

Plekhanov Russian University of Economics



Plekhanov Graduate School

Course Catalogue

(For Foreign Students)

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Preface

Starting September 2010 Plekhanov Graduate School switched to the new National Educational Standard, which sets government requirements to Master program content and design. Its main requirements can be summarized below.

Objects of Master of Management professional activity include:

- Management of organizations of any type (commercial, non-profit, public, municipal etc.);
- Management of state and municipal organizations;
- Research activities

Master of Management is supposed to be trained for dealing with the following professional tasks:

Organizational and managerial

- Management of organizations, divisions, units and groups of employees, as well as projects and networks;
- Development of strategy of organizations or its divisions;

Analytical

- Collection , analysis and evaluation of data for decision making;
- Analysis of existing management organization forms, as well as developing and substantiation of proposals for their improvement;
- Analysis and modeling of management processes.

Research

- recognition and formulation of scientific problems;
- Development of scientific research programs and organisation of their implementation;
- Development of research methods, instruments and results analysis systems;
- Development of organizational and managerial models of processes and objects, valuation and interpretations of the results;
- Searching, collecting, processing, analysis and systematization of data concerning the research topic;
- Preparation of surveys, reports and scientific publications;

Pedagogical

- Teaching of managerial courses;
- Development of study programs and study materials.

Master of Management program graduate is expected to develop the following competences:

General learning competences (GL)

- GL-1. Ability to develop individual cultural and professional qualification and master new research methods independently
- GL-2. Ability for changing the sphere of his/her professional activity
- GL-3. Ability to gain and use new knowledge and skills independently
- GL-4. Ability to make organizational and managerial decisions and estimate their effects
- GL-5. Fluent command of foreign language as a means of professional communication
- GL-6. Possession of public, business and scientific communication skills

Professional competences (PC)

- PC-1. Ability to manage organizations, divisions, units and groups of employees, as well as projects and networks
- PC-2. Ability to develop organization strategy
- PC-3. Ability to use modern methods of corporate finance management in order to accomplish strategic tasks
- PC-4. Ability to develop organisation development programs and ensure their realisation
- PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management
- PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment
- PC-7. Good command of strategic analysis methods
- PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation
- PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems
- PC-10. Ability to justify urgency, the theoretical and practical importance of the selected research activity theme
- PC-11. Ability to carry out independent research according to the developed research program
- PC-12. Ability to represent research results in the form of scientific report or article
- PC-13. Ability to apply modern methods and techniques of managerial disciplines teaching
- PC-14. Ability to develop curriculums and methodical maintenance for managerial disciplines teaching

ECTS credits information

1 ECTS credit represents 36 academic hours of total study, including contact study and self-study
1 academic hour = 45 minutes

Contact information

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Study options offered for foreign students

Valid for: EXCHANGE STUDENTS

Duration: **September – December (Fall Semester Short)**

Track 1: International Marketing

Second year courses (*)		First year courses (*)	
Course	ECTS	Course	ECTS
Cross-Cultural Marketing (including project)	6	Corporate Finance	3
Managing Marketing Projects (including project)	6	Managerial Economics-A	1,5
Customer Care	3	Managerial Economics-B	1,5
Elective Course	3	Delivering Customer Value through Marketing	2
Guest Week Course	2	Brand Management	2
Business Seminar	0,5	Marketing Planning and Audit	2
Business Communications - Russian Language	2	Project in any of the above-mentioned courses	3
Total	22,5		

(*) Courses from the list of Second year of International Marketing Track may be substituted by courses from the list of First year of International Marketing Track if time-table permits.

Track 2: International Financial Management

Second year courses (**)		First year courses (**)	
Course	ECTS	Course	ECTS
Financial Management (including project)	6	Corporate Finance	3
Portfolio Analysis and Management (including project)	6	Managerial Economics-A	1,5
International Insurance	3	Managerial Economics-B	1,5
Elective Course	3	International Risk Management	2
Guest Week Course	2	Taxation of International Transactions	2
Business Seminar	0,5	International Banking	2
Business Communications - Russian Language	2	Project in any of the above-mentioned courses	3
Total	22,5		

(**) Courses from the list of Second year of International Financial Management Track may be substituted by courses from the list of First year of International Financial Management Track if time-table permits.

Valid for: EXCHANGE STUDENTS
 DOUBLE DIPLOMA STUDENTS HTW DRESDEN
 DOUBLE DIPLOMA STUDENTS SKEMA, AVANCIJA-NEGOCIA
 Duration: **September – March (Fall Semester Long)**

Track 1: International Marketing

Second year courses (*)		First year courses (*)	
Course	ECTS	Course	ECTS
Cross-Cultural Marketing (including project)	6	Corporate Finance	3
Managing Marketing Projects (including project)	6	Managerial Economics-A	1,5
Customer Care	3	Managerial Economics-B	1,5
Elective Course	3	Delivering Customer Value through Marketing	2
Guest Week Course	2	Brand Management	2
Business Seminar	1	Marketing Planning and Audit	2
Business Communications - Russian Language	2	Project in any of the above-mentioned courses	3
Scientific and Business Presentation Skills	2		
Comparative Management (including project)	5		
Total	30		

(*) Courses from the list of Second year of International Marketing Track may be substituted by courses from the list of First year of International Marketing Track if time-table permits. For Double Diploma students the total number of credits must be 30.

Track 2: International Financial Management

Second year courses (**)		First year courses (**)	
Course	ECTS	Course	ECTS
Financial Management (including project)	6	Corporate Finance	3
Portfolio Analysis and Management (including project)	6	Managerial Economics-A	1,5
International Insurance	3	Managerial Economics-B	1,5
Elective Course	3	International Risk Management	2
Guest Week Course	2	Taxation of International Transactions	2
Business Seminar	1	International Banking	2
Business Communications - Russian Language	2	Project in any of the above-mentioned courses	3
Scientific and Business Presentation Skills	2		
Comparative Management (including project)	5		
Total	30		

(**) Courses from the list of Second year of International Financial Management Track may be substituted by courses from the list of First year of International Financial Management Track if time-table permits. For Double Diploma students the total number of credits must be 30.

Valid for: EXCHANGE STUDENTS
 DOUBLE DIPLOMA STUDENTS SKEMA, ADVANCIA-NEGOCIA
 Duration: **January – July (Spring Semester Long)**

Course	ECTS
Contemporary Strategic Analysis (including project)	6
Research Methods in Management (including project)	6
Theory of Organization and Organizational Behavior	4
Marketing Management or Investment Strategy	3
Business Communications – Russian Language	3,5
Elective Course-1 (in Finance or Marketing)	3
Elective Course-2 (in Finance or Marketing)	3
Guest Week Course	2
Scientific and Business Presentation Skills	2
Comparative Management (including project)	5
Business Seminar	0,5
Total	38

Valid for: EXCHANGE STUDENTS
TRIPLE DIPLOMA STUDENTS
Duration: **March – July (Spring Semester Short)**

Course	ECTS
Contemporary Strategic Analysis (including project)	6
Research Methods in Management (including project)	6
Theory of Organization and Organizational Behavior	4
Marketing Management (*)	3
Business Communications – Russian (Foreign) Language	3
Elective Course-1 (in Finance or Marketing)	3
Elective Course-2 (in Finance or Marketing)	3
Guest Week Course	2
Total	30

(*) exchange students may take Investment Strategy instead

<i>Course Title</i>	<i>International Insurance</i>
<i>Short description</i>	<p>The globalization of insurance markets means that understanding both international developments and local trends around the world is now fundamental for insurance executives coping with today's complex and competitive environment. By providing such a comprehensive picture of the world's insurance markets, this course becomes an essential one for anyone seeking to operate wisely and successfully.</p> <p>Course develops following competences:</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management;</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems;</p> <p>PC-11. Ability to carry out independent research according to the developed research program;</p> <p>PC-12. Ability to represent research results in the form of scientific report or article;</p>
<i>Credits</i>	3
<i>Contact Hours</i>	24
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study, presentations.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - insurance market as an object of regulation. differences between Russia, Europe and USA. - corporate and mutual insurance. - life insurance. risk analyses and pricing. investment aspect of life insurance. - non-life insurance: property & liability. features of motor insurance. - mechanisms of protection of insurance business from swindle. <p><i>Skills:</i></p> <ul style="list-style-type: none"> - actuarial methods of regulation of the insurer's financial stability. reinsurance. - practice methods of risk analyses and pricing. <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - insurers as the institutional investors. features and a role both in local and world economies. <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - organizational bases of insurance: foreign experience. - activity of foreign insurers in the Russian insurance market. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - interaction of insurance companies and the banks.
<i>Contents</i>	<p>Insurance market as an object of regulation. Differences between Russia, Europe and USA.</p> <p>Insurers as the institutional investors. Features and a role both in local and world economies.</p> <p>Organizational bases of insurance: foreign experience.</p> <p>Corporate and mutual insurance.</p> <p>Interaction of insurance companies and the banks.</p> <p>Life insurance. Risk analyses and pricing. Investment aspect of life insurance.</p> <p>Non-life insurance: property & liability. Features of motor insurance. Risk</p>

<i>Course Title</i>	<i>International Insurance</i>
	analyses and pricing. Actuarial methods of regulation of the insurer's financial stability. Reinsurance. Activity of foreign insurers in the Russian insurance market. Mechanisms of protection of insurance business from swindle.
<i>Assessment</i>	Final grade consists of: 20% - class work; 20% - home work; 60% - written test which includes open and multiple choice questions
<i>Recommended Reading</i>	<i>Basic reading</i> Handbook of international insurance. Cummins, J. David; Venard, Bertrand (Eds.). Springer, 2007. W. Jean Kwon, Harold D. Skipper. Risk management and insurance. Perspectives in a global economy. Blackwell Publishing, 2007. <i>Additional reading</i> Rejda G.E. Principles of risk management and insurance. Addison-Wesley, 2007. Vaughan E.J. Fundamentals of risk and insurance. John Wiley&Sons Inc., 2007. Spletukhov U., Duzhikov E., Insurance. «ИНФРА-М» Publishing Ltd, 2006. Insurance and Actuarial Calculations, V.Ryabikin, S.Tikhomirov, V. Baskakov, Moscow, "Экономистъ" Publishing Ltd, 2006. <i>Internet sources</i> http://www.iii.org , www.allinsurance.ru , www.prime-tass.ru , www.insurancenewsnet.com

<i>Course Title</i>	<i>Regulation of Financial Markets (elective)</i>
<i>Short description</i>	<p>Course is focused on the organization, methods and instruments of financial markets regulation that change simultaneously with markets in compliance with new challenges of financial practice.</p> <p>Course develops following competences:</p> <p>PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment;</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems;</p> <p>PC-11. Ability to carry out independent research according to the developed research program;</p> <p>PC-12. Ability to represent research results in the form of scientific report or article;</p>
<i>Credits</i>	3
<i>Contact Hours</i>	24
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Lectures; seminars; written and/or oral homework; lecturer's consultations; - self-work of students that embraces theory study, preparation for seminars, performance of written papers.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>Core course objectives are: consideration of theoretical aspects of financial markets regulation; research of modern regulation practice in different countries and Russia taking into account the development tendencies of financial markets; determination of a role of the international financial organizations in anti-crisis regulation.</p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - objects and subjects of regulation by segments of financial market; - peculiarities of financial market as an object for regulation; - understanding of a deep link between financial markets regulation and financial globalization; - the activities of international financial organizations connected with financial markets regulation and anti-crisis economic regulation. <p><i>Skills:</i></p> <ul style="list-style-type: none"> - to know the basis for creating models of financial market regulation; - to analyze and compare models of financial market mega-regulation of different countries; - to be able to evaluate the efficiency of Russian transmission mechanism; - to understand the prospects of mega-regulation in Russia. <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - influence of transmission mechanism on every economic agent; - evaluation of an efficiency of financial mechanisms of private investors' interests protection on Russian financial market; - influence of the conducted state policy on the financial markets on the activity and behavior of financial institutes <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - analysis of the activity of international financial organizations on financial markets regulation; - determination and interpretation of the modern tendencies in financial markets regulation in Russia, abroad and on a global level; - Russia's cooperation with international financial organizations. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - to understand similarities and differences in banking and insurance regulation;

