

**FEDERAL STATE BUDGET EDUCATIONAL  
INSTITUTION OF HIGHER EDUCATION  
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

**FACULTY OF ECONOMICS**

**«APPROVED»**

Dean of the Faculty of Economics, MSU

professor \_\_\_\_\_ A.A.Auzan

«\_\_\_» \_\_\_\_\_ 2023

**COURSE SYLLABUS**

**Course title:**

**FINAL STATE ASSESSMENT (IN ENGLISH)**

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**Level of higher education:**

MASTER STUDIES

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**Field of study:**

38.04.02. MANAGEMENT

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**Mode of study:**

FULL-TIME

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Course syllabus is considered and approved by  
*the Educational and Methodological Council of the Faculty of Economics*  
(minutes №\_\_\_\_\_, date)

Moscow 2023

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2022 and forthcoming

## 1. Place and status of the course in the structure of the Master program

Course status: *obligatory*

Trimester: 6<sup>th</sup>

## 2. Course Prerequisites

Persons who have fulfilled the entire study plan are allowed to take part in the final state assessment, regarding mastering the following parts: “Disciplines (modules) (foundation part)”, “Disciplines (modules) (elective part)”, “Practices and scientific-research work”.

## 3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
UC-1. Capable of carrying out a critical analysis of problematic situations based on a systematic approach, developing a strategy of actions, formulating scientifically based hypotheses, applying the methodology of scientific knowledge in professional activity	UC-1.I-1. Analyzes the problem situation as an integral system, identifying its components and the connections between them	UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it
		UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts
		UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation
	UC-1.I-2. Develops solutions to the problem situation based on a critical analysis of available information sources	UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources
		UC-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience
		UC-1.I-2.A-3. Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships
	UC-1.I-3. Develops a strategy of actions to solve a problem situation in the form of a sequence of steps, anticipating the result of	UC-1.I-3.A-1. Able to implement and argue the choice of a strategy to solve a problem situation, understanding the advantages and disadvantages of the chosen strategy
		UC-1.I-3.A-2. Able to develop an action plan to solve a problem

	each of them	situation, identifying and evaluating the practical consequences of implementing actions to resolve a problem situation
<b>UC-2.</b> Capable of using philosophical categories and concepts in solving social and professional tasks	<b>UC-2.I-1.</b> Solves social and professional problems using philosophical categories and concepts as universal analysis tools	<b>UC-2.I-1.A-1.</b> Able to search for facts, generalize them in concepts, build hypotheses
		<b>UC-2.I-1.A-2.</b> Able to use philosophical categories and concepts as tools of economic analysis
<b>UC-5.</b> Capable of applying modern communication technologies, including ones in a foreign language (foreign languages), for academic and professional interaction	<b>UC-5.I-1.</b> Compiles documents (letters, essays, abstracts, etc.) for academic and professional interaction in accordance with the norms of Russian and foreign languages	<b>UC-5.I-1.K-1.</b> Knows the ways of using information and communication technologies for collecting, storing, processing, presenting and transmitting information
		<b>UC-5.I-1.K-1.</b> Able to find and analyze the information necessary for the qualitative performance of academic and professional tasks and the achievement of professionally significant goals, including ones in a foreign language
		<b>UC-5.I-1.A-2.</b> Able to compose, edit in Russian and/or a foreign language, perform a correct translation from a foreign language into Russian and from Russian into a foreign language of various academic and professional texts
	<b>UC-5.I-2.</b> Presents the results of academic and professional activities at events of various formats, including international ones	<b>UC-5.I-2.K-1.</b> Knows the basic concepts of the organization of interpersonal interaction in the information environment
		<b>UC-5.I-2.A-1.</b> Able to establish and develop academic and professional contacts, including in the international environment, in accordance with the goals, objectives and conditions of activity
	<b>UC-5.I-3.</b> Participates in academic and professional discussions, including in a foreign language(s)	<b>UC-5.I-3.A-1.</b> Able to perceive and analyze information in Russian and foreign languages in the process of academic and professional interaction
		<b>UC-5.I-3.A-2.</b> Able to conduct academic and professional discussions in Russian and/or a foreign language, arguing for their positions and ideas
<b>GPC-1.</b> Capable of solving professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices	<b>GPC-1.I-1.</b> Applies innovative approaches, models of economic, organizational and managerial theories to the extent necessary to solve professional tasks	<b>GPC-1.I-1.K-1.</b> Knows the provisions and models of economic, organizational and managerial theory (at an advanced level) and the specifics of their application in the field of their professional activities
		<b>GPC-1.I-1.K-2.</b> Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories

