is 30% of the total marks for the course and consists of 100 multiple-choice questions.		
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> <li>▪ Varian H.R. Intermediate microeconomics: a modern approach. 8th ed. New York: W.W. Norton &amp; Co., 2010.</li> <li>▪ Blanshard O. Johnson D.R. Macroeconomics. 6th ed. Boston: Pearson, 2009, 2013 – 622 p.</li> </ul> <p><u>Optional</u></p> <ul style="list-style-type: none"> <li>▪ Pindyck R.S., Rubinfeld D.L. Microeconomics. 8th ed. Boston: Pearson, 2013 – 622 p.</li> <li>▪ Abel A.B., Bernanke B.S., Croushore D. Macroeconomics. 8th ed. Boston: Pearson, 2010</li> </ul>		
Course Instructor	Boris V. Korneychuk <a href="https://www.hse.ru/en/org/persons/63501809">https://www.hse.ru/en/org/persons/63501809</a>		

Title of the course	<b>Economics foundations of management</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Managerial Economics is one of the key courses of BA in International Business & Management Studies and requires prerequisites such as economic theory, foundations of management and calculus.		
ECTS workload	6		
Total indicative study hours	Directed Study	Self-directed study	Total
	72	156	228
Course Overview	The course is an introduction to economy and management. It includes outline of the main concepts of economy, management and finance of the company.		
Intended Learning Outcomes (ILO)	Students should be equipped with some tools and methods of economic analysis and should have a good introduction to the fundamental principles of economics. Also students should be able to use concept to which they are introduced to facilitate analysis of the functioning of economic theory.		
Indicative Course Content	Course is divided into seven topics listed below. First group of topics presents the description of the firm as a subject of market economy. In this part students learn the basic concepts of the functioning of the firm. The second group describes the structure of capital of the company. This part is devoted to fixed and working capital of the company, information about financial sources of the company also presented here. The third group describes the basic concepts of human resources management. The fourth one presents the theory of strategic management and marketing. To the end of the course students should know the conception of corporate finance, human resources management, strategic management and marketing.		
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>• Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>• Test. Written test.</li> </ul>		
Indicative Assessment Methods and Strategy	Individual assignment (20%) Two current control tests (40%) Written examination (40%)		
Readings / Indicative Learning Resources	<u>Mandatory</u> <ul style="list-style-type: none"> <li>▪ Daft Richard L. Management. Cengage Learning, 2015</li> <li>▪ Fundamentals of Corporate Finance, Third Edition by Richard A. Brealey, Stewart C. Myers, and Alan J. Marcus. Copyright © 2001, 1999, 1995, by The McGraw-Hill Companies, Inc</li> </ul> <u>Optional</u> <ul style="list-style-type: none"> <li>▪ Legge K. Human resource management. Rhetorics and realities. MACMILLAN, 1995.</li> <li>▪ By Dr. Balachandran, Professor Alagappa University Karaikudi, Dr. G. Raghavan Professor SDM Institute of Management Development Mysore,</li> </ul>		

	Dr. G. Shanmuga Sundaram. Financial management (Common to all MBA Programs). Pondicherry university
Course Instructor	Tatiana Grishchenko <a href="https://www.hse.ru/en/org/persons/133265115">https://www.hse.ru/en/org/persons/133265115</a>