<i>Course Title</i>	<i>Regulation of Financial Markets (elective)</i>
	- to assess a current state of financial markets taking into account peculiarities of their regulation.
<i>Contents</i>	History of financial crises and financial markets regulation. Financial market as an object of regulation. Comparative analysis of regulating standards in banking and insurance industries. Transmission mechanism of central banks' monetary policy. Financial market mega-regulation. Prospects of mega-regulation in Russia. Role of international financial organizations in financial markets regulation. Mechanisms of private investors' interests protection.
<i>Assessment</i>	Final grade consists of: 20% - class work; 20% - home work; 60% - written test which includes open and multiple choice questions
<i>Recommended Reading</i>	<i>Basic reading</i> 1. Peter Mooslechner, Helene Schuberth, The Political Economy of Financial Market Regulation: The Dynamics of Inclusion and Exclusion. Edward Elgar Publishing Ltd, 2006. 2. Eichengreen, Barry. Globalizing Capital: A History of the International Monetary System. Princeton, NJ: Princeton University Press, 2008. <i>Additional reading</i> 1. Alan Greenspan. The Age of Turbulence: Adventures in a New World. Penguin Group, 2007. 2. Arner, Douglas. Financial Stability, Economic Growth, and the Role of Law. New York: Cambridge University Press, 2007. 3. Finance & Development. Magazine, IMF. <i>Internet sources</i> International Monetary Fund http://www.imf.org/ Bank for International Settlements http://www.bis.org/ Bank of Russia www.cbr.ru Federal Financial Markets Service of Russia http://www.fcs.m.ru European Central Bank www.ecb.int

<i>Course Title</i>	<i>Taxation of International Transactions</i>
<i>Short description</i>	<p>Course is focused on principles of taxation in international environment including corporate and personal taxation, taxation of export and import transactions, tax regulation of international entrepreneurship.</p> <p>Course develops following competences:</p> <p>PC-3. Ability to use modern methods of corporate finance management in order to accomplish strategic tasks;</p> <p>PC-8. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems;</p> <p>PC-9. Ability to prepare analytical materials for business processes management and their efficiency valuation.</p> <p>PC-11. Ability to carry out independent research according to the developed research program;</p>
<i>Credits</i>	2
<i>Contact Hours</i>	24
<i>Total Workload</i>	72
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, lecturer's consultations, self-study
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - basic concepts of tax systems; - peculiarities of taxation of international transactions. <p><i>Skills:</i></p> <ul style="list-style-type: none"> - apply the methods of elimination of double taxation in international economic environment; - to be able to evaluate the efficiency of international transactions from the point of view of taxes. <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - how to elaborate an international corporate tax policy; - how to analyze the tax consequences of particular international transactions. <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - understanding of current and future in the field of international taxation; - consideration of problems and prospects of Russia's collaboration with other countries on tax matters. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - to understand the competitive advantages of tax systems of developed and developing countries and method of their implementation in practice. - to estimate the role of taxes for the particular international company.
<i>Contents</i>	<p>Fundamentals of international taxation.</p> <p>Tax systems: nature, principals, tax structure, tax mechanism</p> <p>Interconnection of taxes and entrepreneurial income</p> <p>Tax regulation of entrepreneurship</p> <p>Tax systems of developed and developing countries</p> <p>International taxation of works, services and movements of goods.</p> <p>Tax regulation of transaction price</p> <p>Tax regulation of international transfer pricing</p> <p>Tax matters of financial transactions</p> <p>International double taxation issues</p> <p>Tax system of European Union</p> <p>Development of tax systems of EU-members. Direct and indirect taxes.</p> <p>Taxation of interest and royalty.</p> <p>Taxation of Subsidiaries and Parent companies.</p>

<i>Course Title</i>	<i>Taxation of International Transactions</i>
	Other direct taxes. Taxation of particular international transactions Taxation of international E-commerce Tax matters of reorganization Tax regime for holding structure Tax regime in Islamic countries
<i>Assessment</i>	20 % Work in class 20 % Home study 60% Group project and defense
<i>Recommended Reading</i>	<i>Core reading</i> 1. Model Tax Convention on Income and on Capital. OECD Committee on Fiscal Affairs. 17 JULY 2008. http://browse.oecdbookshop.org/oecd/pdfs/browseit/2308051E.PDF 2. E-commerce: Transfer Pricing and Business Profits Taxation By Organisation for Economic Co-operation and Development Published by OECD Publishing, 2005 <i>Additional reading</i> 1. Mergers and Acquisitions: A Global Tax Guide. By PricewaterhouseCoopers LLP, Margaret Tarrant, PricewaterhouseCoopers LLP. Published by Wiley-Interscience, 2006. 2. 'Russian tax courier' journal, 'Accounting. Tax. Law' newspaper and similar national publications

<i>Course Title</i>	<i>International Banking</i>
<i>Short description</i>	<p>The course is aimed at providing the students with the knowledge and skills in the field of international banking transactions for multinational companies and households. The course covers patterns of international banking interrelations and main directions of their development.</p> <p>Course develops following competences:</p> <p>PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment</p> <p>PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems</p> <p>PC-12. Ability to represent research results in the form of scientific report or article</p>
<i>Credits</i>	2
<i>Contact hours</i>	30
<i>Total Workload</i>	72
<i>Teaching Methods</i>	Lectures, seminars, written homework, case studies, lecturer's consulting, self-study, project work
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - the main international banking transactions; - the approaches and techniques of conduction of international banking transactions; <p><i>Skills:</i></p> <ul style="list-style-type: none"> - to be able to evaluate the efficiency of conduction of the international bank transactions; - to know how to take into account the banks' regulating standards and international rules while conducting the international transactions. <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - the practical issues of international interaction between banks, enterprises and households. <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - current activity and prospects of Russian banks on the international financial market; - further development of international banking. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - understanding the key trends and opportunities for improving the system of international banking transactions; - analysis of the impact of the current economic situation on the development of international banking transactions.
<i>Contents</i>	<ol style="list-style-type: none"> 1. Current financial market environment and its influence on international banking transactions. 2. The corresponding relations between banks. 3. International banking associations. 4. International payment systems (e.g. S.W.I.F.T.; RTGS; TARGET-2) 5. Commercial transactions carried out by enterprises (letter of credit (LC), collection of payments, bank guarantees, international factoring). 6. International payments of households. Private transitional accounts. 7. International private banking system.
<i>Assessment</i>	<p>Final grade consists of:</p> <p>20% - class work;</p>

<i>Course Title</i>	<i>International Banking</i>
	20% - home work; 60% - Written group case Course paper
<i>Recommended Reading</i>	<p><i>Core reading</i> The Law and Practice of International Banking. Charles Proctor. Publisher: OUP Oxford, 2010.</p> <p><i>Additional reading</i></p> <ol style="list-style-type: none"> 1. Handbook of International Banking. A.W. Mullineux. Publisher: Edward Elgar Publishing Ltd, 2005 2. International Banking: Cases, Materials, and Problems. Michael P. Malloy. Money, Banking, International Trade and Public Finance. D M Mithani. 2002. 3. Advances in International Banking & Finance. Sarkis Joseph Khoury. 1998.

<i>Course Title</i>	<i>International Risk Management</i>
<i>Short description</i>	<p>The main idea of this course is to demonstrate the role of risk management in the overall financial strategy of international company. Due to classification of risks (strategic, financial, operational and hazards) there will be demonstrated the most effective instruments in managing risks basing on best practices. Main objective of discipline is providing the students with the knowledge and skills in the field of international risk management for multinational companies (mostly of non-financial sector); understanding the risk management strategy in creating the company's value and working out innovative financial decisions.</p> <p>Course develops following competences:</p> <p>PC-3. Ability to use modern methods of corporate finance management in order to accomplish strategic tasks</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management;</p> <p>PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment;</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems</p>
<i>Credits</i>	2
<i>Contact Hours</i>	24
<i>Total Workload</i>	72
<i>Teaching Methods</i>	Lectures, seminars, written homework, case studies, lecturer's consultations, self-study, group and individual tasks.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>Knowledge:</p> <ul style="list-style-type: none"> - effective application of modern international technologies in the field of risk management, taking into account the existing standards of risk management of new generation; - risk management's role and its influence on company's cost of future cash flows; - effective application of financial tools for minimization of market financial risks <p>Skills:</p> <ul style="list-style-type: none"> - to seize knowledge in the field of risk management methods, approaches to estimation of risks and their minimization; - to learn how correctly estimate the level of own risk retention, and optimal level of risk transfer; - to know how derivative financial instruments can be applicable in financial risk management practice. - to know how to deal with the strategic risks <p>Understanding business world:</p> <ul style="list-style-type: none"> - how to influence on stability of future cash flows by introducing the risk management program; - how to create an effective risk management program; - what tools can be the most cost effective in different risk situations . <p>International perspective:</p> <ul style="list-style-type: none"> - on the examples of several cases there are illustrated the problems of integration of risk management system into the strategic risk management system in a company; - illustrated the currency risk exposures and risk management instruments for their mitigation in the international markets - on the example of US oil industry is demonstrated the approach to organization of effective risk management program. - analyses the Russian price risk practice for oil and gas industry.