		<b>GPC-1.I-1.A-1.</b> Able to reasonably apply theoretical models and innovative approaches to solving professional tasks
	<b>GPC-1.I-2.</b> Conducts a critical analysis of management practices and applies the results of the analysis to solve professional problems	<b>GPC-1.I-2.K-1.</b> Knows modern management practices
		<b>GPC-1.I-2.A-1.</b> Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity
<b>GPC-2.</b> Capable of applying modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving management and research tasks	<b>GPC-2.I-1.</b> Effectively uses modern techniques and methods of data collection, advanced methods of their processing and analysis	<b>GPC-2.I-1.A-1.</b> Knows the main sources and methods of searching and collecting information
	<b>GPC-2.I-2.</b> Uses intelligent information and analytical systems in solving management and research tasks	<b>GPC-2.I-1.A-1.</b> Able to competently use advanced data analysis methods in accordance with the assigned research or management task
		<b>GPC-2.I-2.A-1.</b> Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved
<b>GPC-5.</b> Capable of summarizing and critically evaluating scientific research in management and related fields, carrying out research projects	<b>GPC-5.I-1.</b> Summarizes and critically evaluates scientific research in management and related fields	<b>GPC-5.I-1.K-1.</b> Knows the current state of scientific research in management and related fields
		<b>GPC-5.I-1.A-1.</b> Able to develop their own point of view on the basis of generalization and critical evaluation of scientific achievements obtained by domestic and foreign researchers
	<b>GPC-5.I-2.</b> Develops and carries out research projects	<b>GPC-5.I-3.K-1.</b> Knows methods of conducting scientific research in management and ways of presenting research results
<b>PC-1.</b> Capable of conducting scientific research (experiments, observations) and development as a responsible executor or together with a supervisor	<b>PC-1.I-1.</b> Identifies and formulates current scientific issues	<b>GPC-5.I-3.A-1.</b> Able to independently develop a research plan, conduct research, present and defend the results in the form of a presentation/report
		<b>PC-1.I-1.K-1.</b> Knows current issues in the chosen subject/professional area
	<b>PC-1.I-2.</b> Uses quantitative and	<b>PC-1.I-1.A-1.</b> Able to formulate a topic of scientific research that reflects a current issue in the chosen subject/professional area
		<b>PC-1.I-1.A-2.</b> Able to provide arguments and reasoning for the relevance, theoretical and practical significance of the chosen research topic
		<b>PC-1.I-2.K-1.</b> Knows quantitative and qualitative research methods

	qualitative methods to conduct scientific research	<b>PC-1.I-2.K-2.</b> Knows the features and limitations of scientific research conducted with the use of various quantitative and qualitative methods <b>PC-1.I-2.A-1.</b> Able to conduct independently or in a team scientific research for business process management with the use of qualitative and quantitative methods
<b>PC-2.</b> Capable of designing/developing plans and methodological research programs, developing tools independently and determining the theoretical and methodological basis of a study	<b>PC-2.I-1.</b> Conducts independent research in accordance with a developed program	<b>PC-2.I-1.K-1.</b> Knows the main steps and current methods of research in the chosen subject area <b>PC-2.I-1.A-1.</b> Able to formulate goals, hypotheses and research questions <b>PC-2.I-1.A-2.</b> Able to design, develop and adjust a research program that allows testing research hypotheses and finding answers to research questions
		<b>PC-2.I-2.K-1.</b> Knows the methods of critical analysis and evaluation of modern scientific achievements in the field of professional activity <b>PC-2.I-2.A-2.</b> Able to correctly choose methods and tools for solving the formulated research problem
	<b>PC-2.I-2.</b> Determines the theoretical basis of a study, chooses a methodology and develops tools in accordance with the tasks set	<b>PC-3.I-1.K-1.</b> Knows current requirements for the structure of the main forms of presenting research results, including a scientific report, article and presentation <b>PC-3.I-1.A-1.</b> Able to present the results of research activities in an oral and written form to the professional community
<b>PC-3.</b> Capable of generalizing and presenting scientific results within a separate study	<b>PC-3.I-1.</b> Presents the results of a study in the form of a scientific report, article or presentation	

#### 4. Workload of the final state assessment

The workload of the final state assessment is 9 ECTS, including 3 ECTS for interdisciplinary exam for the subject area (hereinafter – state exam), 6 ECTS for preparation and defense of the final assessment paper (hereinafter – master thesis).

#### 5. Learning format

Full-time, with the use of educational platform On.Econ.

#### 6. Content of the final state assessment

Final state assessment consists of two parts and is carried out in the form of:

- State exam for the subject area

- Defense of the master's thesis.

State exam is interdisciplinary in nature and includes topics of the curriculum disciplines, which learning outcomes are crucial for the professional activities of graduates.

### **TOPIC 1. International Business**

The subject of research and the essence of international business. The difference between international and national business activities. The nature and features of the model of modern business activities. International business impact on donor and recipient countries.