Title of the course	<b>Econometrics</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Economics, Calculus, Statistics		
ECTS workload	6		
Total indicative study hours	Directed Study	Self-directed study	Total
	90	138	228
Course Overview	Econometrics is an introductory course of the business analytics module. It aims at developing practical skills to carry out analysis and study of data. Students are supposed to be introduced to relevant econometrics techniques that will enable economic and business interpretation.		
Intended Learning Outcomes (ILO)	<p>Know the basic theoretical positions of construction and analysis of econometric models.</p> <p>Be able to independently conduct an econometric analysis of adequate methods by methods.</p> <p>Have the skills of using special econometric packages.</p>		
Indicative Course Content	<p>Linear Regression with One Regressor.</p> <p>Linear Regression with One Regressor</p> <p>Linear Regression with Multiple Regressors</p> <p>Linear Regression with Multiple Regressors: Hypothesis Testing</p> <p>Nonlinear Regression Functions.</p>		
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>▪ Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>▪ Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>▪ Written test.</li> </ul>		
Indicative Assessment Methods and Strategy	<p>Assessment:</p> <p>Written examination (40%) – 2-hour exam; coursework (60%);</p> <p>Coursework:</p> <ul style="list-style-type: none"> <li>▪ Written test (60%)</li> <li>▪ Individual assignments (20%)</li> <li>▪ Class participation mark (20%).</li> </ul>		
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> <li>▪ J.H. Stock and M.W. Watson, Introduction to Econometrics (third edition), Addison-Wesley, 2011.</li> </ul> <p><u>Optional</u></p> <ul style="list-style-type: none"> <li>▪ J. Wooldridge (2005), Introductory to Econometrics: A Modern Approach</li> </ul>		
Course Instructor	<p>Evgeny A. Antipov <a href="https://www.hse.ru/en/org/persons/24190412">https://www.hse.ru/en/org/persons/24190412</a>,</p> <p>Elena B. Pokryshevskaya <a href="https://www.hse.ru/en/org/persons/24194665">https://www.hse.ru/en/org/persons/24194665</a></p>		

Title of the course	<b>Data-driven Decision-making</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Calculus, Statistical Applications in Business, Managerial Economics		
ECTS workload	6		
Total indicative study hours	Directed Study	Self-directed study	Total
	72	156	228
Course Overview	This course provides an intuition for managerial decisions based on vast data. It seeks to equip policy makers inside and outside organisations the tools and techniques necessary to analyse large datasets and use effective data visualisation to gauge key metrics. This discipline is based on a combination of analytical skills and intuition		
Intended Learning Outcomes (ILO)	Students are supposed to know how to use existing data but also how to address data-mining techniques.		
Indicative Course Content	The teaching approach puts emphasis on applications and interpretation of the results for making business decisions, including business evaluation, market forecasts, pricing		
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>▪ Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>▪ Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>▪ Written test.</li> </ul>		
Indicative Assessment Methods and Strategy	<p>Assessment:</p> <p>Written examination (40%) – 2-hour exam; coursework (60%);</p> <p>Coursework:</p> <ul style="list-style-type: none"> <li>▪ Written test (60%)</li> <li>▪ Individual assignments (20%)</li> <li>▪ Class participation mark (20%).</li> </ul>		
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> <li>▪ Foster Provost, Tom Fawcett. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking 1st Edition, O'Reilly Media.Inc., 2013</li> </ul> <p><u>Optional</u></p> <ul style="list-style-type: none"> <li>▪ John W. Foreman Data Smart: Using Data Science to Transform Information into Insight 1st Edition, John Wiley &amp; Sons, 2014.</li> <li>▪ Thomas H. Davenport, Jeanne G. Harris Competing on Analytics: The New Science of Winning 1st Edition, HBS Publishing, 2007.</li> </ul>		
Course Instructor	Elena Shakina <a href="https://www.hse.ru/en/staff/eshakina">https://www.hse.ru/en/staff/eshakina</a>		



Title of the course	<b>Game Theory and Applications</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Economics, Calculus		
ECTS workload	4		
Total indicative study hours	Directed Study	Self-directed study	Total
	56	96	152
Course Overview	Game theory module gives a survey of the key techniques of game-theoretic analysis related to communication of different parties: contracting, bargaining, negotiations, decision-making. This course emphasises the identification and modelling of games, meanwhile providing students with a foundation to apply game-theoretic analysis, both formally and intuitively; apply this analysis to practical cases, implement empirical data to get results.		
Intended Learning Outcomes (ILO)	<p>Know principles of construction of mathematical models of conflicting situations and mathematical analysis methods of game theory;</p> <p>Be able to choose rational options in practical decision-making problems using standard mathematical models of game theory;</p> <p>Have skills in analysis of game-theoretic models.</p>		
Indicative Course Content	<ul style="list-style-type: none"> <li>- Simultaneous games with complete information: best replies, dominance, rationalizability, iterated dominance, nash equilibrium, mixed equilibrium, correlated equilibrium. Application: oligopolies.</li> <li>- Simultaneous games with incomplete information: ex-ante strategic form, interim strategic form, bayesian games, bayesian equilibrium. Application: auctions.</li> <li>- Dynamic games with complete information: perfect information, backward and forward induction, observable actions, subgame perfect equilibrium, repeated games. Application: collusion.</li> <li>- Dynamic games with incomplete information: bayesian updating, perfect bayesian equilibrium. Application: signaling games.</li> </ul>		
Teaching and Learning Methods	<p>The following methods and forms of study are used in the course:</p> <ul style="list-style-type: none"> <li>- theoretical lectures (2 hours a week): presentation with slides and explanation of the main game theoretical models and related solution concepts;</li> <li>- practise classes (2 hours a week): solution of exercises at the whiteboard, partly drawn from applications, which will be distributed one week in advance for self-practise;</li> <li>- office hours: to be determined according to the students' schedule.</li> <li>- self-study.</li> </ul>		