<i>Course Title</i>	<i>International Risk Management</i>
	<p>- on the example of US consumer goods company is demonstrated the approaches to formation of own risk retention levels.</p> <p><i>Attitudes and broader trends in the society:</i></p> <p>- to understand interrelation between risk management processes and the factors influencing cost of the company;</p> <p>- to understand the possibilities of integration of a risk management system in the financial management system.</p>
<i>Contents</i>	<p><i>Theme 1. Risk management and company value.</i> The learning objective – to generate understanding of influence on cost of the company and its future monetary flows of various classes of risks: strategic, operational, financial, hazards. To illustrate the financial indicators used for the analysis of level of own retention and costs for risk management. To illustrate the concept of risk management in accordance with the international standards, classification of risks methods. To make a review of financial covenants for revealing of level of own risk retention. The review of risk management practices: advantages and disadvantages of hedging of risks.</p> <p><i>Theme 2. International standards of risk management</i> The purpose – an illustration of approaches to construction of modern system risk - of management and its role in corporate management. Understanding listeners of key stages of risk management at all business levels in view of achievement of company's strategic goals. To demonstrate the international standards of risk management COSO ERM and AIRMIC and risk mapping. To demonstrate the influence of methods of risk management in accordance with the risk tolerance level. Show the features of risks hedging by means of call/put options and other financial derivatives.</p> <p><i>Theme 3. Complex risk management systems and strategic financial management</i> The purpose – to show a role of a complex risk management system in the companies applied a balanced score cards. To discuss the integrated coefficients of risk by business units and defining their weights. To define a concept of key risk indicators and their relation to key performance indicators. To show the features of the integrated model of risks assessment. To illustrate the features of classification of risks in the balanced system of indicators</p> <p><i>Theme 4. Financial risk management</i> The purpose - to get acquainted listeners with the basic classes of financial risks and methods of their minimization by means of derivative financial instruments. To show importance of financial risk management (currency, percentage, price) for achievement of strategic targets of the international companies. To demonstrate the features of financial risks their key characteristics. To show the possibilities of financial risk management by means of optional and futures contracts focusing on the currency risk management (by means of futures and options). To illustrate how to form efficient policy of financial risk management assuming the parameters «costs/results»</p> <p><i>Theme 5. Management of strategic risks. A method of real options.</i> The purpose – to show conditions of application of real options for provision of administrative flexibility during realization of the international projects. To generate vision concerning a role of real options in managerial process by strategic risks of the company. To demonstrate basic features of real options in the investment project. To make a classification of real options basing on their influence on company's financial /investment decisions. To illustrate classification of main models of real options' value assessment and the algorithm of the multiscenary one-phasic analysis of the investment project.</p>
<i>Assessment</i>	<p>Final results are forms using the following principles.</p> <p>10% - active class participation</p> <p>30% - homework and cases (individual or group reports),</p> <p>60% - written final test / written group case</p>

<i>Course Title</i>	<i>International Risk Management</i>
	Course paper
<i>Recommended Reading</i>	<p><i>Core reading:</i></p> <ol style="list-style-type: none"> 1. Enterprise Risk Management: A Methodology for Achieving Strategic Objectives. Gregory Monahan. Wiley and SAS Business Series. 2008 2. Strategic Risk Taking: A Framework for Risk Management. Aswath Damodaran. Wharton School Publishing (by Pearson Education Inc.). 2008 3. Corporate Risk Management by Tony Merna and Faisal F. Al-Thani. John Wiley and Sons Inc. 2008 <p><i>Additional reading:</i></p> <ol style="list-style-type: none"> 1. Introduction to Derivatives and Risk Management (with Stock-Trak Coupon) by Don M. Chance and Roberts Brooks, 2009 2. Risk Management for Financial Planners by Christine Barlow, Darlene K. Chandler, Kelly Maheu, and Susan Maloney, 2007 3. Risk Management and Insurance by Scott E. Harrington and Gregory Niehaus. McGraw-Hill/Irwin. 2003 4. COSO Enterprise Risk Management: Understanding the New Integrated ERM Framework. by Robert Moeller. John Wiley and Sons Inc. 2007 <p>Value and Risk: Beyond Betas. Aswath Damodaran (http://pages.stern.nyu.edu/~adamodar/)</p> <p><i>Web resources:</i></p> <p>www.prmia.org (Professional Risk Managers' International Association) http://airmic.com/ International association of inturers and risk managers) http://www.riskmetrics.com (Corporate Metrics. The Benchmark for Corporate Risk Management) http://www.coso.org/(The Committee of Sponsoring of the Treadway Commission)</p>

<i>Course Title</i>	Corporate Finance
<i>Short description</i>	<p>This course provides necessary exposure to the students on the basics of corporate finance. It is to inculcate a broad level of financial awareness. Course develops following competences:</p> <p>PC-3. Ability to use modern methods of corporate finance management in order to accomplish strategic tasks</p> <p>PC-4. Ability to develop organisation development programs and ensure their realisation</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management;</p> <p>PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation.</p> <p>PC-10. Ability to justify an urgency, the theoretical and practical importance of the selected research activity theme;</p> <p>PC-11. Ability to carry out independent research according to the developed research program;</p> <p>PC-12. Ability to represent research results in the form of scientific report or article</p>
<i>Credits</i>	3
<i>Contact Hours</i>	24
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Lectures, seminars, self-study, presentations, problem discussions, problem solving cases
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>This course aimed to illustrate the students the various responsibilities of the company's financial managers and to explain the ways how to tackle many of the problems that these managers are expected to solve.</p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - how to interpret the financial statements due to developments in reporting; - how to produce a ratio analysis from financial statements and supporting information - summarizing large volume of accounting information using the principles of ratio analysis; - specificity of corporate finance in the international company. <p><i>Skills:</i></p> <ul style="list-style-type: none"> - evaluate long-term streams of cash flows and dealing with the different investment opportunities; - evaluate performance and position of an enterprise; - estimate correlation between corporate governance quality and performance efficiency. <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - consideration of the practical aspects of corporate finance organization in the company <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - explanation of the specificity of Russian companies' dividend policy as compared to foreign ones; - on the examples of several cases there are illustrated the problems of corporate finance organization in the international companies. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - explain managerial decision making based on financial and nonfinancial statements; - discuss contemporary developments in financial and non-financial reporting.

<i>Course Title</i>	<i>Corporate Finance</i>
<i>Contents</i>	<p>Company, taxes and financial environment. Financial reporting. Financial ratio analysis. Working capital management. Dividend policy. Capital budgeting. Risk and financing. Financial policy and financial strategy of a company. Credit policy. Anti-crises financial policy.</p>
<i>Assessment</i>	<p>Final grade consists of: 20% - class work (cases); 20% - home work; 60% - Written exam that consists of multiple choice questions, practice problem solving and open questions Course paper</p>
<i>Recommended Reading</i>	<p>Basic reading Joseph P. Ogden, Frank C. Jen, Philip F. O'Connor. Advanced Corporate Finance: Policies and Strategies, 2009. Additional reading Ross S., Westerfield R., Jordan B. Fundamentals of Corporate Finance, 2008. Brealey R., Myers S., Marcus A. Fundamentals of Corporate Finance, 2005.</p>

<i>Course Title</i>	<i>Investment Strategy</i>
<i>Short description</i>	<p>Course is focused on the in-depth analysis of a theory of corporate investment strategy development, practical application of management criteria and principles in designing of corporate investment projects and investment strategy.</p> <p>Course develops following competences:</p> <p>PC-2. Ability to develop organization strategy</p> <p>PC-4. Ability to develop organisation development programs and ensure their realisation</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business</p> <p>PC-13. Ability to apply modern methods and techniques of managerial disciplines teaching</p> <p>PC-14. Ability to develop curriculums and methodical maintenance for managerial disciplines teaching</p>
<i>Credits</i>	3
<i>Contact hours</i>	32
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, self-study, case study, presentations
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - the criteria, principles and methodology of efficiency evaluation of investment projects; - the basics of investment project designing; - the tools and techniques of project management. <p><i>Skills:</i></p> <ul style="list-style-type: none"> - to be able to apply the adequate methods for assessment of investment project efficiency; - to be able to elaborate an investment strategy for a company; - to understand and be able to explain the close connection between corporate strategy and corporate investment strategy. <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - evaluation of corporate investment policy efficiency; - application of tools and methods in assessment of international investment projects. <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - participation of Russian business in international investment projects; - prospects of investment cooperation of Russian and foreign companies. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - to discuss the role and functions of project manager and its relationship to the environment; - to evaluate the current investment activity of Russian business.
<i>Contents</i>	<p>Corporate development strategy and its impact on investment strategy.</p> <p>Investment management in the company.</p> <p>Investment designing.</p> <p>Investment project management and environment.</p> <p>Tools and techniques of project management.</p> <p>Criteria, principles and methods of efficiency assessment of investment projects.</p> <p>Investment project development (case-study).</p> <p>Corporate investment strategy and investment policy.</p> <p>Design of corporate investment strategy and policy (case-study).</p> <p>Presentation of companies' investment strategies.</p>
<i>Assessment</i>	Final grade consists of:

<i>Course Title</i>	<i>Investment Strategy</i>
	20% - class work (cases); 20% - home work; 60% - Written test which includes open/multiple choice questions and case-study Course paper
<i>Recommended Reading</i>	<p><i>Core reading</i></p> <ol style="list-style-type: none"> 1. Guide to Investment Strategy: How to Understand Markets, Risk, Rewards And Behavior (Economist) by Peter Stanyer and Elroy Dimson (Publisher: Bloomberg Press - September 7, 2006); 2. Multi Asset Class Investment Strategy (The Wiley Finance Series) by Guy Fraser-Sampson (Publisher: Wiley - Aug 7, 2006). <p><i>Additional reading</i></p> <ol style="list-style-type: none"> 1. The Guru Investor: How to Beat the Market Using History's Best Investment Strategies by Jack M. Forehand (Kindle Edition - Feb 4, 2009). 2. The Real Estate Investor's Tax Strategy Guide: Maximize tax benefits and write-offs, Implement money-saving strategies...Avoid costly mistakes... Protect your investment... Build your wealth by Tammy H Kraemer and Tyler D Kraemer (Publisher: Adams Media - Dec 17, 2008).

<i>Course Title</i>	<i>Financial Management</i>
<i>Short description</i>	<p>Course is focused on the depth research of major issues of financial management and practical application of financial management methods with an aim to provide students with theoretical basics and practical skills in managerial decisions making concerned with key areas of financial management.</p> <p>Course develops following competences:</p> <p>PC-2. Ability to develop organization strategy</p> <p>PC-3. Ability to use modern methods of corporate finance management in order to accomplish strategic tasks</p> <p>PC-7. Good command of strategic analysis methods</p> <p>PC-14. Ability to develop curriculums and methodical maintenance for managerial disciplines teaching</p>
<i>Credits</i>	3 (+3 for course project)
<i>Contact hours</i>	48 (+course project consultation hours)
<i>Total Workload</i>	108 (+108 for course project)
<i>Teaching Methods</i>	Lectures, seminars, case study, presentations, project work
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - the principles of financial resources formation, their efficient allocation and use; - the rules of data consolidation and elimination in financial statements; - how to produce a ratio analysis from financial statements and supporting information; - how a system of financial control is organized in large companies. <p><i>Skills:</i></p> <ul style="list-style-type: none"> - explain the principles of accounting for capital schemes and foreign exchange rate changes; - evaluate the sources of corporate value creation and application of methods for value estimation; - prepare the full consolidated statements of a single company and the consolidated statements of financial position and comprehensive income for a group (in relatively complex circumstances). <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - consideration of the practical aspects of financial management in the company, in particular, in international company. <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - explanation of the specificity of Russian companies' approaches to manage their finance as compared to foreign ones; - on the examples of several cases there are illustrated the problems, behavior of Russian companies acting on the international capital markets. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - to identify financial problems of a company based on evaluation of its performance and position; - to discuss accounting principles and their relevance to accounting issues of contemporary interest.
<i>Contents</i>	<p>New role of finance in corporate value creation.</p> <p>Financial management based on corporate value management (Value based management).</p> <p>Approaches to corporate value estimation.</p> <p>Concepts and theories of capital management. Methodology of cost of capital evaluation.</p> <p>Approaches to making a decision on a company's financing.</p> <p>Formation of corporate financial strategy on financial markets.</p> <p>Corporate financial control: essence, functions, elements.</p>

<i>Course Title</i>	<i>Financial Management</i>
	<p>Financial control in a holding company. Interdependence between organizational and financial structure of a company.</p> <p>Main accounting and budget forms of a company. Principles of accounting for capital schemes.</p> <p>Influence of the foreign exchange rate changes on the financial statements and applied techniques in accounting.</p> <p>Consolidated statements: principles, techniques, example of preparation for a single company and a group.</p>
<i>Assessment</i>	<p>Final grade consists of:</p> <p>20% - class work (cases);</p> <p>20% - home work;</p> <p>60% - Written exam which includes cases/problems followed by open/multiple choice questions</p> <p>Course project is graded separately</p>
<i>Recommended Reading</i>	<p><i>Core reading</i></p> <p>Eugene F. Brigham, Joel F. Houston. Fundamentals of Financial Management. 2009.</p> <p><i>Additional reading</i></p> <ol style="list-style-type: none"> 1. Matt H. Evans. Excellence in Financial Management, 2006. 2. Brigham F. Michael C. Financial Management, Ehrhardt 2005. 3. Roman A. Improving the Financial Control – A Priority of Corporate Management Nowadays, 2004.