The macroenvironment of conducting international business. Socio-economic and institutional structure of the world economy. Classification of countries and their positioning in the world economy. Rating of the International Economic Forum. International companies as engines of international business activity. International economic organizations (IMF, World Bank, WTO). Regional economic integration. International commodity agreements. The dynamics of the global market.

Microenvironment of doing international business. Methods and sources of information to assess the characteristics of the country business environment. Factors determining the national environment for business activities: macroeconomic situation; resource provision; political and social environment; quality of public administration and institutions. National cultural identity and features of corporate culture. Features of cross-cultural management.

The reasons for the withdrawal of entrepreneurial activity beyond the national economy. The impact of globalization on the internationalization of economic activity. Formats of international business activity: trade, investment and transfers. A variety of forms of activity within each of the formats. The nature of the parent company's control over foreign operations depending on the form of entry into the foreign market.

Business internationalization concepts. Description of international business with different approaches to its organization. Factors determining a firm's choice of a form of international entrepreneurship. Analysis of the advantages and disadvantages of various options for entering the foreign market. Using matrix analysis to select the product, time and method of entering the foreign market.

The causes and nature of risks in international business activities. Risk specification depending on the form of international activity. Typology of risks: global, country, operational. Changing the nature of global risks. The evolution of the "country risk" concept. Global and national sources of country risk generation. Classification of country risks. International Business Risk Insurance Methods.

### **TOPIC 2. International Venture Development**

Entrepreneurship and Globalization. What is entrepreneurship: understanding entrepreneurship – definitions, economic entrepreneurship and beyond, entrepreneurship vs. management, the value of entrepreneurship. International entrepreneurship. Business Opportunity. New venture creation: evaluating business opportunity in a globalized world. Market analysis. Advantages and disadvantages of different entry strategies. Business Models. Business model canvas. Value proposition canvas. Lean canvas. Business models for international ventures. Revenue models (Customer Acquisition

Costs; Lifetime Value of a Customer). Identify the key value, scaling value, identifying your customer, identifying customer's needs, identifying channels identifying revenue streams. Business planning. Business plan, components of business plan, specifics of global business planning. Considering different culture in business planning. Product road map. Strategy Execution. Key performance indicators, design thinking, do-test-improve-implement, 70% ready model. Strategy Execution Map, Sales and Distribution Plans (direct sales, indirect sales, OEM, distributor, Retailer, Internet). Financial Plan. Elements of financial plan. Available sources of finance locally and globally. Approaches to capital raising.

### **TOPIC 3. International Marketing**

Concept of International Marketing. A brief description of the basic concepts and terms. Factors of international competitiveness. Interrelation of marketing and sales categories. "F.A.B." theory. Four marketing axioms that are independent of business areas. The main stages in the practical use of marketing. Modern tendencies of development of marketing and prospects of its practical use.

Role of marketing in "accomplishment" of strategic tasks of a company and achievement of set goals. Marketing interpretation and practical significance of the most important managerial categories: SWOT-analysis, strategic triangle by K. Ohmae, product life cycle, BCG matrix and its marketing interpretation. Transformation of marketing under the influence of various factors. Types and varieties of market research. Essential role of marketing in preparation and acceptance of the most important managerial decisions.

The essence and role of middlemen in marketing activities. Classification of market relations and factors justifying the choice of middlemen participation. The main types of middlemen and their functions. Practice of delegating of powers and construction of modern middlemen relations in strategic marketing. Meaning of direct marketing. The concept of "product levels" from the producer's and customer's viewpoints. The concept and practical use of benchmarking.

The sequence of use of marketing tools to ensure efficiency. Market segmentation: causes, views, value. Concepts of segmentation in strategic marketing. The concept of the target market segment and its capacity estimation. The concept of budget support for lifestyles. Strategic value of "key account". Product positioning. The practical value of building perception maps. The interrelation of notions of trade mark and brand. The strategic importance of branding and the main theories of its creation and development.

Marketing mix and its modifications. Development and implementation of a marketing strategy. Factors competitiveness. Product Policy. Weighted pricing policy. Distribution policy. Sales promotion. Role and modern methods of advertising. Advertising budget.

Global marketing in XXI century. "Business-to-business" (B2B) marketing: the main differences from the consumer goods markets (B2C) and peculiarities of marketing strategies implementation. Peculiarities of organization, distribution of responsibility, structure of acceptance of purchasing decisions, transformation of means of marketing stimulation. The role of advertising and direct sales, features of communications. Services marketing: four key features of a service product. Organization of business in the service sector. The role of interactivity. Classification of tangibility of services and change of marketing paradigm. Marketing services and consulting. Peculiarities of consulting in strategic marketing matters. Stages and types of



marketing consulting.

#### TOPIC 4. International Communication and Leadership

What is leadership? Difference between a manager and a leader. Leadership theories. Contingency theory. Leadership Models. Adapting leadership roles to different circumstances. “Follow the Leader” or the rise from within the group.

