

**Санкт-Петербургский филиал федерального государственного
автономного образовательного учреждения высшего образования
"Национальный исследовательский университет
"Высшая школа экономики"**

Факультет Санкт-петербургская школа экономики и менеджмента
Департамент менеджмента

**Рабочая программа дисциплины
Стратегии в менеджменте и бизнесе**

для образовательных программ
направления подготовки 38.03.02 «Менеджмент и аналитика для бизнеса», 38.04.02
«Экономика впечатлений: менеджмент в индустрии гостеприимства и туризме»
уровень – магистратура, 1 курс

Разработчик программы:

Т. Ю. Грищенко, к.э.н., доцент tgrishchenko@hse.ru

Согласована начальником ОСУП

« ____ » _____ 2019 г.

_____ [подпись]

Утверждена Академическим советом образовательной программы

« ____ » _____ 2019 г., № протокола _____

Академический руководитель образовательной программы

_____ [подпись]

Санкт-Петербург, 2019

*Настоящая программа не может быть использована другими подразделениями
университета и другими вузами без разрешения кафедры-разработчика программы.*

Аннотация

Название дисциплины	Стратегии в менеджменте и бизнесе				
Образовательная программа	38.04.02 «Менеджмент и аналитика для бизнеса» 38.04.02 «Экономика впечатлений: менеджмент в индустрии гостеприимства и туризме»				
Тип дисциплины ¹	Обязательная дисциплина				
Требования к уровню знаний студентов, необходимых для освоения дисциплины (пререквизиты)	Пререквизитов нет. Данная дисциплина - одна из первых дисциплин магистерской программы. Базовые знания в области менеджмента, права, экономической теории будут полезны.				
Объем з.е.	5				
Объем в часах	Аудиторная работа	Самостоятельная работа	Всего		
	64	126	190		
Краткое описание курса	Основная цель дисциплины - познакомить студентов с историей менеджмента, развитием теории, общими принципами менеджмента и развития бизнеса и снабдить их комплексными стратегическими моделями и инструментами. Данная дисциплина знакомит студентов со всеми основными областями основ управления с акцентом на основы стратегического менеджмента. Стратегический менеджмент – это один из основных модулей программы, он охватывает ключевые аспекты стратегического управления как с концептуальной, так и с практической точки зрения. Дисциплина направлена на развитие у студентов аналитических, критических навыков и навыков решения проблем посредством заданий, обсуждения проблем, интерактивных лекций и тематических исследований. Успешное завершение дисциплины повысит способность студентов мыслить глобально о компании, ее бизнес-позиции на рынках и возможном устойчивом конкурентном преимуществе в быстро меняющейся современной среде.				
Образовательные результаты по дисциплине	В результате изучения дисциплины студент осваивает следующие компетенции:				
	Компетенция Код по ОС ВШЭ	Уровень формирования компетенции	Дескрипторы – основные признаки освоения (показатели достижения результата)	Формы и методы обучения, способствующие формированию и развитию компетенции	Форма контроля уровня сформированности компетенции
	Способен рефлексировать (оценивать и	УК-1	Студент знает основные	Интерактивные лекции и семинары,	Решение кейсов и задний,