<i>Course Title</i>	<i>Portfolio Analysis and Management</i>
<i>Short description</i>	<p>The class will discuss various techniques to combine investments and to create mono-asset or multi-assets portfolios. These include selecting suitable investment policies and strategies, balancing asset classes, integrated risk management, efficient diversification, market efficiency, measuring and attributing performance for an investment portfolio.</p> <p>Course develops following competences: PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management PC-7. Good command of strategic analysis methods PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p>
<i>Credits</i>	3 (+3 for course project)
<i>Contact Hours</i>	48 (+course project consultation hours)
<i>Total Workload</i>	108 (+108 for course project)
<i>Teaching Methods</i>	Lectures, seminars, written homework, case studies, lecturer's consultations, self-study, group and individual tasks.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>Knowledge:</p> <ul style="list-style-type: none"> - wide variety of investments – classic assets (equity, fixed income, derivatives and structured notes) and alternative investment vehicles (real estate, venture capital funds and professionally managed funds) <p>Skills:</p> <ul style="list-style-type: none"> - be able to define their own investment policy tailored to their own risk return preferences; - be able to practically construct their own portfolio according to target returns <p>Understanding business world:</p> <ul style="list-style-type: none"> - how different investments are combined to compose portfolio; - appraise critically the various theories on portfolio creation <p>International perspective:</p> <ul style="list-style-type: none"> - several cases from Harvard business school illustrate the practical issues that are encountered in the course of portfolio creation and choosing the right strategy for returns optimization <p>Attitudes and broader trends in the society:</p> <ul style="list-style-type: none"> - role and peculiarities of major investment markets (Europe, USA, Asia and emerging markets) - role of investment operations in economic crisis
<i>Contents</i>	<p><i>Theme 1. Introduction to the Course</i></p> <p><u>Part 1.</u> Overview of Portfolio Management. Five steps of investment process: Investment Policy, Investment Analysis, Portfolio Construction, Portfolio Revision, Portfolio Performance Evaluation</p> <p><u>Part 2.</u> The “building blocks” of international portfolios, i.e. the main types of financial investments: foreign exchange, currencies, equities, bonds, commodities, derivatives, The main markets for these investments (Europe, USA, Asia and Emerging markets).</p> <p><i>Theme 2. Basics of risk</i></p> <p><u>Part 1.</u> Risk theories. Risk of the capital and return. N.Taleb and “black swan”. Dr. Harry Markowitz – assumptions about investors’ behavior. Risk aversion notion; Probability distribution; Expected return (mean return); Variance and standard deviation.</p> <p><u>Part 2.</u> Types of risks. Common versus independent risk. Diversification in stocks portfolio: firm specific versus systematic risk; Measuring systematic risk; Capital markets efficiency.</p>

<i>Course Title</i>	<i>Portfolio Analysis and Management</i>
	<p><i>Theme 3. Risk premium and CAPM</i></p> <p><u>Part 1.</u> Risk free rates and risk premium. Historical risk premium; Various spread risks (sovereign risk, industry risk and other asset specific risks). CDS as insurance against those risks; Models of risk management.</p> <p><u>Part 2.</u> Basic CAPM assumptions. Capital Market Line; Market Risk and Beta; Security Market Line; The Market Portfolio.</p> <p><i>Theme 4. Choosing an optimal portfolio</i></p> <p><u>Part 1.</u> The expected return of a portfolio. The volatility of a two-stock portfolio; Covariance, correlation; Volatility of a large portfolio; Risk versus return choosing an efficient portfolio; The efficient frontier.</p> <p><u>Part 2.</u> Efficient Market Analysis. Fama-French three factor model. Theory of efficient market and arbitrage; Testing effectiveness of portfolio management.</p> <p><i>Theme 5. International investment universe</i></p> <p><u>Part 1.</u> International diversification. Additional diversification and international finance; International markets, correlation between the markets; International listings.</p> <p><u>Part 2.</u> Alternative investments. Real estate, structured products, private equity, venture funds; Institutional investors. Mutual funds. Hedge Funds. Prime brokers.</p>
<i>Assessment</i>	<p>Final results are forms using the following principles.</p> <p>10% - active class participation</p> <p>30% - homework and cases (individual or group reports)</p> <p>30% - quizzes</p> <p>30% - written final test / written final essay</p> <p>Course project is graded separately</p>
<i>Recommended Reading</i>	<ol style="list-style-type: none"> 1. William F. Sharpe. Gordon J. Alexander, Jeffery V. Beyli, "INVESTMENTS" . Professor of Finance, Emeritus, Graduate School of Business, Stanford University. Nobel Prize in Economic Sciences, 1990; 2. Aswath Damodaran, damodaran online, Investment Analysis; 3. Jonathan Berk, Peter DeMarzo. Corporate Finance; 4. Eugene F. Fama, Merton H. Miller, Theory of Finance. Graduate School of Business. The University of Chicago. 5. Value and Risk: Beyond Betas. Aswath Damodaran (http://pages.stern.nyu.edu/~adamodar/)

<i>Course Title</i>	<i>Comparative Management</i>
<i>Short description</i>	<p>The course will enable students to develop skills of adaptation in culturally diverse regions of the world so that international businesses can be effectively managed and business failures related to cultural blunders can be minimized.</p> <p>Course introduces students into implementation of managerial functions in different business cultures, explains how national cultures influence management approaches and styles, demonstrates different ways of doing business and prepares for international contacts a manager has in practice.</p> <p>Course develops following competences:</p> <p>GL-1. Ability to develop individual cultural and professional qualification and master new research methods independently;</p> <p>GL-3. Ability to gain and use new knowledge and skills independently</p> <p>GL-4. Ability to make organizational and managerial decisions and estimate their effects</p> <p>GL-5. Fluent command of foreign language as a means of professional communication</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems</p>
<i>Credits</i>	2 (+3 for course project)
<i>Contact Hours</i>	24 (+course project consultation hours)
<i>Total Workload</i>	72 (+108 for course project)
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - definition and characteristics of "culture" in a managerial sense - dimensions of international culture (Hofstede, Trompenaars, Lewis, etc.), clusterisations of cultures - organizational models <p><i>Skills:</i></p> <ul style="list-style-type: none"> - use different managerial practices based on cultural aspects of environment - find proper approaches to motivation and cooperation - resolve conflicts based on cultural differences <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - understand the role of globalization in managerial decision making process - understand major approaches of national American, European, Japanese and Russian management <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - understand and evaluate effectiveness of international managerial practices - compare foreign managerial practices with national ones and find reasons for similarities and differences <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - understand increasing role of intercultural management issues in contemporary economy
<i>Contents</i>	<p>Introduction: history of management thought.</p> <p>Basis for comparison: culture differences, elements of culture, types of organizational culture, organizational subcultures.</p> <p>Cultural forces, Research of G. Hofstede and F. Trompenaars</p> <p>European Theories of Management (Max Weber, Henri Fayol, Karol Adamecki)</p>

<i>Course Title</i>	<i>Comparative Management</i> American Theories of Management (Frederick W. Taylor, Frank and Lillian Gilbreth, Henry Gantt, Mary Parker Follett, Chester Barnard, Elton Mayo, Fritz Roethlisberger, Douglas McGregor) American Practice of Management. Japanese Practice of Management. Management Thoughts in Russia. Contemporary Management in Russia: Combination of Eastern and Western Cultures. Managing cross-cultural differences.
<i>Assessment</i>	- 20% class work - 20% homework - 60% final test Course project is graded separately
<i>Recommended Reading</i>	<i>Core reading</i> 1. Lewis, Richard D. When cultures collide: leading across cultures.– 3rd ed.- p. cm. Rev. ed. of: When cultures collide: managing successfully across cultures. Includes bibliographical reference and index. - Nicholas Brealey International, 2007 2. Brown, J.Frank. The Global Business Leader. Practical Advice for Success in a Transcultural Marketplace. INSEAD Business Press Series. Palgrave Macmillan, 2007 3. Daniels, John D., International business: environments and operations/ John D. Daniels, Lee H. Radebaugh. – 9th ed. p. cm. Includes bibliographical references. 4. Deresky H., International Management: managing across borders and cultures – 3rd ed., p. cm. Includes bibliographical reference and index. – Prentice Hall International <i>Additional reading</i> 1. Fatehi, Kamal. Managing Internationally: Succeeding in a culturally diverse world– Sage Publications, Inc. 2008. 2. Gooderham, Paul N. International Management: cross-boundary challenges / Paul N. Gooderham and Odd Nordhaug. - p. cm. – (Management, organizations, and business series) Includes bibliographical reference and index. – Blackwell Publishing, 2005 3. Hofstede G., Cultures and Organization. Software of the Mind: Intercultural Cooperation and its Importance for Survival– Profile Books Ltd., 2003 4. Trompenaars F. and Hampden-Turner C., Riding the Waves of Culture: Understanding Cultural Diversity– Second edition. - Nicholas Brealey Publishing, reprinted with correction 2004.

<i>Course Title</i>	<i>Scientific and Business Presentation Skills</i>
<i>Short description</i>	<p>Course is designed to give students confidence when delivering presentations. During this course students will learn how to overcome, and use problems to their advantage in order to give maximum impact with presentations. Having completed this presentation skills course participants will be able to:</p> <ul style="list-style-type: none"> Build presentations that create maximum impact. Choose the right visual aids. Use voice to greater effect. Recognize and transform problem areas. Handle audience with confidence <p>Course develops following competences:</p> <ul style="list-style-type: none"> GL-5. Fluent command of foreign language as a means of professional communication GL-6. Possession of public, business and scientific communication skills
<i>Credits</i>	1 (+1 for final presentation)
<i>Contact Hours</i>	16 (+presentation consultation hours)
<i>Total Workload</i>	36 (+36 for final presentation)
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - presentation types, goals and objectives - presentation logic and composition - presentation techniques <p><i>Skills:</i></p> <ul style="list-style-type: none"> - presentation planning - presentation scripting - slide types and composition - time-management - verbal and non-verbal communication skills <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - importance of presentation for achieving presenter's objectives - tailoring presentation to the audience - solving problems issues: interruptions, misunderstanding, ice-breaking <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - specifics of delivering presentation to a multi-cultural audience - communication patterns is different cultures <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - ethical aspects of presentation: issues to discuss in public and privately - limitations of a presentation as a communication tools
<i>Contents</i>	<p><i>The Material:</i></p> <ul style="list-style-type: none"> Establishing a clear purpose Using successful information gathering techniques Choosing the best route through your material Identifying the key points Creating strong openings and closings Knowing the pros and cons of different visual aids Making it big, bold and brilliant <p><i>The Presenter:</i></p> <ul style="list-style-type: none"> Carrying out the ‘essential checks’ Presenting the ‘right’ image Using your words, tone and body language Working with the qualities of your voice Acknowledging and overcoming nerves