Leadership and Trust. Trust an essential characteristic for a leader. How do leaders build and maintain trust? Does a trusted leader bring value to the organization?

International Communications. Concepts of communications. Types of Communications: Internal vs External, Policy vs Public Relations. Stakeholder Communications using Mendelow Matrix. Communications Regulations.

National Cultures and Communication. Using the G.L.O.B.E study and earlier research by Gert Hofstede address the importance of cultural awareness in effective communications. The challenges of successful international business based on communication differences.

International Communication and Collaboration. Corporate challenges to have global collaborations with external service providers. Overcoming communications barriers to international projects, joint ventures.

#### 7. Assessment tools to assess the results of the final state assessment

##### 7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it	Preparation and defense of the final assessment paper
UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts	Preparation and defense of the final assessment paper
UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation	Preparation and defense of the final assessment paper
UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources	Preparation and defense of the final assessment paper
UC-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience	Preparation and defense of the final assessment paper

<b>UC-1.I-2.A-3.</b> Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships	Preparation and defense of the final assessment paper
<b>UC-1.I-3.A-1.</b> Able to implement and argue the choice of a strategy to solve a problem situation, understanding the advantages and disadvantages of the chosen strategy	Preparation and defense of the final assessment paper
<b>UC-1.I-3.A-2.</b> Able to develop an action plan to solve a problem situation, identifying and evaluating the practical consequences of implementing actions to resolve a problem situation	Preparation and defense of the final assessment paper
<b>UC-2.I-1.A-1.</b> Able to search for facts, generalize them in concepts, build hypotheses	Preparation and defense of the final assessment paper
<b>UC-2. I-1.A-2.</b> Able to use philosophical categories and concepts as tools of economic analysis	Preparation and defense of the final assessment paper
<b>UC-5.I-1.K-1.</b> Knows the ways of using information and communication technologies for collecting, storing, processing, presenting and transmitting information	Preparation and defense of the final assessment paper
<b>UC-5.I-1.K-1.</b> Able to find and analyze the information necessary for the qualitative performance of academic and professional tasks and the achievement of professionally significant goals, including ones in a foreign language	Preparation and defense of the final assessment paper
<b>UK-5.I-1.A-2.</b> Able to compose, edit in Russian and/or a foreign language, perform a correct translation from a foreign language into Russian and from Russian into a foreign language of various academic and professional texts	Preparation and defense of the final assessment paper
<b>UC-5.I-2.K-1.</b> Knows the basic concepts of the organization of interpersonal interaction in the information environment	State exam Preparation and defense of the final assessment paper
<b>UC-5.I-2.A-1.</b> Able to establish and develop academic and professional contacts, including in the international environment, in accordance with the goals, objectives and conditions of activity	State exam Preparation and defense of the final assessment paper
<b>UC-5.I-3.A-1.</b> Able to perceive and analyze information in Russian and foreign languages in the process of academic and professional interaction	State exam Preparation and defense of the final assessment paper
<b>UC-5.I-3.A-2.</b> Able to conduct academic and professional discussions in Russian and/or a foreign language, arguing for their positions and ideas	State exam Preparation and defense of the final assessment paper
<b>GPC-1.I-1.K-1.</b> Knows the provisions and models of economic, organizational and managerial theory (at an advanced level) and the specifics of their application in the field of their professional activities	State exam Preparation and defense of the final assessment paper

<b>GPC-1.I-1.K-2.</b> Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories	State exam Preparation and defense of the final assessment paper
<b>GPC-1.I-1.A-1.</b> Able to reasonably apply theoretical models and innovative approaches to solving professional tasks	State exam Preparation and defense of the final assessment paper
<b>GPC-1.I-2.K-1.</b> Knows modern management practices	State exam Preparation and defense of the final assessment paper
<b>GPC-1.I-2.A-1.</b> Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity	Preparation and defense of the final assessment paper
<b>GPC-2.I-1.A-1.</b> Knows the main sources and methods of searching and collecting information	Preparation and defense of the final assessment paper
<b>GPC-2.I-1.A-1.</b> Able to competently use advanced data analysis methods in accordance with the assigned research or management task	Preparation and defense of the final assessment paper
<b>GPC-2.I-2.A-1.</b> Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved	Preparation and defense of the final assessment paper
<b>GPC-5.I-1.K-1.</b> Knows the current state of scientific research in management and related fields	State exam Preparation and defense of the final assessment paper
<b>GPC-5.I-1.A-1.</b> Able to develop their own point of view on the basis of generalization and critical evaluation of scientific achievements obtained by domestic and foreign researchers	Preparation and defense of the final assessment paper
<b>GPC-5.I-3.K-1.</b> Knows methods of conducting scientific research in management and ways of presenting research results	Preparation and defense of the final assessment paper
<b>GPC-5.I-3.A-1.</b> Able to independently develop a research plan, conduct research, present and defend the results in the form of a presentation/report	Preparation and defense of the final assessment paper
<b>PC-1.I-1.K-1.</b> Knows current issues in the chosen subject/professional area	State exam Preparation and defense of the final assessment paper
<b>PC-1.I-1.A-1.</b> Able to formulate a topic of scientific research that reflects a current issue in the chosen subject/professional area	Preparation and defense of the final assessment paper
<b>PC-1.I-1.A-2.</b> Able to provide arguments and reasoning for the relevance, theoretical and practical significance of the chosen research topic	Preparation and defense of the final assessment paper

