**Course Syllabus**

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| Title of the course | **General Management** | | |
| Title of the Academic Programme | Master’s Programme “Management and Analytics for Business” | | |
| Type of the course | Core. Course is available to international students | | |
| Prerequisites | No prerequisites. Basic knowledge in Management, Law, Economic Theory would be helpful | | |
| ECTS workload | 5 | | |
| Total indicative study hours | Directed Study | Self-directed study | Total |
| 64 | 126 | 190 |
| Course Overview | General Management is one of the core courses in the Master’s Programme “Management andAnalytics for Business” curriculum. It is designed for the 1st year students as a big picture of the theory and practice of management.  The main purpose of the Course is to acquaint students with the history of management, theory development, general principles of management and business evolution and equip them with the comprehensive strategic models and tools. | | |
| Intended Learning Outcomes (ILO) | The key learning outcomes of the Course:   * Demonstrate understanding of the key business management concepts and apply them to real-world scenarios * Obtain data for cogent managerial decisions * Formulate policy recommendations by exploiting outputs of data analysis and its interpretation | | |
| Course Content | 1. Introduction   Evolution of Management Thinking. Management schools and theories.   1. Development of management in XXI century.   New paradigms. Globalization and Internationalization   1. Organizational Environment.   Managing Organizational Environment. Internal Environment. The Global Trade and Investment Opportunities. Trade disputes.   1. Strategic Management.   The aim, mission, strategy and tasks. Strategy Formulation and Execution. Strategic management models and tools.   1. Organization Fundamentals.   Functions of management. Planning. Organizing. Leading. Managing Quality and Performance. Organizational Change.   1. Corporate Culture   Corporate culture and motivation. Person–organization fit. Managing in a Global Environment. National Differences and Cross-cultural Management | | |
| Teaching and Learning Methods | The Course includes a traditional lecture-segment (32 academic hours) and a student activity-segment (32 hours of tutorials) with the core focus will be on real life cases. The course emphasis on developing students' analytical, critical and problem solving skills: the case studies will be used to illustrate key points of Management, International Business and Strategic Management theoretical foundations. The lectures are provided in interactive mode. Practical exercises, teamwork and research work constitute an integral part of the Course.  The course materials, including cases, particular business situations, and assignments for the teamwork provide students with real companies’ experiences.  Classes will involve a blend of different experiences including the interactive lectures, presentation of material by the Instructors, exercises associated with the course project, teamwork and problem discussions assignments and case studies.  Students should develop course project in groups and present the results during the final seminars. | | |
| Indicative Assessment Methods and Strategy | Course grading includes:  **I. Intermediate assessment:**  • Course project (20%),  • Class activities (80%), including teamwork, current assessment, assignments, case studies, problem discussions  **Оinterm = 0,8· Оclass + 0,2·Оcourse project**  Оcourse project – course project (6th week of the 1 module)  O class*=* class activities, including current assessment, assignments, teamwork, case studies, problem discussions  **II.** **Final exam** will be conducted in the written form. The multiple-choice test will be based upon the material from the lectures and tutorials. The test includes 40 questions with four possible answers and one question (critical thinking approach is implied). The duration of the final test is 90 minutes  **III. Final assessment**: written examination (50%) and intermediate assessment (50%).  **О final = 0,5·О exam + 0,5·О interm** | | |