	<p>перерабатывать) освоенные научные методы и способы деятельности.</p>		<p>теории и концепции управления, метод стратегического анализа и разработки стратегии, применяет полученные знания для решения практических задач и обоснования принятых решений.</p>	<p>Решение кейсов, выполнение заданий, чтение дополнительной литературы</p>	<p>экзамен</p>
	<p>Способен совершенствовать и развивать свой интеллектуальный и культурный уровень, строить траекторию профессионального развития и карьеры</p>	<p>УК-4</p>	<p>Знаком с основными принципами построения карьеры в организации; знакомится с основными особенностям и и перспективам и карьерных траекторий в управлении</p>	<p>Интерактивные лекции и семинары, Дискуссии в классе, чтение дополнительной литературы</p>	<p>Решение кейсов и задний, экзамен</p>
	<p>Способен организовать многостороннюю коммуникацию и управлять ею</p>	<p>УК-7</p>	<p>Организует командную работу при выполнении задач, решении кейсов и выполняет различные роли в команде; осуществляет коммуникацию (в том числе дистанционно) с членами команды</p>	<p>Интерактивные лекции и семинары, Решение и презентация решения кейсов, выполнение индивидуальных заданий, дискуссии в классе, групповой проект</p>	<p>Решение кейсов и задний, групповой проект, экзамен</p>
	<p>Способен использовать социальные и межкультурные различия для решения проблем в профессиональной и социальной деятельности</p>	<p>ОПК-2</p>	<p>Демонстрирует знание межкультурных теорий (теория культурных измерений Хофстеде, культурная модель Эдгара Шейна, четыре типа</p>	<p>Интерактивные лекции и семинары, Решение кейсов, чтение дополнительной литературы</p>	<p>Решение кейсов и задний, экзамен</p>

		культуры Чарльза Хэнди и другие) И применяется на практике.		
Способен определять, транслировать общие цели в профессиональной и социальной деятельности	ОПК-3	Участвует в выполнении индивидуальных и совместных заданий в рамках группового проекта.	Групповая работа, проблемные дискуссии, групповой проект	Презентации и решения кейсов и задний, групповой проект
Способен выявлять и формулировать актуальные проблемы в области менеджмента, обобщать и критически оценивать результаты, полученные отечественными и зарубежными исследователями по избранной теме, формулировать научные гипотезы	ПК-1	Применяет результаты научных исследований ; интерпретирует основные научные положения теоретических концепций, оценивает актуальность научных проблем и обоснованность теоретических подходов, обобщает собственные исследования	Дискуссии в классе, решение проблемных задач, выполнение индивидуальных заданий, групповой проект	Решение кейсов и задний, групповой проект, экзамен
Способен выявлять данные, необходимые для решения поставленных исследовательских задач в сфере управления; 13 осуществлять сбор данных, как в полевых условиях, так и из основных источников социально-экономической информации: отчетности организаций различных форм собственности, ведомств и т.д., баз данных, журналов, и др.,	ПК-2	Проводит поиск, сбор и первичную обработку данных. Собирает и систематизирует информацию из первичных и вторичных источников, корпоративных информационных систем и баз данных. Демонстрирует навыки работы с внешними социально-экономическими информационными источниками	Интерактивные лекции и семинары, Решение кейсов, выполнение заданий, групповой проект	Решение кейсов и задний, групповой проект, экзамен

	анализ и обработку этих данных, информацию отечественной и зарубежной статистики о социально-экономических процессах и явлениях		ными ресурсами.		
Способен выбирать инструментальные средства, современные технические средства и информационные технологии для обработки информации в соответствии с поставленной научной задачей в сфере управления	ПК-3	Демонстрирует навыки использования современных инструментов, технических средств и информационных технологий	Решение кейсов, выполнение заданий, групповой проект	Решение кейсов и задний, групповой проект, экзамен	
Способен представлять результаты проведенного исследования в виде отчета, статьи или доклада	ПК-5	Публично представляет результаты решения кейсов и заданий; демонстрирует способность к самостоятельному, четкому изложению результатов познавательной деятельности, владеет основными средствами для создания текстовых и демонстрационных материалов	Подготовка и презентация групповых и индивидуальных заданий, Группой проект	Решение кейсов и задний, групповой проект, экзамен	
Способен решать задачи управления деловыми организациями, связанные с операциями на мировых рынках в условиях глобализации	ПК-11	Знаком с основными направлениями и особенностям и глобализация, представляет связь между механизмами	Интерактивные лекции и семинары, Чтение дополнительной литературы	Решение кейсов и задний, экзамен	