<b>PC-1.I-2.K-1.</b> Knows quantitative and qualitative research methods	Preparation and defense of the final assessment paper
<b>PC-1.I-2.K-2.</b> Knows the features and limitations of scientific research conducted with the use of various quantitative and qualitative methods	Preparation and defense of the final assessment paper
<b>PC-1.I-2.A-1.</b> Able to conduct independently or in a team scientific research for business process management with the use of qualitative and quantitative methods	Preparation and defense of the final assessment paper
<b>PC-2.I-1.K-1.</b> Knows the main steps and current methods of research in the chosen subject area	Preparation and defense of the final assessment paper
<b>PC-2.I-1.A-1.</b> Able to formulate goals, hypotheses and research questions	Preparation and defense of the final assessment paper
<b>PC-2.I-1.A-2.</b> Able to design, develop and adjust a research program that allows testing research hypotheses and finding answers to research questions	Preparation and defense of the final assessment paper
<b>PC-2.I-2.K-1.</b> Knows the methods of critical analysis and evaluation of modern scientific achievements in the field of professional activity	Preparation and defense of the final assessment paper
<b>PC-2.I-2.A-2.</b> Able to correctly choose methods and tools for solving the formulated research problem	Preparation and defense of the final assessment paper
<b>PC-3.I-1.K-1.</b> Knows current requirements for the structure of the main forms of presenting research results, including a scientific report, article and presentation	Preparation and defense of the final assessment paper
<b>PC-3.I-1.A-1.</b> Able to present the results of research activities in an oral and written form to the professional community	Preparation and defense of the final assessment paper

## 7.2. Assessment criteria (scores):

**The grade for the state exam** is awarded based on the following criteria: specified in Appendix 4 to the Regulations on the state final assessment of master's students at the Faculty of Economics of Moscow State University

(<https://www.econ.msu.ru/sys/raw.php?o=71255&p=attachment>)

**The grade for the preparation and defense of the final assessment paper** is awarded based on the following criteria: specified in Appendix 7.4 to the Regulations on the state final assessment of master's students at the Faculty of Economics of Moscow State University.

(<https://www.econ.msu.ru/sys/raw.php?o=71255&p=attachment>)

### 7.3. Scale for assessment of the results of the final state assessment:

#### Scale for assessment of the results of the state exam:

Grade	Minimum score	Maximum score
<i>Excellent</i>	8,5	10,0
<i>Good</i>	6,5	8,4
<i>Satisfactory</i>	4,0	6,4
<i>Failed</i>	0,0	3,9

#### Scale for assessment of the results of the preparation and defense of the final assessment paper:

Grade	Minimum score	Maximum score
<i>Excellent</i>	8,5	10,0
<i>Good</i>	6,5	8,4
<i>Satisfactory</i>	4,0	6,4
<i>Failed</i>	0,0	3,9

### 7.4. Typical tasks and other materials necessary to assess the learning outcomes:

#### Sample list of questions for the preparation to the state exam

##### Sample list of questions on the 'International Business' topic (in English)

1. What is changing for the company business environment, when it starts doing business in foreign countries? Please be specific, identify both benefits and challenges.
2. How does international business activity affect donor countries and recipient countries? Please be specific, identify both gains and possible losses.
3. Explain how has the nature of international business changed during last two decades? Did it change the criteria for international company classification? What were the driving forces for this change?

4. Explain the differences in business landscape in advanced countries, transitional and developing countries. What are business expectations when they choose operations in advanced, transitional or developing country? Please be specific, provide details.
5. Identify the components of culture and describe their impact on international business. Show how cross-cultural differences affect managerial decisions in international companies.
6. Describe the major components of global business environment and identify major macro and micro- level elements.
7. Describe the different contractual entry modes that are available to companies.
8. Describe the different investment entry modes that are available to companies.
9. Describe the strategic factors in selecting an entry mode for international company.
10. What factors should be taken into consideration during assessment of the national business environment?
11. Describe the two main frameworks (Kluckhohn-Strodtbeck and Hofstede-frameworks) used to classify cultures and explain how they are applied in managerial practices.
12. Identify the reasons forcing the companies to go global.
13. Explain how operations in multi-currency environment increase international business risks.
14. Describe the entry strategy development process.
15. What are the major methods and sources of information for prospective market research?
16. Describe Anglo Saxon and Continental tax systems.
17. Tax domicile and residence and methods of its definition.
18. Identify sources and elements of the international tax law.