| Readings / Indicative Learning Resources | Mandatory   1. Daft Richard l (2015). Management. Cengage Learning 2. Hill, Charles W.L. (2014) International Business: Competing in the Global Marketplace. McGrew-Hill. 10-th Edition.   Optional   1. Cohen, William A. (2007). A Class with Drucker: The Lost Lessons of the World's Greatest Management Teacher. AMACOM <http://proxylibrary.hse.ru:2099/toc.aspx?bookid=22361> 2. Daft, Richard L. (2010). The Executive and the Elephant: A Leader's Guide for Building Inner Excellence. Jossey-Bass <http://proxylibrary.hse.ru:2099/toc.aspx?bookid=36501> 3. Drucker, Peter F, et al. (2015). Peter Drucker's Five Most Important Questions: Enduring Wisdom for Young Leaders. Jossey-Bass. <http://proxylibrary.hse.ru:2099/toc.aspx?bookid=80720> 4. Drucker Peter F., Maciariello Joseph A. (2004). The Daily Drucker. HarperCollins.   <http://proxylibrary.hse.ru:2099/toc.aspx?bookid=48989>   1. Hofstede, Gert Jan, Pedersen, Paul, Hofstede, Geert H. (2002). Exploring Culture: Exercises, Stories and Synthetic Cultures. Intercultural Press.   <http://proxylibrary.hse.ru:2099/toc.aspx?bookid=6723>   1. Izushi, Hiro, Huggins, Robert (2011). Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter. Oxford University Press   <http://proxylibrary.hse.ru:2221/view/10.1093/acprof:oso/9780199578030.001.0001/acprof-9780199578030>   1. Kotler, Philip (2009).Chaotics : The Business of Managing and Marketing in the Age of Turbulence. AMACOM<https://proxylibrary.hse.ru:2876/eds/detail/detail?vid=0&sid=d6344ee1-bada-485f-a057-507e4969cd9c%40sessionmgr4008&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=edsgcl.251861400&db=edsglr> 2. Kotler P., Berger R., Bickhoff N. (2010) Strategy and Strategic Management: A First Basic Understanding. In: The Quintessence of Strategic Management. Springer, Berlin, Heidelberg   <https://proxylibrary.hse.ru:2104/chapter/10.1007/978-3-642-14544-5_1>   1. Mellahi, Kamel (2010). Marketing Strategies of MNCs from Emerging Markets (International marketing review, v. 27, no. 2). Emerald Group Publishing Ltd. <http://site.ebrary.com/lib/hselibrary/detail.action?docID=10392388> 2. McKinsey Quarterly. Enduring Ideas: The 7-S Framework. March 2008   <http://www.mckinsey.com/insights/strategy/enduring_ideas_the_7-s_framework> (Accessed 10 December 2016)   1. Stein, Guido (2010). Managing People and Organizations: Peter Drucker's Legacy. Emerald Group Publishing Ltd. <http://site.ebrary.com/lib/hselibrary/detail.action?docID=10408553> 2. Voon, Tania (2013). Trade Liberalisation and International Co-operation: A Legal Analysis of the Trans-Pacific Partnership Agreement. Edward Elgar Publishing   <http://proxylibrary.hse.ru:2210/view/9781782546771.xml>   1. Wierenga, B. (2008). Handbook of Marketing Decision Models. Springer<http://proxylibrary.hse.ru:2061/book/10.1007%2F978-0-387-78213-3> 2. Yaakov Weber , Shlomo Y. Tarba, Arie Reichel (2011) A Model of the Influence of Culture on Integration Approaches and International Mergers and Acquisitions Performance International Studies of Management & Organization Vol. 41, Iss. 3 <https://proxylibrary.hse.ru:2876/eds/detail/detail?vid=13&sid=7309fa90-de77-4f46-9c35-99a656602ace%40sessionmgr4006&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=edselc.2-52.0-79959698382&db=edselc>   Dictionaries, Encyclopedias   1. A Dictionary of Business and Management (2009), edited by Law, Jonathan, 5th ed. Oxford University Press.   <http://proxylibrary.hse.ru:2346/view/10.1093/acref/9780199234899.001.0001/acref-9780199234899>   1. The Oxford Handbook of International Business (2009), edited by Alan M. Rugman, 2nd ed. Oxford University Press. <http://proxylibrary.hse.ru:2258/view/10.1093/oxfordhb/9780199234257.001.0001/oxfordhb-9780199234257> 2. The Oxford Handbook of the Political Economy of International Trade (2015), edited by Martin, Lisa L. Oxford University Press. <http://proxylibrary.hse.ru:2258/view/10.1093/oxfordhb/9780199981755.001.0001/oxfordhb-9780199981755> | | |
| Course Instructor | Tatiana Yu. Grishchenko, Assoc.Prof,, Cand.Sc. (Econ) | | |