		формировани я конкурентны х позиций бизнеса и его эффективнос тью и результативн остью.		
Способен разрабатывать корпоративную стратегию, стратегию бизнеса и функциональные стратегии организации	ПК-12	Формулирует основные этапы разработки стратегии; применяет знания процесса разработки стратегии при решении практических заданий	Интерактив ные лекции и семинары, Чтение дополнител ьной литературы, групповой проект	Групповой проект, экзамен
Способен планировать и осуществлять проекты и мероприятия, направленные на реализацию стратегий организации	ПК-13	Знает основные принципы реализации организацион ных стратегий для эффективной работы организации	Интерактив ные лекции и семинары, Решение кейсов, выполнение заданий	Решение кейсов и задний, экзамен
Способен использовать современные менеджеральные технологии и разрабатывать новые технологии управления для повышения 14 эффективности деятельности организации	ПК-15	Использует существующ ие современные управленческ ие технологии и пробует новые управленческ ие технологии в зависимости от специфики объекта и предмета исследования .	Интерактив ные лекции и семинары, Решение кейсов, выполнение заданий, групповой проект	Решение кейсов и задний, групповой проект, экзамен
Способен выявлять данные, необходимые для решения поставленных управленческих и предпринимательс ких задач; осуществлять сбор данных и их обработку	ПК-17	Знаком с источниками данных, используемы х в анализе бизнес-среды для постановки и решения исследовательс ких задач в области	Сбор и проверка данных из внешних источников для тематическ их исследован ий; Решение кейсов;	Решение кейсов и задний, групповой проект, экзамен

		<p>управления (включая оценку инвестиционных возможностей); самостоятельно находит данные, необходимые для реализации аналитической составляющей</p>	<p>Выполнение заданий; Групповой проект</p>	
<p>Краткое содержание дисциплины</p>	<p>I. Введение Эволюция управленческого мышления. Школы управления и теории. II. Развитие менеджмента в XXI веке. Новые парадигмы. Глобализация и интернационализация III. Организационная среда. Управление организационной средой. Внутренняя среда. Глобальные торговые и инвестиционные возможности. Торговые споры. IV. Основы организации. Функции управления. Планирование. Организация. Лидерство. Управление качеством и производительностью. Организационные изменения. V. Стратегический менеджмент. Цель, миссия, стратегия и задачи. Разработка и реализация стратегии. Модели и инструменты стратегического управления. VI. Корпоративная культура Корпоративная культура и мотивация. Взаимодействие человек-организация. Управление в глобальной среде. Национальные различия и межкультурный менеджмент</p>			
<p>Образовательные технологии</p>	<p>Курс включает в себя традиционный сегмент лекций (32 академических часа) и сегмент студенческой активности на семинарах (32 часа). Основное внимание в курсе уделяется развитию у студентов аналитических навыков, навыков критического мышления и навыков решения проблем. Кейсы будут использованы для иллюстрации ключевых моментов теоретических основ менеджмента, международного бизнеса и стратегического управления. Лекции проводятся в интерактивном режиме. Практические упражнения, работа в команде и исследовательская работа являются неотъемлемой частью курса. Занятия будут включать в себя сочетание различных видов деятельности, включая интерактивные лекции, дискуссии на семинарах, командной работа, решение и презентации результатов решения кейсов и заданий. Студенты должны подготовить дз - разработать курсовой проект в группах и представить результаты на заключительных семинарах.</p>			