**Sample list of questions on the ‘International Venture Development’ topic (in English)**

1. Are all types of resources useful for innovation and entrepreneurial growth? Which resources or resource bundles do you deem most important for business growth?
2. Explain what different types of growth strategies there are and discuss their disadvantages and advantages.
3. Discuss the pros and cons of having informal vs. formal HR practices and how they affect the recruitment process.
4. How can entrepreneurs transition from informal to more formal HR practices and what are the consequences of such a transition?
5. Flamholtz lists several common growing pains. Explain what growing pains are and provide examples of four different kinds of growing pains. Explain the causes for these growing pains and suggest possible solutions.
6. What do you think is needed within an expanding business to foresee growing pains? How can an entrepreneur assess growing pains?
7. Why is it (not) important to protect the resources of a company? Can all resources be protected?
8. Reflect on the role of crowdfunding and the potential problem it may solve as well as what problems it may cause.

9. What is corporate governance (in general; in the growing SME)? In what ways can/cannot formal governance structures (e.g. with an active board with external directors) increase the ability of the business to achieve its objectives'?
10. Money makes the world go round – and often growth fails because of a lack of financial resources. Based on Churchill/Mullins and Mullins/Churchill, explain how the cash cycle works, how different growth rates affect the need for additional cash and how the cash flow can be monitored and managed. How does the cash cycle influence growth?

**Sample list of questions on the 'International Marketing' topic (in English)**

1. Comment on the following statement: "In general marketing could be considered being international if the company operates outside of its regular market environment".
2. Describe stages of the process of transformation of local marketing into international. International interpretation of Jerome McCarthy theory.
3. Apply the Thomas Gad "4D Branding" model to international markets.
4. Customer perception in international marketing: research and adaptation methods. Competitiveness of goods in international markets.
5. Marketing classification of mass goods. Marketing strategies for different types of goods in international markets.
6. Adaptation strategies and unified marketing strategies for local and international markets. Main tendencies.
7. Describe the features of international marketing for selected country/region.
8. Describe the role of Incoterms in international marketing.
9. Why does EU market lose comparing to US market from the point of view of international marketing?

**Sample list of questions on the 'International Communication and Leadership' topic (in English)**

1. What is a Transactional Leader? What is a Transformational Leader? Give examples.
2. Ethical Leadership is a critical factor for a company to be sustainable. What is Tone at the top? What is the leadership role of the Board of Directors in setting the Tone at the Top?
3. What is the importance of Trust in a Leader? How does a Leader Establish and Maintain Trust?
4. What are the 5 Dimensions of Trust, Explain each dimension of the 5 Dimensions.
5. Define Trust and the five elements of Trust.
6. Identify and explain each of the eight elements in the communication process according to Stephen Robbins
7. What is the principle reason for failed communications? How does tool -Clarify and Confirm- improve the success of communications? What are five ways to improve Listening?
8. How does Cultural Context impact Communications? Describe how to recognize and respond to non-verbal communications?

9. Culture impacts both leadership and communications. Giving examples for each of the following questions, please explain: (1) The importance of culture for leaders. (2) The importance of culture in effective communications.
10. How does successor planning help an organization have sustainable leadership? What are the benefits of successor planning? What are the shortcomings of successor planning?
11. What are the two main advantages and disadvantages of Written Communications? What are the two main advantages and disadvantages of Non Verbal Communications?

### **7.5. Methodological guidelines and requirements for completion of the tasks of the final state assessment:**

#### **Methodological guidance for the preparation to the state exam**

Knowledge of the theoretical foundations of international business management and the ability to apply theoretical principles in the analysis of practical situations are checked at the state exam. To prepare for the exam, it is recommended to use the study materials of the disciplines posted at On.Econ, the electronic learning information environment of the Faculty of Economics, Lomonosov Moscow State University, in the sections corresponding to the disciplines.

Orientation lectures before the state exam will provide an overview of the main topics of the program.

The procedure for conducting the state exam is prescribed in the Regulations on the procedure for conducting final state assessment for master's programs of the Faculty of Economics, Lomonosov Moscow State University.

#### **Methodological guidance for the preparation to the defense of the final assessment paper**

The procedure for the defense of a master's thesis is described in the Regulations on the procedure for conducting final state assessment for master's programs of the Faculty of Economics, Lomonosov Moscow State University. The requirements for master's theses are described in the Regulations on the preparation and defense of a master's thesis at the Faculty of Economics, Lomonosov Moscow State University.