Indicative Assessment Methods and Strategy	<p>Assessment: Written examination (40%) – 2-hour exam; coursework (60%);</p> <p>Coursework:</p> <ul style="list-style-type: none"> <li>•Written test (60%)</li> <li>•Individual assignments (20%)</li> <li>•Class participation mark (20%).</li> </ul>
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <ol style="list-style-type: none"> <li>1. Ken Binmore. Playing for real. Учебник. Oxford: Oxford university press, 2007.</li> <li>2. Heifetz, A., &amp; Yalon-Fortus, J. (2012). Game Theory: Interactive strategies in economics and management. Cambridge University Press.</li> </ol> <p><u>Optional</u></p> <ol style="list-style-type: none"> <li>1. Binmore, K. (2007). Playing for real: a text on game theory. Oxford university press.</li> </ol>
Course Instructor	

Title of the course	<b>Business Ethics</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Philosophy, Sociology, and Cultural Science		
ECTS workload	4		
Total indicative study hours	Directed Study	Self-directed study	Total
	42	110	152
Course Overview	All of us, regardless of whether we are leaders or subordinates in our professional activities face many ethical dilemmas. That is why knowledge of basic ethical principles and methods of ethical dilemmas solving is essential for anyone who wants to make ethical decisions, follow the rules of professional ethics and to be a socially responsible citizen.		
Intended Learning Outcomes (ILO)	The main objectives of the course are the following: expanding knowledge and understanding of ethical decision making approaches; acquiring skills of classification and identification of priority groups of stakeholders; improving skills of ethical issues analysis and evaluating their impact on companies' image and reputation; developing skills of analyzing social and sustainability reports.		
Indicative Course Content	Business Ethics module focuses on theoretical study of moral principles and their application in the process of professional and business decision making. A special emphasis will be made on the issue of corporate social and environmental responsibility as well as business impact on the global sustainable development.		
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>• Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>• Test. Written test.</li> </ul>		
Indicative Assessment Methods and Strategy	<p>Assessment: written examination (40%) - 2 hour exam; coursework (60%);</p> <p>Coursework:</p> <ul style="list-style-type: none"> <li>•Classroom activities (30%)</li> <li>•Independent study (40%)</li> <li>•Test (30%).</li> </ul>		
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <p>Weiss, Joseph W. (2014). Business Ethics: A Stakeholder and Issues Management Approach. Berrett-Koehler Publishers, 6 th Edition.</p> <p><u>Optional</u></p> <p>Laszlo Z. (ed.) Handbook of Business Ethics - Ethics in the New Economy. 2012.</p> <p>Velasquez M. G. Business Ethics: Concepts and Cases. 2011.</p>		
Course Instructor	Elena Korchagina <a href="https://www.hse.ru/en/org/persons/183411">https://www.hse.ru/en/org/persons/183411</a>		