<p>Формы контроля</p>	<p>Оценка студентов по результатам освоения дисциплины</p> $O_{рез} = 0,25 \cdot O_{ауд} + 0,25 \cdot O_{проект} + 0,25 \cdot O_{экзамен1} + 0,25 \cdot O_{экзамен2}$ <p>$O_{ауд}$ - работа в классе, включая решения кейсов и заданий $O_{проект}$ – оценка за групповой проект $O_{экзамен1}$ – оценка за экзамен после 1 модуля $O_{экзамен2}$ – оценка за экзамен после 2 модуля $O_{рез}$ – результирующая оценка по дисциплине</p> <p>Оценка выставляется по шкале:</p> <ul style="list-style-type: none"> • Отлично – 8-10 баллов (по 10-балльной школе) • Хорошо – 6-7 баллов (по 10-балльной школе) • Удовлетворительно – 4-5 баллов (по 10-балльной школе) • Неудовлетворительно – 0-3 баллов (по 10-балльной школе) <p>Оценка за второй экзамен является блокирующей. Округление результирующей оценки - арифметическое.</p>
<p>Литература</p>	<p><u>Основная</u></p> <ol style="list-style-type: none"> 1. Daft Richard I (2015). Management. Cengage Learning 2. Hill, Charles W.L. (2014) International Business: Competing in the Global Marketplace. McGraw-Hill. 10-th Edition. <p><u>Дополнительная</u></p> <ol style="list-style-type: none"> 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 5. 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 6. 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 7. 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 8. 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 9. Mellahi, Kamel (2010). Marketing Strategies of MNCs from

	<p>Emerging Markets (International marketing review, v. 27, no. 2). Emerald Group Publishing Ltd. http://site.ebrary.com/lib/hselibrary/detail.action?docID=10392388 10. 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) 11. 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 12. 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 13. Wierenga, B. (2008). Handbook of Marketing Decision Models. Springer http://proxylibrary.hse.ru:2061/book/10.1007%2F978-0-387-78213-3 14. 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</p>
Преподаватель	Татьяна Юрьевна Грищенко, к.э.н., доцент

Course Syllabus

Title of the course	General Management		
Title of the Academic Programme	Master's Programme 38.04.02 "Management and Analytics for Business" Master's Programme 38.04.02 "Cultural and Event Tourism Management"		
Type of the course	Core		
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	<p>General Management is one of the core courses in the Master's Programmes curriculum. It is designed as a big picture of the theory and practice of management.</p> <p>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.</p> <p>Course Objectives</p> <ul style="list-style-type: none"> • To provide theoretical foundations of modern management; • to develop students' capacity to think strategically about company, its business position in the modern turbulent environment; • to build students' skills in strategic management <p>The Course introduces the students to all essential areas of management fundamentals with emphasis on strategic management essentials. As one of the title modules of the programme it covers key aspects of strategic management both from conceptual and practical perspective. Students are provided with opportunity to observe and assess the management activities. This course, moreover, provides concrete framework for implementing the strategic management tools and methods.</p> <p>The Course addresses management issues caused by complexity of the modern turbulent business world. The intention is to provide deep glance for better understanding of interconnectedness in the modern world.</p> <p>The Course has emphasis on developing students' analytical, critical and problem solving skills through assignments, problem discussions, interactive lectures and case studies. The successful completion of the course will increase students' capacity to think globally about a company, its business position on the markets and possible sustainable competitive advantage in rapidly changing modern environment.</p>												
Intended Learning Outcomes (ILO)	<p>The key learning outcomes of the Course:</p> <ul style="list-style-type: none"> ➤ 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 <p>Upon the completion of the Course the student acquires the following general competencies (YK), general professional (OIK) and professional competencies (PIK):</p> <table border="1" data-bbox="536 1780 1444 2049"> <thead> <tr> <th>Competency</th> <th>Code</th> <th>Descriptors - indicators of achievement</th> <th>Teaching and Learning Methods for delivering ILOs</th> <th>Indicative Assessment Methods of Delivered ILOs</th> </tr> </thead> <tbody> <tr> <td>Able to reflect (evaluate</td> <td>YK-1</td> <td>Student knows the basic theories and</td> <td>Interactive lectures and seminars;</td> <td>Solutions of cases and assignments;</td> </tr> </tbody> </table>			Competency	Code	Descriptors - indicators of achievement	Teaching and Learning Methods for delivering ILOs	Indicative Assessment Methods of Delivered ILOs	Able to reflect (evaluate	YK-1	Student knows the basic theories and	Interactive lectures and seminars;	Solutions of cases and assignments;
Competency	Code	Descriptors - indicators of achievement	Teaching and Learning Methods for delivering ILOs	Indicative Assessment Methods of Delivered ILOs									
Able to reflect (evaluate	YK-1	Student knows the basic theories and	Interactive lectures and seminars;	Solutions of cases and assignments;									

