

**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

«\_\_» \_\_\_\_\_ 2021

**COURSE SYLLABUS**

**Course title:**

**INTERNATIONAL COMMUNICATION AND LEADERSHIP**

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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 2021

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: 2021 and forthcoming

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

Course status: *obligatory*

Trimester: 2<sup>nd</sup>

### 2. Course Prerequisites

*This discipline is based on the knowledge and skills acquired as a result of studying following courses:*

— Organizational behavior (in English),

— Foreign language.

### 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-4. Capable of organizing and managing the work of a team (group), developing and implementing a team strategy to achieve the goal	UC-4.I-1. Forms an effective team	UC-4.I-1.K-1. Knows the basic models of team building and factors affecting the effectiveness of teamwork
		UC-4.I-1.K-2. Knows the basic modern technologies of organizing the activities of teams, including virtual ones
		UC-4.I-1.A-1. Able to distribute roles in a team taking into account the individual characteristics of the participants
		UC-4.I-1.A-2. Able to set a clearly formulated task for each team member, taking into account his/her role
		UC-4.I-1.A-3. Able to choose methods of organizing the work of the team, taking into account the specifics of the goal, time and other restrictions
		UC-4.I-1.A-4. Able to plan the work of the team to achieve its goals and assess the necessary resources
	UC-4.I-2. Coordinates and directs the activities of the team members to achieve the set goal, taking into account the peculiarities of the behavior of its	UC-4.I-2.K-1. Knows the basic methods of analyzing interaction in a team
		UC-4.I-2.K-2. Knows the basic principles and modern technologies for the implementation of an effective communication process

	participants, time and other restrictions	<p><b>UC-4.I-2.A-1.</b> Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution</p> <p><b>UC-4.I-2.A-2.</b> Able to provide effective feedback to team members on intermediate and final results of work</p> <p><b>UC-4.I-2.A-3.</b> Able to identify conflicts that arise in the process of teamwork, and constructively manage them</p> <p><b>UC-4.I-2.A-4.</b> Able to use various types of communication to ensure effective interaction of team members, including virtual</p>
<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>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
	<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>UC-6.</b> Able to analyze and take into account the diversity of	<b>UC-6.I-1.</b> Has an idea of the essence and principles of the analysis of cultural	<b>UC-6.I-1.A-1.</b> Knows the methods of analysis and consideration of the diversity of cultures in the process of intercultural interaction

cultures in the process of intercultural interaction	diversity in the process of intercultural interaction	<b>UC-6.I-1.K-2.</b> Knows the norms of intercultural interaction taking into account the diversity of cultures
	<b>UC-6.I-2.</b> Demonstrates the ability to analyze and take into account the diversity of cultures in the process of intercultural interaction	<b>UC-6.I-1.A-1.</b> Able to analyze the diversity of cultures in the process of intercultural interaction
		<b>UK-6.I-1.A-2.</b> Able to build intercultural interaction taking into account the diversity of cultures
<b>GPC-4.</b> Capable of managing project and process activities in an organization with the use of modern management practices, leadership and communication skills, identifying and evaluating new market opportunities, developing strategies for the start-up and development of innovative activities and corresponding business models of organizations	<b>GPC-4.I-1.</b> Organizes project and process activities with the use of modern management practices, leadership and communication skills	<b>GPC-4.I-1.K-1.</b> Knows approaches to organizing project and process activities, business modeling
		<b>GPC-4.I-1.A-1.</b> Able to manage project and process activities applying modern management practices, as well as leadership and communication skills
	<b>GPC-4.I-2.</b> Develops strategies for the development of innovative activities of an organization	<b>GPC-4.I-2.K-1.</b> Knows modern approaches to the start-up and development of innovative activities of organizations
		<b>GPC-4.I-2.A-1.</b> Able to identify promising areas of innovative activities and develops strategies for their development
<b>PC-7.</b> Capable of assessing the information needs of an organization, preparing analytical materials for the examination of management processes	<b>PC-7.I-1.</b> Conducts an analysis of the information needs of an organization	<b>PC-7.I-1.K-1.</b> Knows the goals and objectives of information management, causes of information needs, methods for studying information needs
		<b>PC-7.I-1.A-1.</b> Able to analyze information needs and determine requests for information and analytical support of an organization
		<b>PC-7.I-2.A-2.</b> Able to prepare materials that reveal the information needs of an organization for the examination of management processes
<b>PC-8.</b> Capable of conducting examination of management processes, preparing an expert opinion with provision of recommendations	<b>PC-8.I-1.</b> Conducts examination of management processes	<b>PC-8.I-1.K-1.</b> Knows the methods and principles of conducting examination of management processes
		<b>PC-8.I-2.A-1.</b> Able to evaluate the effectiveness of the organization's management processes
	<b>PC-8.I-2.</b> Presents the results of examination of the organization's	<b>PC-8.I-2.K-1.</b> Knows current forms of presenting the results of examination of management processes