Title of the course	<b>Corporate Finance</b>		
Title of the Academic Programme	International Business		
Type of the course	Mandatory		
Prerequisites	Economic Theory, Calculus, Statistical Applications in Business		
ECTS workload	6		
Total indicative study hours	Directed Study	Self-directed study	Total
	72	156	228
Course Overview	This course combines theoretical foundation and empirical techniques in corporate finance. It enriches students' understanding of financial models of an organisation.		
Intended Learning Outcomes (ILO)	The key learning outcomes is to get comprehensive knowledge in problem statement and possible solutions for financial and investment decisions. The course covers basic models of valuation of corporate capital, capital structure and capital budgeting.		
Indicative Course Content	Essentially the course is an introduction to the theory and practice of public finance corporate finance, financial markets and quantitative finance. It will introduce you to or help you revise the basic fundamentals – the most important concepts and analytical tools used in financial decision making, the important role of financial markets in finance, the basic principles of valuation, investing capitals in investment opportunities to create value, the meaning and management of risk, and how organizations should raise and invest capital. The course also provides the students with the methodology of estimation of financial instruments.		
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>• Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>• Test. Written test.</li> </ul>		
Indicative Assessment Methods and Strategy	<p>Assessment: Written examination (40%) – 2-hour exam; coursework (60%);</p> <p>Coursework:</p> <ul style="list-style-type: none"> <li>•Written test (60%)</li> <li>•Individual assignments (20%)</li> <li>•Class participation mark (20%).</li> </ul>		
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <p>Berk J., DeMarzo P. (2011). Corporate Finance. Second Edition. Boston: Pearson Education</p> <p>Damodaran A. (2011). Applied Corporate Finance. 3rd Edition. John Wiley and Sons Ltd.</p> <p><u>Optional</u></p> <p>Vernimmen P. et. al. (2009). Corporate Finance: Theory and Practice. Second Edition. John Wiley and Sons Ltd.</p> <p>Damodaran A. (2011). Applied Corporate Finance. 3rd Edition. John Wiley and Sons Ltd..</p>		

Course Instructor

Angel A. Barajas <https://www.hse.ru/en/org/persons/127023073>

Title of the course	<b>Innovation Management</b>		
Title of the Academic Programme	International Business		
Type of the course	Elective		
Prerequisites	History and Theory of Management, _Strategic Management, Theory of Organisation and Organisational Behavior, Operation Management		
ECTS workload	4		
Total indicative study hours	Directed Study	Self-directed study	Total
	46	106	152
Course Overview	The course is aimed mostly at corporate level of Management of Innovation, though other fields of this very important part of economic and social life are also considered. Corporate innovation now may be considered as the base for market sustainable competitive advantages creating		
Intended Learning Outcomes (ILO)	Management of Innovation is a complex course, synthesizing knowledge and skills in various fields - from technology to finance. Without an understanding of economic characteristics of innovation one cannot manage the development and market introduction of new products and technologies. It should be also noted that there is the growing importance of innovation and innovative approaches not only to products and technologies sphere, but also in social life, as well as in management practices. Management of Innovation is important not only for large companies, but also for small and medium businesses, strictly limited in resources, as well as it is very substantial problem for the national competitiveness. Although the discipline covers mostly the corporate level, we must admit that the countries that have created a wide range of competitive industries, have better resistance to shocks. Management of large R&D projects requires the establishment and successful functioning of institutions for innovative development. Thus, we should recognize the importance of the study of Management of Innovation as an integrated discipline for students who specialize in various areas - from economists to sociologists and political		
Indicative Course Content	The concept of innovation. Types and characteristics of innovation Innovation in economy. Market adoption and diffusion Innovation management within the firm. Innovation strategy Innovation-based projects evaluation Sources of financing for innovation-based projects. Project management Innovative co-operation. The government support for innovation		
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>• Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>• Test. Written test.</li> </ul>		
Indicative Assessment Methods and Strategy	Assessment: written examination (30%) - 2 hour exam; coursework (70%); Coursework:		

	<ul style="list-style-type: none"> <li>• Home assignment (40%)</li> <li>• Written control test (40%)</li> <li>• Class participation mark (20%). •Class participation mark (20%).</li> </ul>
Readings / Indicative Learning Resources	<p><u>Mandatory</u></p> <ol style="list-style-type: none"> <li>1. <u>OTrott, P. Innovation Management and New Product Development. 5th Edition. Pearson, 2012.</u></li> <li>2. <u>Schilling, M.A. Strategic Management of Technology Innovation. 3rd Edition. McGraw-Hill, Irwin, 2011.</u></li> </ol> <p><u>Optional</u></p> <ol style="list-style-type: none"> <li>1. Chiesa, V. (2009). R&amp;D strategy and organization: making technical change in dynamic contexts. London: Imperial College Press</li> <li>2. Metrick, A (2007). Venture Capital and the Finance of Innovation. NJ. Wiley</li> </ol>
Course Instructor	Elena M. Rogova <a href="https://www.hse.ru/en/staff/erogova">https://www.hse.ru/en/staff/erogova</a>