	and process) obtained scientific methods and ways of working		concepts of management, the method of strategic analysis and strategy development, applies the knowledge gained to solve practical problems and justify decisions taken.	Solution of cases; Completing tasks; Assignments, Additional material/ reading provided	exam
	Able to develop intellectual and cultural level, build a trajectory of professional development and career	YK-4	Familiar with basic principles of building a career in an organization; is acquainted with the main features and prospects of career trajectories in management (entrepreneurship, consulting, in-house)	Interactive lectures and seminars; Discussions; Additional material/ reading provided	Solutions of cases and assignments; exam
	Can organize and manage multilateral communication	YK-7	Organizes team work while performing tasks, solving case studies and performs different roles in the team; communicates (including remotely) with team members	Interactive lectures and seminars; Case analysis and presentation; Individual work; Group work; Class Discussions; Team-based course project	Solutions of cases and assignments; Course project; exam
	Can use social and intercultural differences for solving problems in professional and social activities	OIK-2	Demonstrates knowledge of cross-cultural theories (Hofstede's cultural dimensions theory, Edgar Schein's Cultural Model, Charles Handy's Four Types of Culture , etc.)	Interactive lectures and seminars; Solution of cases; Assignments, Additional material/ reading provided	Solutions of cases and assignments; exam

		and applies in practice		
Able to identify, communicate common goals in professional and social activities	OIK-3	Participates in the implementation of individual and joint assignments within the framework of a group project	Group work; Class Discussions; Team-based course project	Presentation of cases solutions and assignments; Course project; exam
Can identify and formulate current scientific problems in the field of management , generalize and critically evaluate the results obtained by domestic and foreign researchers on a selected topic, formulate scientific hypotheses	IIK-1	Applies the results of scientific researches; interprets the main scientific positions of theoretical concepts, assesses the relevance of scientific problems and the validity of theoretical approaches, compiles own research	Class Discussions; Problem Solving; Solution of cases; Completing tasks; Carrying out individual tasks; Team-based course project	Solutions of cases and assignments; Course project; exam
Able to identify the data required for the solution of research tasks in the field of management ; to collect data, both during the field research and desk research from the socio-economic information sources	IIK-2	Conducts a search, collecting and primary data processing. Collects and systematizes Information from primary and secondary sources, corporate information systems and databases. Demonstrates skills of work with external socio-economic information resources	Interactive lectures and seminars; Solution of cases; Completing assignments; Team-based course project	Solutions of cases and assignments; Course project; exam
Able to choose tools, modern	IIK-3	Demonstrates skills of using modern tools,	Solution of cases; Completing	Solutions of cases and assignments;

	technical means and information technologies for processing information in accordance with the assigned scientific task in the field of management		technical means and information technologies	assignments; Team-based course project	Course project; exam
	Capable to present the results of the study in the form of a report, article or managerial and entrepreneurial report	ПК-5	Publicly presents the results of assignments; demonstrates the capacity for independent, clear statement of the cognitive activity results, possession of basic means for creating text and demonstrative materials	Preparation and presentation of group and individual assignments; case studies; course project	Solutions of cases and assignments; Course project; exam
	Can solve the tasks of managing business organizations related to operations on world markets in the context of globalization	ПК-11	Recognizes the main directions and features of globalization, presents the links between the mechanisms formation of competitive positions of the business and its efficiency and effectiveness	Interactive lectures and seminars; Additional material/ reading provided	exam
	Can develop corporate strategy, business strategy and functional strategies of the organization	ПК-12	Formulates the main stages of strategy development; applies knowledge of the strategy development process in the solution of practical assignments	Interactive lectures and seminars; Additional material/ reading provided; Team based course project	Course project; exam