<i>Course Title</i>	<i>Scientific and Business Presentation Skills</i>
	Using relaxation techniques Using mannerisms and gestures to enhance impact <i>The Audience:</i> Knowing your audience to develop presentations that appeal Building rapport Getting and keeping them on your side Working with questions Handling difficult people Understanding group dynamics
<i>Assessment</i>	- 20% class work - 20% home work - 60% final presentation
<i>Recommended Reading</i>	<i>Core reading</i> 1. William R Steele, "Presentation Skills 201: How to Take it to the Next Level as a Confident, Engaging Presenter". Outskirts Press, 2009 2. Timothy J. Koegel "The Exceptional Presenter: A Proven Formula to Open Up and Own the Room", Greenleaf Book Group Press; 2007 3. Jerry Weissman, "Presenting to Win: The Art of Telling Your Story, Updated and Expanded Edition", FT Press; Upd Exp edition, 2008 <i>Additional reading</i> 1. Jennifer Rotondo, Mike Rotondo Jr., Presentation Skills For Managers, McGraw-Hill; 1 edition, 2001

<i>Course Title</i>	<i>Business Communications – Russian (Foreign) Language</i>
<i>Short description</i>	<p>This course will teach students to communicate in a clear, courteous, concise, complete and correct manner on both personal and professional levels. Competency will be developed in oral, written, interpersonal, technological and employment communication. Listening skills will be incorporated throughout the course. The overriding goal is to provide students with a solid communication base so they are able to communicate effectively.</p> <p>Course develops following competences: GL-2. Ability for changing the sphere of his/her professional activity GL-5. Fluent command of foreign language as a means of professional communication GL-6. Possession of public, business and scientific communication skills</p>
<i>Credits</i>	from 2 to 4
<i>Contact Hours</i>	from 36 to 72
<i>Total Workload</i>	from 72 to 144
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - rules of communication in a wide range of local and international contexts with people from a variety of cultures and through a variety of modes, and media in a wide range of genres <p><i>Skills:</i></p> <ul style="list-style-type: none"> - communicate in a foreign language with fluency, appropriateness and accuracy - give an individual presentation, - lead a meeting - present and submit a group project, write reports, and analyze a given situation and make recommendations <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - understand and use different communication genres including those related to corporate communication, promotional communication and creative communication <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - specific rules and forms of business communications characteristic for different cultural environments <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - awareness of opportunities and changes in the global business environment - recognition of different values, cultures and behaviors - development of strong moral principles and professional and ethical responsibility - promotion and maintenance of a culture that values cross-disciplinary approaches and diversity.
<i>Contents</i>	<ol style="list-style-type: none"> 1. Students will identify the communication process and practice effective nonverbal communication skills. 2. Students will communicate using correct usage and mechanics. 3. Students will develop and practice effective oral communication skills. 4. Students will develop reading strategies that will improve speed, comprehension, and retention. 5. Students will compose effective written communication. 6. Students will develop and practice proficient listening skills. 7. Students will apply basic social communication skills in personal and professional situations by demonstrating competence, ethics, leadership,

<i>Course Title</i>	<i>Business Communications – Russian (Foreign) Language</i> and interpersonal skills. 8. Students will use technology to enhance the effectiveness of communication. 9. Students will integrate all forms of communication in the successful pursuit and retention of employment by creating an employment portfolio.
<i>Assessment</i>	- 20% class work - 30% homework - 50% final assignment/test
<i>Recommended Reading</i>	<i>Core reading</i> defined by each course track specifically <i>Additional reading</i> defined by each course track specifically

<i>Course Title</i>	<i>Managerial Economics (A&B)</i>
<i>Short description</i>	<p>Managerial Economics is concerned with the application of economic principles and methodologies to business decision problems. In this course students will increase their understanding of economics and learn a variety of techniques that will allow them to solve business problems relating to costs, prices, revenues, profits, and competitive strategies. The over-riding goal of the course is to make students better decision-makers in a business or institutional context but the principles and techniques are also applicable to personal financial and economic decisions. A subsidiary purpose of the course is to sharpen analytical skills so that students will be better able to recognize and solve decision problems in different contexts. The course, accordingly, is concerned with both theory and practice: the theory serves to sharpen analytical skills, and the practice will give experience in the application of the principles and techniques to real-world business problems.</p> <p>Course develops following competences: PC-1. Ability to manage organizations, divisions, units and groups of employees, as well as projects and networks PC-2. Ability to develop organization strategy</p>
<i>Credits</i>	3
<i>Contact Hours</i>	24
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - list the different goals and constraints that firms face - understand how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus, and what are the consequences of government intervention - derive the equilibrium conditions for cost minimization and profit maximization - understand economies of scale, diseconomies of scale, economies of scope, and cost complementarities, and how each affects the cost of production - understand the four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model - understand how game theory can be used to explain a number of business decisions <p><i>Skills:</i></p> <ul style="list-style-type: none"> - use calculus (first and second order derivatives) to solve for an optimum solution - measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - apply the economic way of thinking to individual decisions and business decisions - understand the different costs of production and how they affect short and long run decisions - explain the principal-agent problem and why different forms of compensation exist <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - understand why there is a role for the government to play in national and international markets

<i>Course Title</i>	<i>Managerial Economics (A&B)</i>
	<i>Attitudes and broader trends in the society:</i> - explain four different pricing practices such as discrimination, two part pricing, block pricing, commodity bundling, transfer pricing, and peak load pricing
<i>Contents</i>	<p>Module 1: The Fundamentals of Managerial Economics Goals and Constraints, The Nature and Importance of Profits, Understanding Incentives, Understanding Markets, Time and Value of Money, Marginal Analysis, Basic Calculus: The Calculus of Optimization</p> <p>Module 2: Demand and Supply Demand, Consumer Surplus, Supply, Producer Supply, Market Equilibrium, Price Ceilings and Price Floors, Comparative Statics: Changes in Demand and Supply, Price Elasticity of Demand, Price Elasticity, Total Revenue, and Marginal Revenue, Factors Affecting Price Elasticity, Cross Price Elasticity, Income Elasticity of Demand, Other Elasticities, Elasticities for Nonlinear Demand Functions</p> <p>Module 3: Costs of Production and the Organization of the Firm The Production Function, Profit-Maximizing Input Usage, Isoquants and Isocosts, Cost Minimization and Optimal Input Substitution, The Cost Function, Long-run Costs and Economies of Scale, Multiple Cost Functions and Economies of Scope, Methods of Procuring Inputs and Optimal Input Procurement, Managerial Compensation and the Principal-Agent Problem</p> <p>Module 4: Market Structure: Pricing and Output Decisions The Nature of Industry, Perfect Competition, Monopoly, Monopolistic Competition</p> <p>Module 5: Game Theory and Pricing Strategies Simultaneous Move, One Shot Games, Basic Pricing Strategies, Strategies that Yield Even Greater Profits, Pricing Strategies for Special Cost and Demand Structures, Pricing Strategies in Markets with Intense Price Competition</p> <p>Module 6: The Economics of Information and the Role of Government in the Marketplace Asymmetric Information, Auctions, The Role of Government in the Marketplace</p>
<i>Assessment</i>	- 40% home work - 60% final test
<i>Recommended Reading</i>	<p><i>Core reading</i></p> <ol style="list-style-type: none"> 1. Baye, Michael. Managerial Economics and Business Strategy. Sixth Edition. Boston: McGraw-Hill Irwin, 2009. 2. Baye, Michael. Study guide for use with Managerial Economics and Business Strategy. Sixth Edition. Boston: McGraw-Hill Irwin, 2008. <p><i>Additional reading</i></p> <ol style="list-style-type: none"> 1. William F. Samuelson, Stephen G. Marks "Managerial Economics", Wiley; 6 edition, 2008 2. Christopher Thomas, S. Charles Maurice "Managerial Economics", McGraw-Hill/Irwin; 2010

<i>Course Title</i>	<i>Research Methods in Management</i>
<i>Short description</i>	<p>Discipline is designed for delivering graduate students knowledge of research methods and understand the role of research and analytical function contributing to company market success.</p> <p>Coverage: Research methods - secondary data collection, collection of empirical data: qualitative, and quantitative, the case studies. Sample procedures. Statistical analysis. Methods of data analysis. Analysis of previous research and dissertations. Evaluation of related web-resources for data collection. Writing research brief and research proposal. Detailed description of research industry in Russia and in the world. Ethical consideration of research.</p> <p>By the end of the course students should critically evaluate courses of information; understand IT systems to support decision-making process within the company or for the dissertation.</p> <p>Course develops following competences:</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management</p> <p>PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment</p> <p>PC-7. Good command of strategic analysis methods</p> <p>PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p>
<i>Credits</i>	4 (+2 for course project)
<i>Contact Hours</i>	32 (+course project consultation hours)
<i>Total Workload</i>	144 (+72 for course project)
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>Knowledge:</p> <ul style="list-style-type: none"> - the business research process and its link with management of decision making within company - modern methods of collecting market information - methods of analyzing collected information -way of presenting research information <p>Skills:</p> <ul style="list-style-type: none"> - use range of research instruments for collecting, analyzing and disseminating information for effective management decision <p>Understanding business world:</p> <ul style="list-style-type: none"> - understand the role of research and analytical function contributing to company market success. - critically evaluate courses of information - understand IT systems to support decision-making process within the company - study the research industry to evaluate the potential of research agencies to outsource the research needs <p>International perspective:</p> <ul style="list-style-type: none"> - understand the research business and particular research agencies operating on the Russian and international markets <p>Attitudes and broader trends in the society:</p> <ul style="list-style-type: none"> - understand the ethical scope of the research (in the way of collecting personal data of customers, and keeping company's internal information)
<i>Contents</i>	<p>1. Research methods in Management.</p> <p>1.1. Business and management research process. Philosophical background of research. Ethical consideration of research.(ESOMAR code of Ethics). Setting up research problem, research question, develop hypothesis.</p>

<i>Course Title</i>	<i>Research Methods in Management</i>
	<p>1.2. Relationship of business research and research process for writing final Graduate dissertation</p> <p>1.3. Writing research brief and research proposal</p> <p>2. Approach, Method & process</p> <p>2.1. The positivist/negativist method to empirical research</p> <p>2.2. Desk research: process of secondary data collection; Types and sources of secondary data related to the research topic</p> <p>2.3. Process of empirical data collection: qualitative vs quantitative studies. Case studies as a source of data.</p> <p>2.4. Develop an instruments for empirical studies: observational form, topic-guide, questionnaire and scales for measurement.</p> <p>2.5. The sample. Process, and calculation (in practice and for dissertations)</p> <p>2.6. Statistical analysis: review of statistical methods.</p> <p>3. Reporting</p> <p>3.1. Writing up the research report</p> <p>3.2. Evaluating master's and doctoral Thesis</p>
<i>Assessment</i>	<p>Written exam (main key words evaluations, processes, research examples: case studies)</p> <p>Course project is graded separately</p>
<i>Recommended Reading</i>	<p>1. Mark N.K. Saunders, Adrian Thornhill, and Philip Lewis. Research Methods for Business Students (2009). Pearson International. Essex. England.</p> <p>2. Wilson Alan. Marketing research: an Integrated Approach. Second edition. FT Prentice hall. Market Research Society (MRS) (2006). Essex. England (recommended by CIM)</p> <p>3. prof. Irina I.Skorobogatykh lectures, cases</p> <p>Internet-sources: www.mrs.com www.esomar.nl www.comcon.com www.bcg.com www.pricewaterhousecoopers.com</p>