Title of the course	<b>Event Marketing</b>		
Title of the Academic Programme	International Business		
Type of the course	Elective		
Prerequisites	The course is developed for students, who have completed the following courses: Management of Service Organization; Marketing Strategies in Hospitality and Tourism		
ECTS workload	4		
Total indicative study hours	Directed Study	Self-directed study	Total
	46	106	152
Course Overview	The objectives of the course are formation of the idea of gastronomy, understanding the importance of gastronomy in territorial development, understanding the field of gastronomy as an element of "Experience economy" and creative industry, formation of a concept of the sector functioning specificity, and acquiring basic knowledge and skills of applying approaches and instruments of the restaurant management.		
Intended Learning Outcomes (ILO)	<p>It is supposed that after learning the course the students will acquire the following competencies:</p> <p>The knowledge of:</p> <ul style="list-style-type: none"> <li>• the main theories and specific instruments of the Gastronomic Tourism</li> <li>• the trends and processes in the field of gastronomy;</li> <li>• the role of gastronomy in territorial development, tourism, and culture;</li> <li>• the essence and the principles of formation and promotion of a territorial gastronomic brand;</li> <li>• the main principles of the functioning of Gastronomic Tourism;</li> <li>• the characteristics of and approaches to development and promotion of gastronomic events.</li> </ul> <p>The ability to:</p> <ul style="list-style-type: none"> <li>• analyze the processes and phenomena in the field of the Gastronomic Tourism;</li> <li>• estimate the potential of a territory for formation of a gastronomic brand and development of gastronomic tourism.</li> </ul> <p>The skills of:</p> <ul style="list-style-type: none"> <li>• using the particular instruments of the Gastronomic Tourism</li> <li>• setting up a program of creating and promotion of a territorial gastronomic brand;</li> <li>• gastronomic event management;</li> <li>• communication;</li> <li>• group working and taking part in a discussion;</li> <li>• drafting of a presentation, an essay, and a public speech in English</li> </ul>		
Indicative Course Content	The course concept implies helping students to gain profound knowledge and better understanding of the event processes in the modern economy that is also featured as experience economy, to explore basic functions of events that encompass bringing high social value, creation of productive creative environment, revitalization of territory and its place branding. It is significant to note that within the present course events are considered in the context of actual conditions of the experience economy. Today there is a demand of consumers for impressions; consumers aspire to get them from goods, services		

	<p>and events. The important task of forming a sustainable event is its commitment to creation of impressions, bright images, and associations of a consumer. The course conception includes also the analysis of events as drivers of economic and cultural development of territories, as tools for formation of its attractiveness for local community (eventful city, creative city), tourists (territorial brand formation) and environment for creative business opportunities. Each stakeholder group of an event is examined to demonstrate difference in event experience; and event experience was examined from the perspectives of individuals, society, culture and corporate world.</p>
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• Class work. Students' individual and group work at the seminars in the form of presentations, problems solving etc.</li> <li>• Homework. Students' individual and group homework the results of which are presented at the seminars.</li> <li>• Essay. A project presented in the written form of essay and verbally at the class.</li> <li>• Test. Written test.</li> </ul>
Indicative Assessment Methods and Strategy	<p>The amount of points that student can obtain for each part is 10 points.  The arithmetical average for class work is the Class Grade.  The sum of a homework grade and an essay grade is the Controlling Grade. It is calculated using the formula:  Controlling Grade = 0,4*Homework + 0,6*Essay  The Accumulated Grade is calculated using the formula: Accumulated Grade = 0,4*Class Grade + 0,6*Controlling Grade  The Final Grade is calculated using the formula:  Final Grade = 0,5*Accumulated Grade + 0,5*Test</p>
Readings / Indicative Learning Resources	<p><u>Mandatory</u>  <u>Optional</u></p>
Course Instructor	<p>Valery E. Gordin <a href="https://www.hse.ru/en/staff/gordin">https://www.hse.ru/en/staff/gordin</a>  Julia Trabskaya <a href="https://www.hse.ru/en/org/persons/24467523">https://www.hse.ru/en/org/persons/24467523</a></p>