## **8. Resources**

### **8.1. List of main and additional literature**

#### **Topic 1. International Business**

1. Griffin R.W. and Pustay M.W. International Business. A Managerial Perspective. Pearson Education, 8-th edition, 2015.



2. Hofstede G. The Cultural Relativity of Organizational Practices and Theories// Journal of International Business Studies, Fall 1983, pp.75-89
3. Yigang Pan and David K. Tse The Hierarchical Model of Market Entry Modes. Journal of International Business Studies, Vol. 31, No. 4 , 2000, pp. 535-554.
4. Yadung Luo. Political Risk and Country risk in International Business: Concepts and Measures. In: The Oxford Handbook of International Business. Oxford University Press, 2010.
5. Yuqing Xing and Neal Detert. How the iPhone Widens the United States Deficit with the People's Republic of China. ADBI Working Paper Series No.257, December 2010.

## Topic 2. International Venture Development

1. Achtenhagen, L., Brunninge, O., & Melin, L. (2017). Patterns of dynamic growth in medium-sized companies: Beyond the dichotomy of organic versus acquired growth. Long Range Planning, 50(4), 457–471.
2. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1): 99-120.
3. Churchill, N. C., & Mullins, J. W. (2001). How Fast Can Your Company Afford to Grow? Harvard Business Review, 79(5): 135-142.
4. Davidsson, P., Steffens, P., & Fitzsimmons, J. (2009). Growing profitable or growing from profits: Putting the horse in front of the cart? Journal of Business Venturing, 24(4), 388–406.
5. Delmar, F., Davidsson, P., & Gartner, W. B. (2003). Arriving at the high-growth firm. Journal of Business Venturing, 18(2), 189–216.
6. Greiner, L. E. (1972). Evolution and revolution as organizations grow. Harvard Business Review, 50(4), 37–46.
7. Hess, E. D., Liedtka, J. (2012) The Physics of Business Growth. Page 1-18. Stanford University Press, Stanford California.
8. Kreutzer, M. (2012) Selecting the right growth mechanism: The choice between internal development, strategic alliances and mergers & acquisition. In Mennillo et al., Balanced Growth: Finding Strategies for Sustainable Development, Management for professionals. Springer-verlag berlin Heidelberg.
9. Lockett, A., Wiklund, J., Davidsson, P. & Girma, S. (2011). Organic and acquisitive growth: re-examining, testing and extending Penrose's growth theory. Journal of Management Studies, 48(1), 48-74.
10. Nason, R. S., & Wiklund, J. (2015). An Assessment of Resource-Based Theorizing on Firm Growth and Suggestions for the Future. Journal of Management, XX(X), 1–29.
11. Penrose, E. (1955). Limits to the Growth and Size of Firms. The American Economic Review, 45(2): 531-543.
12. Pettus, M. L. (2001). The resource-based view as a developmental growth process: Evidence from the deregulated trucking industry. Academy of Management Journal, 44(4), 878–896.
13. Autio, E. & Acs, Z. (2010). Intellectual property protection and the formation of entrepreneurial growth aspirations. Strategic Entrepreneurship Journal, 4: 234–251.

14. Demir, R., Wennberg, K., & McKelvie, A. (2017). The strategic management of high-growth firms: A review and theoretical conceptualization. *Long Range Planning*, 50(4), 431–456.
15. Kitching, J. & Marlow, S. (2013). HR practice and small firm growth: balancing informality and formality, in Saridakis, G. & Cooper, C.L. (Eds.), *How can HR drive growth?* Edward Elgar Publishing Ltd., pp. 26-45.
16. Maresch, D., Fink, M. & Harms, R. (2016). When patents matter: The impact of competition and patent age on the performance contribution of intellectual property rights protection, *Technovation*, 57: 14-20.
17. McCord, P. (2014). How Netflix Reinvented HR. (cover story). *Harvard Business Review*, 92(1/2), 70-76.
18. Smith, J.K. & Smith, R.L. (2000). *Entrepreneurial Finance*, pp. 22-54. New York, NY: John Wiley.
19. Roberts, J.J. & Stevenson, H.H. (1992). Alternative sources of finance. In W.A. Sahlman & Stevenson, H.H. (eds.), *The entrepreneurial venture*, pp. 171-178. Boston, MA: Harvard Business School.
20. Stuart J. H., Graham, T. & Sichelman, S. (2016). Intellectual property and technology startups: What entrepreneurs tell us, in *Technological Innovation: Generating Economic Results. Advances in the study of entrepreneurship, innovation and economic growth*. Emerald group publishing limited, volume 26: 163-199.
21. Achtenhagen, L., Naldi, L., & Melin, L. (2010). “Business Growth”—Do Practitioners and Scholars Really Talk About the Same Thing? *Entrepreneurship Theory and Practice*, 34(2): 289-316.
22. Barringer, B.R. & Ireland, R.D. (2015). *Entrepreneurship: successfully launching new ventures*, Global Edition, 5th edition, pp.424-461. Upper Saddle River, NJ: Pearson Education.
23. Dahlander, L., & Frederiksen, L. (2012). The core and cosmopolitans: A relational view of innovation in user communities. *Organization Science*, 23(4), 988-1007. doi:10.1287/orsc.1110.0673
24. Faraj, S., Jarvenpaa, S., & Majchrzak, A. (2011). Knowledge collaboration in online communities. *Organization Science*, 22(5), 1224-1239.
25. Fisher, G. (2018). Online communities and firm advantages. *Academy of Management Journal*, advance online publication.
26. Jeppesen, L. B., & Frederiksen, L. (2006). Why do users contribute to firm-hosted user communities? The case of computer-controlled music instruments. *Organization Science*, 17(1), 45-63. doi:10.1287/orsc.1050.0156
27. Mollick, E. (2012). People and process, suits and innovators: the role of individuals in firm performance. *Strategic Management Journal*, 33: 1001-1015.
28. McKelvie, A., & Wiklund, J. (2010). Advancing Firm Growth Research: A Focus on Growth Mode Instead of Growth Rate. *Entrepreneurship Theory and Practice*, 34(2), 261-288.
29. Sirmon DG, Hitt MA, Ireland RD. (2007). Managing firm resources in dynamic environments to create value: looking inside the black box. *Academy of Management Review* 32: 273–292.