	Capable to plan and implement projects and activities aimed at implementing organizational strategies	IIK-13	Knows the basic principles of implementing organizational strategies for the effective performance of the organization	Interactive lectures and seminars; Solution of cases; Completing assignments	Solutions of cases and assignments; exam
	Capable to use modern managerial technologies and develop new management technologies for improving the efficiency and effectiveness of organization	IIK-15	Uses existing modern managerial technologies and try new ones depending on the specifics of the object and the subject of the study	Interactive lectures and seminars; Solution of cases; Completing assignments; Team-based course project	Solutions of cases and assignments; Course project; exam
	Can identify the data needed for addressing the management and business objectives; to collect data and process it	IIK-17	Familiar with the sources of data used in the business environment analysis which are necessary for setting and solving research tasks in the field of management (including investment opportunities assessing); independently reveals the data necessary for the implementation of the analytical component of the course assignments	Collection and verification of data from external sources for case studies; Solution of cases; Completing assignments; Team-based course project	Solutions of cases and assignments; Course project; exam
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.

Content and Structure of the Course

№	Topic / Course Chapter	Total	Directed Study		Self-directed Study
			Lectures	Tutorials	
1	Introduction	18	4	4	10
2	Development of Management in XXI Century	28	4	4	20
3	Organizational Environment	36	8	8	20
4	Organization Fundamentals	28	4	4	20
5	Strategic Management	52	8	8	36
6	Corporate Culture	28	4	4	20
Total study hours		190	32	32	126

Indicative Assessment Methods and Strategy

Assessment Methods

Types of Assessment	Forms of Assessment	Modules			
		1	2	3	4
Summative Assessment	Project		*		
	In-class Participation	*	*		
	Exam 1	*			
	Exam 2		*		

Final assessment

$$O_{\text{final}} = 0,25 \cdot O_{\text{class}} + 0,25 \cdot O_{\text{project}} + 0,25 \cdot O_{\text{exam1}} + 0,25 \cdot O_{\text{exam2}}$$

O_{class} - class activities, including current assessment, assignments, teamwork, case studies, problem discussions

O_{project} - course team-based project

O_{exam1} - exam at the end of the 1st module

O_{exam2} - exam at the end of the 2nd module

Overall grades are based on student's performance during the course implementation and address grade level standards.

Based on exceptional activity "beyond expectations" in the class, students could be rewarded with additional points.

In-class Participation criteria:

Grades	Assessment Criteria
«Excellent» (8-10)	A critical analysis which demonstrates original thinking and shows strong evidence of preparatory research and broad background knowledge.
«Good» (6-7)	Shows strong evidence of preparatory research and broad background knowledge. Excellent oral expression.
«Satisfactory» (4-5)	Satisfactory overall, showing a fair knowledge of the topic, a reasonable standard of expression. Some hesitation in answering follow-up questions and/or gives incomplete or partly irrelevant answers.
«Fail» (0-2)	Limited evidence of relevant knowledge and an attempt to address the topic. Unable to offer relevant information or opinion in answer to follow-up questions.

The rounding method of the resulting estimate is arithmetic.

Grading for class participation assessment, the results of course project and the results of exam 1 and exam 2:

- Excellent – 8-10 points (on 10-point scale)
- Good – 6-7 points (on 10-point scale)
- Satisfactory – 4-5 points (on 10-point scale)
- Failure – 0-3 points (on 10-point scale)

During the semester students develop the Course Team-based Project.

The student teams will present the results of the project during the two last seminars of the Course at the end of the 2nd module.

The duration of joint group presentations and the following discussion will be limited due to the number of student teams. Presentations are to be prepared in PowerPoint (or another presentation format).

The course project's assessment will include cross-evaluation of students' teams. Self-evaluation of each student team will be taken into account as well.