<i>Course Title</i>	<i>Contemporary Strategic Analysis</i>
<i>Short description</i>	<p>Course objectives are:</p> <ul style="list-style-type: none"> - expanding students' knowledge in the area of studying external and internal environment of the firm; - building on students' skills in identifying core competencies of the firm, which serve as a basis for achieving strategic competitiveness and above-average returns; - applying the principles of strategic analysis to devising business-level strategies; - studying the impact of competitive rivalry and competitive dynamics on the firm's strategic actions; - developing students' ability to formulate and implement viable corporate-level strategies, including diversification strategies, mergers and acquisitions, and international strategies. <p>Course develops following competences:</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management</p> <p>PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment</p> <p>PC-7. Good command of strategic analysis methods</p> <p>PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p>
<i>Credits</i>	4 (+2 for course project)
<i>Contact Hours</i>	32 (+course project consultation hours)
<i>Total Workload</i>	144 (+72 for course project)
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - the strategic-management model, - external audit: nature, sequence - analysis tools: PESTEL, 5-forces, SWOT, opportunity analysis - forecasting tools and techniques - types of strategies and means for their achievement - comprehensive strategy-formulation framework <p><i>Skills:</i></p> <ul style="list-style-type: none"> - writing and evaluating mission statement - development of the external factor evaluation (EFE) matrix, the competitive profile matrix (CPM), internal factor evaluation (IFE) matrix - composition of SPACE matrix <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - benefits and pitfalls of strategic management - understanding role of strategic statements - integrating strategy and organizational culture, - strategic management in nonprofit and governmental organizations and small firms <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - international issues in strategic management within operations, merges and acquisitions: legislation, economy, culture. <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - business ethics and strategic management - managing resistance to change - cultural aspects of strategy choice - politics of strategy choice - role of a board of directors

<i>Course Title</i>	<i>Contemporary Strategic Analysis</i>
<i>Contents</i>	<p>1: THE NATURE OF STRATEGIC MANAGEMENT Key Terms in Strategic Management. The Strategic-Management Model. Benefits and Pitfalls of Strategic Management. Guidelines for Effective Strategic Management. Business Ethics and Strategic Management</p> <p>2: THE BUSINESS MISSION Importance of Vision and Mission Statements. Characteristics of a Mission Statement. Components of a Mission Statement . Writing and Evaluating Mission Statements</p> <p>3: THE EXTERNAL ASSESSMENT The Nature of an External Audit. PESTEL, Competitive Analysis: Porter's Five-Forces Model. Sources of External Information. Forecasting Tools and Techniques. Industry Analysis: The External Factor Evaluation (EFE) Matrix. The Competitive Profile Matrix (CPM)</p> <p>4: THE INTERNAL ASSESSMENT The Nature of an Internal Audit. Integrating Strategy and Culture. Opportunity Analysis. The Internal Factor Evaluation (IFE) Matrix</p> <p>5: STRATEGIES IN ACTION Long-Term objectives. Types of Strategies: Integration, Intensive, Diversification, Defensive Strategies. Michael Porter's Generic Strategies. Means for Achieving Strategies. Merger/Acquisition. Strategic Management in Nonprofit and Governmental organizations and Small Firms</p> <p>6: STRATEGY ANALYSIS AND CHOICE The Nature of Strategy Analysis and Choice. A Comprehensive Strategy-Formulation Framework: Input Stage, Matching Stage, Decision Stage. Cultural Aspects of Strategy Choice. The Politics of Strategy Choice</p> <p>7: IMPLEMENTING STRATEGIES: MANAGEMENT ISSUES The Nature of Strategy Implementation. Annual Objectives, Policies, Resource Allocation. Managing Conflict. Matching Structure with Strategy. Restructuring, Reengineering, and E-Engineering. Managing Resistance to Change. Creating a Strategy-Supportive Culture. Production/Operations Concerns When Implementing Strategies, Human Resource Concerns When Implementing Strategies</p>
<i>Assessment</i>	<ul style="list-style-type: none"> - 20% class work - 30% homework - 50% final test <p>Course project is graded separately</p>
<i>Recommended Reading</i>	<p><i>Core reading</i> Fred R. David, "Strategic Management. Concepts and Cases", 13th edition, Prentice Hall; 2010</p> <p><i>Additional reading</i></p> <ol style="list-style-type: none"> 1. Robert M. Grant, "Contemporary Strategy Analysis", 7th Edition [Kindle Edition], Wiley Higher Ed; 2009 2. Craig S. Fleisher, "Business and Competitive Analysis", FT Press; 1 edition, 2010 3. David Williamson, Peter Cooke, Wyn Jenkins, Keith Michael Moreton, "Strategic Management and Business Analysis", Butterworth-Heinemann, 2003

<i>Course Title</i>	<i>Theory of Organization and Organizational Behavior</i>
<i>Short description</i>	<p>The purpose of this course is to increase students' understanding of complexities of the organizations' environment and to gain greater agility in finding proactive ways of meeting the challenges they present. The course is built around the two disciplines that specialize in studying organizations: organizational behavior and organizational theory. Organizational behavior explores the behavior, attitudes, and performance of people in organizations. It covers numerous topics like perception, attribution, motivation, communication, and leadership. These themes do not have one generally accepted and logical developmental sequence. Organizational theory, on the other hand, focuses on the key contextual variables that upper level management needs to keep in mind. These include well-defined goals; congruency with the external environment; and appropriate culture, technology, structure and design.</p> <p>Course develops following competences:</p> <p>PC-1. Ability to manage organizations, divisions, units and groups of employees, as well as projects and networks</p> <p>PC-2. Ability to develop organization strategy</p> <p>PC-4. Ability to develop organisation development programs and ensure their realisation</p>
<i>Credits</i>	4
<i>Contact Hours</i>	32
<i>Total Workload</i>	144
<i>Teaching Methods</i>	Lectures, seminars, written and/or oral homework, case studies, self-study.
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - modernist organization theory, neo-modernist organization theory, postmodernist organization theory - reflective organization theory: symbols, meanings and interpretations, reflexive organization theory: critical theory and psychoanalysis - introduction to organizational behavior: the field of organizational behavior; organizational justice, ethics, and corporate social responsibility - organizational processes: organizational culture, creativity, and innovation; organizational structure and design; managing organizational change: strategic planning and organizational development <p><i>Skills:</i></p> <ul style="list-style-type: none"> - demonstrate approaches to group dynamics: group dynamics and work teams; communication in organizations; decision-making in organizations; interpersonal behavior at work: conflict, cooperation, trust, and deviance - learn how to influence others: power and its uses and abuses in organizations; leadership in organizations <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - the individual in the organization: work-related attitudes: prejudice, job satisfaction, and organizational commitment; motivation in organizations <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - European and American theories of organization; - behavioral patterns in foreign cultures; <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - basic human processes: perception and learning: understanding and adapting to the work environment; - individual differences: personality, skills, and abilities, coping with organizational life: emotions and stress
<i>Contents</i>	Understanding Organizations and Organizing Mechanical Images of Organization

<i>Course Title</i>	<i>Theory of Organization and Organizational Behavior</i>
	<p>The External Environment Strategy and Structure Organismic Images of Organization Organizations as Cultures Organizational Technology Organizations as Brains Organizations as Political Systems Organizations as Psychic Prisons Integration and Critical Assessment Organization as a Process of Transformation and Flux</p>
<i>Assessment</i>	<p>- 10% class work - 40% homework - 50% final test</p>
<i>Recommended Reading</i>	<p><i>Core reading</i> 1. John R. Schermerhorn Jr, James G. Hunt, Richard N. Osborn, "Organizational Behavior", Wiley; 10 edition 2008 2. Stephen P. Robbins, Timothy A. Judge, "Organizational Behavior" (14th Edition) (MyManagementLab Series), Prentice Hall; 2010 <i>Additional reading</i> 1. Angelo Kinicki, Robert Kreitner "Organizational Behavior: Key Concepts, Skills & Best Practices", McGraw-Hill/Irwin; 4 edition, 2008 2. Don Hellriegel, John W. Slocum, "Organizational Behavior", South-Western College Pub; 13 edition, 2010</p>

<i>Course Title</i>	<i>Delivering Customer Value through Marketing</i>
<i>Short description</i>	<p>The course is designed to enable students to build on previous learning and demonstrate their ability to apply marketing tools, models and techniques used in key marketing functions – product management, new product development, branding, product positioning, pricing, channel management, marketing communications, customer relationship management and the provision of customer service. On completion of this unit, students will be able to make informed decisions about the marketing mix elements and apply them to optimum effect towards the achievement of organisational and marketing objectives.</p> <p>Course develops following competences: PC-2. Ability to develop organization strategy PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems</p>
<i>Credits</i>	2
<i>Contact Hours</i>	24
<i>Total Workload</i>	72
<i>Teaching Methods</i>	Lectures, seminars, case analysis
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - product analysis and management tools - how pricing is used to influence customers in different organizational contexts; - factors that influence pricing decisions, and apply the different pricing approaches and strategies - the importance of channel management and the factors that will determine and influence choice of channel management strategy - customer service expectations in different organizational contexts and develop solutions to deliver high levels of service and care to customers in different segments. - an innovative and effective integrated marketing mix to reinforce the organization's brand values and overall marketing proposition and competitive advantage - customer requirements for product and service delivery to ensure the marketing proposition is customer-focused, efficient and effective <p><i>Skills:</i></p> <ul style="list-style-type: none"> - examine and apply the various tools used by marketers to develop and manage products (and services), both individually and as part of a portfolio - develop marketing communications strategy and plans that contribute to the attainment of key business and marketing objectives - develop and implement an effective and efficient channel management strategy that reflects the needs of stakeholders and considers the impact of the external environment - develop effective and innovative communications strategy and plans that clearly delivers the organisation's proposition to the market through effective segmentation and targeting of internal and external markets <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - applying course content to both products and services and across a range of industry sectors - marketing practices evolution in Russia <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - applying course content in both domestic and international contexts <p><i>Attitudes and broader trends in the society:</i></p>

<i>Course Title</i>	<i>Delivering Customer Value through Marketing</i>
	- growth of service sector importance in modern economy - CSR and business ethics in marketing
<i>Contents</i>	Application of the various tools used by marketers to develop and manage products (and services), both individually and as part of a portfolio. Analysing how pricing is used to influence customers in different organisational contexts; consider the factors that influence pricing decisions, and apply the different pricing approaches and strategies . Assessment of the importance of channel management and the factors that will determine and influence choice of channel management strategy . Developing marketing communications strategy and plans that contribute to the attainment of key business and marketing objectives . Determining customer service expectations in different organisational contexts and developing solutions to deliver high levels of service and care to customers in different segments.
<i>Assessment</i>	A 3 hours case-based written examination. Preparing for the exam students need to undertake a thorough case analysis using the following concepts and models: PESTEL, SWOT, Competitive Forces by Porter, Porter's generic strategies, Ansoff's matrix, BCG matrix, GE matrix, PLC, SERQUAL
<i>Recommended Reading</i>	<ol style="list-style-type: none"> 1. Linton C. and Donnelly R. CIM Coursebook. Delivering Customer Value through Marketing, 2009. 2. Drummond G., Ensor J., Ashford R. Strategic Marketing: Planning and control, Elsevier, 2008 3. Jobber, D. Principles and practice of marketing. 5th edition. Maidenhead, McGraw-Hill, 2007 4. Selected articles <p>Internet sources http://www.cim.co.uk/marketingresources</p>