30. Stevenson, H. H., & Gumpert, D. E. (1985). The heart of entrepreneurship. Harvard Business Review, 63(2): 85-94.

### **Topic 3. International Marketing**

1. Beckwith H. The Invisible Touch: The Four Keys to Modern Marketing. Grand Central Publishing, 2001.
2. Kotler Ph., Armstrong G. Principles of Marketing. 17th edition. Pearson, 2017.
3. Kotler Ph., Keller K. Marketing Management. 14th edition. Prentice Hall, 2012.
4. Lambin J.-J., Chumpitaz R., Schuiling I. Market-Driven Management: Strategic and Operational Marketing. Palgrave Macmillan, 2007.
5. Moore G. Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers. Harper Business, revised edition, 2006.
6. Ries A., Trout J. Positioning: The Battle for Your Mind. New York: McGraw Hill, 1981.
7. Lane R., King K. Kleppner's Advertising Procedure. 18th edition, Pearson, 2010.

### **Topic 4. International Communication and Leadership**

1. Robert J House et al., Culture, Leadership, and Organizations, The GLOBE Study of 62 Societies, Sage Publications, 2004
2. Geert Hofstede, Culture and Organizations: Software of the Mind, McGraw Hill, 2010
3. Peter G. Northouse, Leadership, Theory and Practices, Sage Publications, 2013

### **Additional literature:**

1. Hofstede G. The Cultural Relativity of Organizational Practices and Theories// Journal of International Business Studies, Fall 1983, pp.75-89
2. Jones G., Kiron D., Dessain V., Sjoman A. L'Oreal and the Globalization of American Beauty. Case study. Harvard Business School.
3. Lasserre Philippe. Global strategic Management. Palgrave, Macmillan, 2007.
4. Mark K., J. Mitchell Sun Life Financial: Entering China. Richard Ivey School of Business.
5. Yuqing Xing and Neal Detert. How the iPhone Widens the United States Deficit with the People's Republic of China. ADBI Working Paper Series No.257, December 2010.
6. Articles from periodical editions: "Resident Abroad", "CA Magazine", "Far Eastern Economic Review".
7. John Pepper "International Financial and Tax Planning" NY 1999,
8. Katherine Doggart "Tax Havens and Their Uses" L EIU 1997.
9. Kotler Ph. Marketing Management. Millenium Edition. Custom edition for University of Phoenix, Pearson Custom publishing, 2002.
10. Rosenwald P. Accountable Marketing: The Economics of Data-Driven Marketing. Thomson, Taxere, NY, 2004 Palgrave, Macmillan, 2007

### **8.2. List of licensed software**

Package of Software ‘Microsoft Office’.

### 8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU ([https://www.econ.msu.ru/elibrary/is/inst\\_subs/](https://www.econ.msu.ru/elibrary/is/inst_subs/))

### 8.4. List of Internet resources (if necessary)

- ScienceDirect: <https://www.sciencedirect.com/>
- SpringerLink <https://link.springer.com/>
- JSTOR <https://www.jstor.org/>
- eLibrary <https://www.elibrary.ru/defaultx.asp>

### 8.5. Description of material and technical support

For the appropriate organization of classes, the following equipment is needed:

- ‘ON.ECON’ electronic educational information environment of the Faculty of Economics, Lomonosov Moscow State University;
- multimedia class with a video projector, Internet access
- Institutional subscription resources of the Faculty of Economics, MSU.

**9. Language of the final state assessment:** English

**10. Professor (professors):** members of the state examination committee

**11. Syllabus authors:** members of the managing board of the Master program in International Business Management