Grades	Assessment Criteria
«Excellent» (8-10)	A well-structured, analytical presentation of project work. Shows strong evidence and broad background knowledge. In a group presentation all members contribute equally and each contribution builds on the previous one clearly; Answers to follow-up questions reveal a good range and depth of knowledge beyond that covered in the presentation and show confidence in discussion.
«Good» (6-7)	Clearly organized analysis, showing evidence of a good overall knowledge of the topic. The presenter of the project work highlights key points and responds to follow up questions appropriately. In group presentations there is evidence that the group has met to discuss the topic and is presenting the results of that discussion, in an order previously agreed.
«Satisfactory» (4-5)	Takes a very basic approach to the topic, using broadly appropriate material but lacking focus. The presentation of project work is largely unstructured, and some points are irrelevant to the topic. Knowledge of the topic is limited and there may be evidence of basic misunderstanding. In a group presentation, most of the work is done by one or two students and the individual contributions do not
«Fail» (0-2)	Fails to demonstrate any appropriate knowledge.

Course project assessment: 80% for the presentation, and 20% participation in discussion (approximately (could be increased in the benefit of student due to the strong performance).

Useful tips

- ✓ The presentations should demonstrate an understanding of the Course materials;
- ✓ The presentations should include references to the reliable sources

and data bases that help to build upon and consolidate the project's key issues and findings.

- ✓ Participants are strongly recommended to support each other during the presentation and following discussion.

All exams will be conducted in the written form. The multiple-choice test will be based upon the material from the lectures and tutorials. The 1st exam includes 25 questions with 4 possible answers. The duration of the 1st exam is 30 minutes. The 2nd exam includes 40 questions with 4 possible answers and one question (critical thinking approach is implied). The duration of the final exam is 90 minutes

Grading for the 1st written exam:

Number of correct answers	Credited
24-25	10
22-23	9
20-21	8
17-19	7
14-16	6
11-13	5
8-10	4
7-0	0

Grading for the 2nd written exam:

Number of correct answers	Credited
38-40	10
35-37	9
32-34	8
28-31	7
24-27	6
20-23	5
16-19	4
15-0	0

Written Assignments' assessment criteria:

Grades	Assessment Criteria
«Excellent» (8-10)	Has a clear argument, which addresses the topic and responds effectively to all aspects of the task. Fully satisfies all the requirements of the task; rare errors occur;
«Good» (6-7)	Responds to most aspects of the topic with a clear, explicit argument. Covers the requirements of the task; may produce occasional errors.
«Satisfactory» (4-5)	Generally addresses the task; the format may be inappropriate in places; display little evidence of (depending on the assignment): independent thought and critical judgement include a partial superficial coverage of the key issues, lack critical analysis, may make frequent errors.
«Fail» (0-2)	Fails to demonstrate any appropriate knowledge.

Sample questions for exams' preparation

1. Evolution of management thinking.
2. Management schools and theories.
3. Development of management in XXI century.
4. New paradigms: differentiation vs benchmarking
5. Globalization and internationalization
6. Organizational environment
7. Internal environment
8. VRIO analysis
9. External environment

10. PEST analysis and the advanced PEST formulas
11. The Global Trade and Investment Opportunities. Trade disputes.
12. Branding platform
13. The aim, mission, strategy and tasks of organisation
14. Strategy Formulation and Execution
15. Strategic management models and tools
16. Porter's Five Forces
17. Ansoff Matrix
18. Functions of management
19. Leadership
20. Organizational change
21. Change management
22. Corporate Culture
23. Motivation and company values
24. Person-organization fit
25. Cross-cultural Management

The examples of multiple-choice ("four-possible answers") questions for the final written exam:

1. Which strategy is a strategy of setting prices high by introducing new products when the market has few competitors

- a) Premium Pricing
- b) Penetration Pricing
- c) Price Skimming
- d) Bundle Pricing

2. ...tracks the impact of likely political, economic and regulatory changes on the foreign direct investment intentions and preferences of the leaders of some of the world's leading companies

- a) Doing Business index
- b) UNDP (United Nations Development Programme)
- c) FDI confidence index
- d) IMF

3. ... helps to decide if a potential new business, product or service is different from what is already available

- a) PESTLE
- b) USP
- c) SWOT
- d) VRIO

4. This model underlines three types of culture within an organization, which, as a simpler model than Hofstede's, is somewhat more generalized. It focuses on artifacts, values, and assumptions.