<i>Course Title</i>	Marketing Management
<i>Short description</i>	<p>The course reflects the very real challenges and introduces the knowledge and skills required to effectively manage the marketing function, increasing capacity and capability for value creation within the organisation.</p> <p>The key aims of the Marketing Management course are to:</p> <ul style="list-style-type: none"> - Recommend a structure for the marketing function to deliver value to the organisation through marketing activities. - Assessment of a range of activities appropriate for managing the marketing function - Recruiting, structuring, forming, managing and developing marketing teams to deliver effective performance - Assessing the resources and capabilities of the organisation for successful delivery of marketing through effective and efficient management of the team - Developing effective and justified business cases through budgeting and cost benefit analysis using financial management techniques within the marketing function - Enabling marketing to assess the financial situation of the organisation to provide sustainable marketing value. <p>Course develops following competences:</p> <p>PC-1. Ability to manage organizations, divisions, units and groups of employees, as well as projects and networks</p> <p>PC-4. Ability to develop organisation development programs and ensure their realisation</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems</p>
<i>Credits</i>	3
<i>Contact Hours</i>	48
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Lectures, seminars, work-based assignment
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>Knowledge:</p> <ul style="list-style-type: none"> - the scope of marketing management: APIC approach (analysis, planning, implementation and control of marketing activities) - the links between marketing and corporate strategies - marketing audit principles (where are we now, and where we would like to be, and how to achieve these goals) - strategic and tactical decisions in marketing. - the decisions about resource allocation for implementing marketing strategy. <p>evaluation, and selection of target markets (STP – segmentation, targeting, positioning)</p> <ul style="list-style-type: none"> - relationship marketing paradigm - marketing mix decisions within marketing plans and marketing budget. - the use of market intermediaries in development of marketing channels. the vertical marketing systems <p>Skills:</p> <ul style="list-style-type: none"> - application of the marketing audit models to evaluate marketing environment: <p>PESTEL, porter 5 forces, SWOT</p> <ul style="list-style-type: none"> - Ansoff matrix: produc-markets evaluation of consumer behavior models, - the process of setting corporate and marketing goals for strategic development,

<i>Course Title</i>	Marketing Management
	<p>- segmentation, targeting and positioning (STP)</p> <p><i>Understanding business world:</i></p> <p>- how marketing management process used by organization of different industry sectors</p> <p><i>International perspective:</i></p> <p>- the evolution of marketing management on the international markets</p> <p><i>Attitudes and broader trends in the society:</i></p> <p>- the role of marketing in the society in delivering the values of product (services) and company (CSR)</p>
<i>Contents</i>	The marketing infrastructure. Marketing mix decisions. Developing marketing strategies. Measuring, monitoring and improving marketing performance. Managing marketing teams. Operational finances for marketing.
<i>Assessment</i>	<p>The assessment for this subject is a work-based assessment. The assessment expects students to use either their own organisation or one they know well as a starting point.</p> <p>An example of the possible scenario is given below:</p> <p>For your organisation or one of your choice, prepare a report to present to the Senior Management Team of your organisation, which addresses the following tasks:</p> <p>Task One: briefly describe the marketing function/department which forms the basis of your assignment, identify the key challenges and issues facing the organisation with regard to the current status of its quality management systems, in terms of maximising the value delivered to the organisation by the marketing function</p> <p>Task Two: evaluate the options available to the organisation to improve its quality management systems for marketing, and explain how they will improve performance management</p> <p>Task Three: select an appropriate quality model (alternative to any currently used if applicable), justifying your choice, compare and contrast the benefits that could be gained by basing quality systems on this new model with the benefits currently provided by the existing systems</p> <p>Task Four: describe what would need to be done to introduce the proposed changes in quality systems into the marketing function, taking into account resource requirements</p> <p>Task Five: identify the potential difficulties that may arise from the implementation of systems based on this quality model, and make proposals for both preventing the difficulties from occurring, as far as possible, and managing them if they arise</p> <p>Task Six: based on these considerations, provide a recommendation, with full justification, to Senior Management as to whether the changes should be made.</p>
<i>Recommended Reading</i>	<p>1. Palmer, R., Cockton, J. and Cooper, G. (2007) Managing marketing: a practical guide for marketers. 1st edition. Oxford, Elsevier</p> <p>2. Kotler Ph. Keller K. Marketing Management, 13th edition, Prentice Hall, 2008</p>

<i>Course Title</i>	Marketing Planning and Audit
<i>Short description</i>	<p>The course aims to:</p> <ul style="list-style-type: none"> - provide a detailed understanding of marketing planning, including the synergistic planning process and its links with marketing strategy - present an assessment of the dynamic and complex nature of the marketing environment and its impact on developing marketing plans to achieve strategic outcomes and competitive advantage. - consider segmentation, targeting and positioning strategies with a view to developing sophisticated approaches to targeting customers and the creation of effective positioning strategies - apply the concept of the marketing planning process to a variety of organisational contexts and sectors, and to account for differences in organisational goals when developing marketing plans <p>Course develops following competences:</p> <p>PC-5. Ability to use quantitative and qualitative methods in scientific research and business processes management</p> <p>PC-7. Good command of strategic analysis methods</p> <p>PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p> <p>PC-11. Ability to carry out independent research according to the developed research program</p>
<i>Credits</i>	2
<i>Contact Hours</i>	30
<i>Total Workload</i>	72
<i>Teaching Methods</i>	Lecture, seminar, individual project, tutorials
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - the role of the marketing planning process and the marketing plan implementation in a range of marketing contexts including that of the organisation's strategy, culture and broader marketing environment - interconnectivity between corporate, business and marketing objectives and consider the impact of the external marketing environment and the organisation's resources on their development and achievement - importance of segmentation, targeting and positioning and their relative interdependencies - significance of retaining existing customers through relationship marketing when developing strategies to achieve marketing objectives <p><i>Skills:</i></p> <ul style="list-style-type: none"> - conduct a marketing audit including a detailed analysis of the internal and external marketing environments - assess the findings of the audit and develop a marketing plan that is responsive to market and organisational changes and underpins the organisation's marketing strategy; - develop effective segmentation, targeting and positioning strategies which are innovative, cost effective, valuable and maximise the potential marketing opportunities successfully - utilise a range of positioning platforms including price, quality, service and brand perception, to establish an organisation's marketing positioning strategy <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - know approaches to implementing the process of marketing planning in different contextual settings - understand drivers of organizational change <p><i>International perspective:</i></p>

<i>Course Title</i>	<i>Marketing Planning and Audit</i>
	<ul style="list-style-type: none"> - know approaches to implementing the process of marketing planning in international markets -influence of globalisation on marketing planning <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - marketing plan as a means of conveying organizational purpose and vision - concept of CSR in planning
<i>Contents</i>	<p>The role of the marketing planning process and the marketing plan implementation in a range of marketing contexts including that of the organisation's strategy, culture and broader marketing environment. The interconnectivity between corporate, business and marketing objectives and the impact of the external marketing environment and the organisation's resources on their development. Marketing audit including a detailed analysis of the internal and external marketing environments .</p> <p>The importance of segmentation, targeting and positioning and their relative interdependencies, and develop effective segmentation, targeting and positioning. Using positioning platforms including price, quality, service and brand perception, to establish an organisation's marketing positioning strategy. The significance of retaining existing customers through relationship marketing when developing strategies</p>
<i>Assessment</i>	<p>The assessment is a single work-based assignment that requires the student to develop a marketing plan in a given scenario and evaluate the way in which they utilised aspects of the marketing planning process to achieve this. The assignment is expected to be undertaken in the context of the student's own organisation, or an organisation of their choice.</p>
<i>Recommended Reading</i>	<ol style="list-style-type: none"> 1. McDonald M. Marketing Plans.(2009), Elsevier 2. Megicks P., Donnelly R. Harrison G. The Marketing Planning Process, CIM coursebook, 2009

<i>Course Title</i>	Brand Management
<i>Short description</i>	<p>The course is aimed at providing marketing students with an understanding of branding activity from the point of view of the company or organization a part of its marketing strategy The course covers major issues of branding and brand management. By the end of the course the student will know brand elements, different types of brand architecture and be able to comment on the usage of such brand management issues as brand extension, taking brand up and down, brand repositioning, etc.</p> <p>Course develops following competences:</p> <p>GL-4. Ability to make organizational and managerial decisions and estimate their effects</p> <p>PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment</p> <p>PC-7. Good command of strategic analysis methods</p>
<i>Credits</i>	2
<i>Contact Hours</i>	24
<i>Total Workload</i>	72
<i>Teaching Methods</i>	<p>Interactive lectures, seminars, individual and group presentations, projects. Seminars are intended to deeper discuss main topics of the course. Assignment is given for each seminar, it contains discussion topics, practical tasks and development exercises.</p>
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - main elements of the brand - brand architecture types - stages of brand building - concepts and theories of branding - brand management issues - brand management tools - brand audit steps <p><i>Skills:</i></p> <ul style="list-style-type: none"> - analyse brand strategy - develop brand policy - plan and critically assess brand communications <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - understand the role of brands and branding in modern economy - understand brand management application to B2B, not-for-profit, G2C market <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - understand global branding strategies - select appropriate local/global strategies - understand cross-cultural implications of branding - assess perspectives for national brands to go global <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - develop ethical attitude to branding - use fair competition methods - avoid hard-sell strategies - promote sustainable development
<i>Contents</i>	<p>Brand building elements. Brand identity. Brand values and brand associations. Brand architecture. Corporate brands and multi-branding strategy. Managing brand portfolio. Brand extension and brand stretching. Brand repositioning and revitalization. Brand communications. Rebranding. Managing brand integrity.</p>
<i>Assessment</i>	<p>50% written exam (including open questions and a mini-case)</p> <p>30% group project</p>

<i>Course Title</i>	<i>Brand Management</i> 20% participation in seminars Group projects (in small groups of 3-4 students) - Choose a brand, describe its history, define a managerial problem and suggest options to solve it - Oral 15 min presentation and written paper (4-5 pages) Participation - Attend at least 80% of seminars - Participate in group discussion of cases - Make at least one individual presentation
<i>Recommended Reading</i>	1. Jean-Noel Kapferer. The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term 4th edition, Kogan Page Ltd., 2008 2. Kevin Lane Keller. Strategic Brand Management. Prentice Hall; 3 edition, 2007 3. Paul Temporal. Advanced Brand Management: Managing Brands in a Changing World. Wiley; 2 edition 2010 Internet-sources: www.bradweek.com www.interbrand.com www.brandchannel.com

<i>Course Title</i>	<i>Cross-cultural Marketing</i>
<i>Short description</i>	<p>The course develops students' knowledge in International marketing dealing with the role and impact of culture on consumers' behaviour and the decisions made as well as on the marketing activity of a company.</p> <p>Course develops following competences:</p> <p>GL-1. Ability to develop individual cultural and professional qualification and master new research methods independently</p> <p>PC-9. Ability to generalise and estimate critically the results received by domestic and foreign researchers; to reveal and formulate actual scientific problems</p> <p>PC-11. Ability to carry out independent research according to the developed research program</p> <p>PC-12. Ability to represent research results in the form of scientific report or article</p>
<i>Credits</i>	3 (+3 for course project)
<i>Contact Hours</i>	32 (+course project consultation hours)
<i>Total Workload</i>	108 (+108 for course project)
<i>Teaching Methods</i>	Lectures, seminars, case analysis
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - main elements of culture and their manifestations in business situations - research used to enter foreign markets - cross-cultural aspects of marketing mix decisions <p><i>Skills:</i></p> <ul style="list-style-type: none"> - analyse cultural environment - compare cultures of different countries using modern cross-cultural theories - analyse consumer behavior influenced by culture - forecast possible problems in cross-cultural marketing interactions - plan marketing activities in cross-cultural situations <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - explore best practices of multinational companies from different industries <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - understand globalization affecting consumer behavior <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - understand cultural diversity of national and local communities - develop cultural tolerance and understanding
<i>Contents</i>	Cultural dimensions in international marketing. Definition, elements of culture, culture theories. Cross-cultural interactions. Perception of culture. EU cultures. Russian culture as perceived by foreigners Global environment and local consumer behaviour. Global markets and free trade. Global consumers and products. Local consumer behaviour and resistance to change. Marketing decisions across cultures (product, price, place) Cross-cultural communications. Global and local in Russian marketing. Global brands in Russia. Can Russian brand go global?
<i>Assessment</i>	<p>Written exam (open questions and a mini case)</p> <p>Course group project is graded separately</p> <p>Students choose a national product/brand and analyse possible challenges of marketing it across cultures. At least 2 national cultures need to be compared. The project results are presented as a 15 min oral presentation followed by a Q&A session, which is assessed both by the teacher and the group.</p>
<i>Recommended Reading</i>	1. Reader based on Usunier J-C. Marketing across cultures, 5th edition,