- a) Vroom-Yetton-Jago Decision Model
- b) Charles Handy's Types of Culture
- c) Edgar Schein's model
- d) OODA Loops

The first exam will take place after the 1st module. The second exam will take place after the 2nd module. The result of the 2nd exam is blocking. The rounding method of final estimate is arithmetic.

Final control grade will be put in the diploma supplement, which is the resultant assessment of student performance.

The academic honesty policy is strictly followed in the HSE. It is included in the HSE Academic Handbook,

<https://www.hse.ru/en/studyspravka/plagiat>

Students are expected to be familiar with this policy. No violations of this policy will be tolerated in this course.

Readings / Indicative Learning Resources

Mandatory

1. Daft Richard I (2015). Management. Cengage Learning
2. Hill, Charles W.L. (2014) International Business: Competing in the Global Marketplace. McGraw-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>
5. 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>
6. 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>
7. 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&id=d6344ee1-bada-485f-a057-507e4969cd9c%40sessionmgr4008&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=edsgcl.251861400&db=edsglr>
8. 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
9. 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>
10. 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)

11. 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>
12. 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>
13. Wierenga, B. (2008). *Handbook of Marketing Decision Models*. Springer
<http://proxylibrary.hse.ru:2061/book/10.1007%2F978-0-387-78213-3>
14. 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=JnNpdGU9ZWRzLWxpd mU%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>
2. *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>
3. *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>

Indicative Self- Study Strategies	Type	+/-	Hours
	Reading for seminars / tutorials (lecture materials, mandatory and optional resources)	+	20
	Assignments for seminars / tutorials / labs	+	16
	Project work	+	80
	Preparation for the exam	+	10
Academic Support for the Course	Academic support for the course is provided via LMS, where students can find: guidelines and recommendations for doing the course; guidelines and recommendations for self-study; samples of assessment materials		
Facilities, Equipment and Software	<p>Recommendations for students about organization of self-study Self-study is organized in order to:</p> <ul style="list-style-type: none"> • Systemize theoretical knowledge received at lectures; 		

- Extending theoretical knowledge;
- Learn how to use legal, regulatory, referential information and professional literature;
- Development of cognitive and soft skills: creativity and self-sufficiency;
- Enhancing critical thinking and personal development skills;
- Development of research skills;
- Obtaining skills of efficient independent professional activities.

Self-study, which is not included into a course syllabus, but aimed at extending knowledge about the subject, is up to the student's own initiative. A teacher recommends relevant resources for self-study, defines relevant methods for self-study and demonstrates students' past experiences. Tasks for self-study and its content can vary depending on individual characteristics of a student. Self-study can be arranged individually or in groups both offline and online depending on the objectives, topics and difficulty degree. Assessment of self-study is made in the framework of teaching load for seminars or tests.

In order to show the outcomes of self-study it is recommended:

- Make a plan for 3-5 presentation which will include topic, how the self-study was organized, main conclusions and suggestions and its rationale and importance.
- Supply the presentation with illustrations. It should be defined by an actual task of the teacher.

Special conditions for organization of learning process for students with special needs

The following types of comprehension of learning information (including e-learning and distance learning) can be offered to students with disabilities (by their written request) in accordance with their individual psychophysical characteristics:

1. for persons with vision disorders: a printed text in enlarged font; an electronic document; audios (transferring of learning materials into the audio); an individual advising with an assistance of a sign language interpreter; individual assignments and advising.
2. for persons with hearing disorders: a printed text; an electronic document; video materials with subtitles; an individual advising with an assistance of a sign language interpreter; individual assignments and advising.
3. for persons with muscle-skeleton disorders: a printed text; an electronic document; audios; individual assignments and advising.

Course Instructor

Tatiana Yu. Grishchenko, Assoc.Prof., Cand.Sc. (Econ)