<i>Course Title</i>	<i>Cross-cultural Marketing</i>
	2009. 2. Dawn Burton. Cross-Cultural Marketing: Theory, practice and relevance. Routledge 2009 3. Fons Trompenaars, P.Woolliams. Marketing Across cultures, 2004 4. Michael Solomon, Gary Bamossy, Soren Askegaard, Margaret K. Hogg. Consumer Behaviour: A European Perspective. Prentice Hall Ptr; 4 edition 2010

<i>Course Title</i>	<i>Managing Marketing Projects</i>
<i>Short description</i>	<p>Discipline is for building master competences in understanding the major scope of marketing projects: definition of projects, role of marketing research in the process of managing marketing projects, process of forecasts; risks evaluation and process of mitigating risks, process of management of marketing projects - the roles in marketing projects teams, cross-functional meaning of team management.</p> <p>Course develops following competences:</p> <p>GL-4. Ability to make organizational and managerial decisions and estimate their effects</p> <p>PC-1. Ability to manage organizations, divisions, units and groups of employees, as well as projects and networks</p> <p>PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p> <p>PC-13. Ability to apply modern methods and techniques of managerial disciplines teaching</p> <p>PC-14. Ability to develop curriculums and methodical maintenance for managerial disciplines teaching</p>
<i>Credits</i>	3 (+3 for course project)
<i>Contact Hours</i>	48 (+course project consultation hours)
<i>Total Workload</i>	108 (+108 for course project)
<i>Teaching Methods</i>	Interactive lectures/seminars, case-study, preparation of the work-based-project
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - understanding the major scope of marketing projects (definition of projects, and classification of marketing projects); - the role of marketing research in the process of managing marketing projects; - the process of forecasts for marketing projects; - the risks evaluation for marketing projects - the process of management of marketing projects (the roles in marketing projects teams) (cross-functional meaning of team management) <p><i>Skills:</i></p> <ul style="list-style-type: none"> - analytical skills to collect, analyse marketing information; - audit of external and internal marketing environment and competitive forces; - IT skills for organizing process of marketing; - development of projects reports on major marketing activities <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - understand how project process developed and implemented in the modern organizations <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - what kind of projects are developed by international organizations, what it products used by them <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - possibility of different members of the project team to adapt themselves according the goals of marketing projects, which can help them to improve their position on the labor markets through expansion of their functions in the projects
<i>Contents</i>	<ol style="list-style-type: none"> 1. Marketing information 2. Briefing and presenting reports 3. Building the business case for marketing projects 4. Delivering the business case for marketing projects

<i>Course Title</i>	<i>Managing Marketing Projects</i>
	<ul style="list-style-type: none"> 5. Understanding risks 6. Risk management 7. Project planning and marketing 8. The marketing project plan 9. Project management tools and techniques 10. Controlling and evaluating projects
<i>Assessment</i>	Work-based assignment (project)
<i>Recommended Reading</i>	<ul style="list-style-type: none"> 1. Project management in Marketing. CIM study text. For exams up to February 2010 2. Gray Clifford & Larson Eric. Project management: The Managerial process. (2008) 4-th. McGraw Hill International edition. 3. Bruce Barkley. Project Management in New Product Development. McGraw-Hill Professional; 1 edition, 2007 4. Prof.Irina I.Skorobogatykh. Lectures (PPT)

<i>Course Title</i>	<i>Services Marketing (elective)</i>
<i>Short description</i>	<p>Rapid globalisation has transformed the world of consumers. As nations are forging ahead to create new productive capacity the problem of oversupply is exacerbated. The result has been hyper-competition. Consumers have been quick to respond to the ever-increasing choice and become smarter by fine-tuning their skills in "value buying". Customers seem to favour value over loyalty. The intense competitive rivalry has kept a lid on price increases, forcing marketers to extract value from customers through increasingly difficult differentiation of products and services. Innovation and entrepreneurial spirit continue to be a competitive weapon, but efforts are relentlessly eroded by imitation. The objective is to serve customer needs by consistently delivering high quality products and services and being responsive to changing marketplace needs. Marketing reflected in this course focuses on a growing emphasis on quality, creating value for customers and retaining customers through relationship building. Course develops following competences:</p> <p>GL-6. Possession of public, business and scientific communication skills PC-2. Ability to develop organization strategy PC-6. Good command of the economic analysis of entities and markets behaviour in a global environment PC-8. Ability to prepare analytical materials for business processes management and their efficiency valuation</p>
<i>Credits</i>	3
<i>Contact Hours</i>	24
<i>Total Workload</i>	108
<i>Teaching Methods</i>	<p>Lectures/Class Discussions/Assignment</p> <p>The lectures are devoted to discussion of the topics shown in the course outline.</p> <p>Special cases will be discussed during the course. These have been selected to illustrate problems in services marketing situations and to facilitate the application of key concepts in the analysis. The cases require individual preparation, and should be thoroughly read and analysed.</p> <p>Course participants are expected to be ready to present and defend their perceptions and recommendations regarding individual reading and case issues, as well as to contribute to general class discussion.</p> <p>The assignment will be a case analysis exercise that students would develop in small groups. Students would have 4 weeks to develop the case and submit the assignment. Netnography will serve the basis for collecting data for the case. Students will have to select a service and research service encounters descriptions in the blogs. At least 10 descriptions should be collected for the assignment. Students will then analyse service encounters and make recommendations for service recovery.</p>
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p>Knowledge:</p> <ul style="list-style-type: none"> - understanding the development of services markets. - classifications of consumer and business services - 4 "i" of services in terms of: intangibility, inconsistency, inseparability, inventory. - the continuum between tangible products, and intangible services. - specifics of marketing for services companies in terms of relationship marketing strategy and importance of customer database and customer care process. - expansion of marketing mix for the services sector. - analysis of services sector, and models of consumer behavior.

<i>Course Title</i>	<i>Services Marketing (elective)</i> - evaluation of customer satisfaction of service quality (major models) <i>Skills:</i> - understanding of services markets, and distinctions of services from the tangible products. - understanding of marketing revolution in cooperation of services sectors development: relationship marketing models in contrast with transactional marketing. - development of relationship marketing strategy for service company. - evaluation of influence of service producers consumer decisions. - how to organize process of measuring customer satisfaction of services <i>Understanding business world:</i> - analyzing services marketing in different sectors of services: consulting, health care, education, consumer services, transportation. specifics of business services <i>International perspective:</i> - the linkage of international services sector development and Russian experience <i>Attitudes and broader trends in the society:</i> - importance and difficulties of keeping level of service quality, and customer satisfaction
<i>Contents</i>	Introduction to Services Marketing – Trends & Opportunities Consumer Behaviour – Managing & Understanding the Service Experience Marketing Mix for Services. Designing the Service Environment. Designing Customer Service Processes. Managing Service Personnel. Understanding Service Quality. Managing Service Quality. Managing Customer Loyalty. Growth Strategies for Service Organisations
<i>Assessment</i>	Written examination – 40% Individual participation (case analysis and discussion) – 30% Group assignment – 30%
<i>Recommended Reading</i>	1. Lovelock, C. and Wirtz, J.,(2010) Services Marketing: People, Technology and Strategy (7th Ed.), New Jersey. Pearson Prentice Hall 2. Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler. Services Marketing. McGraw-Hill/Irwin; 5 edition, 2008 3. Christian Gronroos. Service Management and Marketing: Customer Management in Service Competition. Wiley; 3 edition, 2007 4. K. Douglas Hoffman, John E.G. Bateson. Services Marketing: Concepts, Strategies, & Cases. South-Western College Pub; 4 edition, 2010

<i>Course Title</i>	<i>Customer Care</i>
<i>Short description</i>	<p>Course is designed for understanding customer as a main asset of the company as well as importance of collecting and analyzing information about existing and potential customers, the process of building customer database, the customer database management for the development of loyalty programs</p> <p>Course develops following competences:</p> <p>GL-4. Ability to make organizational and managerial decisions and estimate their effects</p> <p>GL-6. Possession of public, business and scientific communication skills</p> <p>PC-1. Ability to manage organizations, divisions, units and groups of employees, as well as projects and networks</p> <p>PC-4. Ability to develop organisation development programs and ensure their realisation</p> <p>PC-10. Ability to justify urgency, the theoretical and practical importance of the selected research activity theme</p>
<i>Credits</i>	3
<i>Contact Hours</i>	24
<i>Total Workload</i>	108
<i>Teaching Methods</i>	Interactive seminars, case-study
<i>Language of Instruction</i>	English
<i>Intended learning outcomes</i>	<p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - customer as a main asset of the company - importance of collecting and analyzing information about existing and potential customers - the process of building customer database - the customer database management for the development of loyalty programs <p><i>Skills:</i></p> <ul style="list-style-type: none"> - examine the different customer groups preferences - building customers database - use database for the improvement of customers support and care <p><i>Understanding business world:</i></p> <ul style="list-style-type: none"> - study the different goals for the customer database development: psychological and IT <p><i>International perspective:</i></p> <ul style="list-style-type: none"> - use international experience in customer support systems and customer care to be implemented by Russian companies <p><i>Attitudes and broader trends in the society:</i></p> <ul style="list-style-type: none"> - the ethics and social responsibility in the process of reaching customer's groups
<i>Contents</i>	<ol style="list-style-type: none"> 1. An introduction to customer care 2. Changing customer behavior and expectation 3. Customer Relationship Management 4. Customer service strategy for management 5. Listening to customers 6. Implementing the excellence customer service strategy 7. Internal customers 8. Building the customer database 9. Sustaining the customer focus
<i>Assessment</i>	Work-based assignment (project) - development of customer database and customer service strategy and plan
<i>Recommended Reading</i>	1. Sarah Cook. Customer Care Excellence: How to Create an Effective Customer Focus (Customer Care Excellence: How to Create an Effective

<i>Course Title</i>	<i>Customer Care</i>
	<p>Customer Care) (2008). Kogan page, New.York.</p> <p>2. Jeanne Bliss, Chief Customer Officer : Getting Past Lip Service to Passionate Action. Jossey-Bass, 2006</p> <p>3. Ernan Roman, Voice-of-the-Customer Marketing: A Revolutionary 5-Step Process to Create Customers Who Care, Spend, and Stay. McGraw-Hill; 1 edition, 2010</p> <p>4. Garry Schultz. The Customer Care and Contact Center Handbook. ASQ Quality Press, 2002</p>