	management processes with provision of recommendations	<b>PC-8.I-2.A-1.</b> Able to develop recommendations for improving the efficiency of management processes based on the analysis conducted
<b>PC-11.</b> Capable of independently creating models and algorithms for typical and non-standard organizational and managerial tasks to optimize the internal environment and to adapt to the requirements of the external environment of a particular functional unit and an organization as a whole	<b>PC-11.I-1.</b> Conducts an analysis of factors of the external and internal environment of a specific functional unit and an organization as a whole	<b>PC-11.I-1.A-1.</b> Able to collect and process information necessary to analyze the external and internal environment of a particular functional unit and an organization as a whole
	<b>PC-11.I-2.</b> Develops models and algorithms for standard and non-standard organizational and managerial decisions	<b>PC-11.I-2.A-1.</b> Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information <b>PC-11.I-2.A-2.</b> Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment
<b>SPC-1.</b> Capable of managing multicultural teams in organizations with different forms of ownership and communicating efficiently in foreign languages in the process of international activity	<b>SPC-1.I-1.</b> Manages teams considering the multicultural diversity of their participants in organizations / companies of various forms of ownership	<b>SPC-1.I-1.A-1.</b> Able to analyze managerial situations that arise in multicultural teams <b>SPC-1.I-1.A-2.</b> Able to develop strategies for managing talent and diversity in diversity teams
	<b>SPC-1.I-2.</b> Carries out effective communication in foreign languages when solving professional tasks related to international business activities	<b>SPC-1.I-2.A-1.</b> Able to negotiate in foreign languages considering cross-cultural differences and peculiarities of corporate cultures of various foreign countries, and evaluate their influence on the external environment <b>SPC-1.I-2.A-2.</b> Able to adapt leadership and managerial styles to the characteristics of cross-cultural organizations

#### 4. Workload of the course by types of activity

The workload of the discipline is 3 ECTS: 108 academic hours, including 52 academic hours of contact work with a professor, 56 academic hours of self-directed studies.

5. **Learning format:** full-time, with the use of educational platform On.Econ and distant learning technologies (Zoom)

6. **Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training**

Title and brief content of sections and topics of the course (module),  Form of assessment for the course (module)	Total (hours)	Including							
		Contact work (work in contact with a professor) <i>Types of contact work, hours</i>				Student self-directed studies <i>Types of self-directed studies, hours</i>			
		Seminars	Group consultations	Individual consultations	Total	Practical homework	Written Examination	Final group project	Total
Topic 1. Overview of Leadership	<b>16</b>	4	-	4	<b>8</b>	4	2	2	<b>8</b>
Topic 2. Leadership Theories	<b>16</b>	4	-	4	<b>8</b>	4	2	2	<b>8</b>
Topic 3. Leadership and Trust	<b>16</b>	4	2	2	<b>8</b>	4	2	2	<b>8</b>
Topic 4. International Communications	<b>16</b>	4	2	2	<b>8</b>	4	2	2	<b>8</b>
Topic 5. National Cultures and Communication	<b>16</b>	4	2	2	<b>8</b>	4	2	2	<b>8</b>
Topic 6. International Communications and Collaboration	<b>16</b>	4	2	2	<b>8</b>	4	2	2	<b>8</b>
Midterm assessment (control): — Defense of final projects	<b>12</b>	4	-	-	<b>4</b>	-	-	8	<b>8</b>
<b>Total</b>	<b>108</b>	<b>28</b>	<b>8</b>	<b>16</b>	<b>52</b>	<b>24</b>	<b>12</b>	<b>20</b>	<b>56</b>

### Brief content of the course topics

#### Topic 1. Overview of Leadership

- 1.1. Introduction to the discipline. Formation of teams for final projects.
- 1.2. What is leadership? Why is it important reaching goals?
- 1.3. Difference between a manager and a leader

#### Main Literature:

Peter G. Northouse, Leadership, Theory and Practices, Sage Publications, 2013. – Chapter 1.

#### Topic 2. Leadership Theories

- 2.1. Examine Contingency theory of leadership
- 2.2. Leadership Models
- 2.3. Adapting leadership roles to different circumstances
- 2.4. “Follow the Leader” or the rise from within the group

**Main Literature:**

Peter G. Northouse, Leadership, Theory and Practices, Sage Publications, 2013. – Chapters 2, 3, 4.

**Topic 3. Leadership and Trust**

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

**Main Literature:**

Peter G. Northouse, Leadership, Theory and Practices, Sage Publications, 2013. – Chapter 13.

**Topic 4. International Communications**

- 4.1. Concepts of communications
- 4.2. Types of Communications: Internal vs External, Policy vs Public Relations
- 4.3. Stakeholder Communications using Mendelow Matrix
- 4.4. Communications Regulations – Elon Musk example

**Topic 5. National Cultures and Communication**

- 5.1. Using the G.L.O.B.E study and earlier research by Gert Hofstede address the importance of cultural awareness in effective communications.
- 5.2. Cross cultural awareness via student scenarios
- 5.3. The challenges of successful international business based on communication differences

**Main Literature:**

Robert J House et al., Culture, Leadership, and Organizations, The GLOBE Study of 62 Societies, Sage Publications, 2004. – Chapters 1, 2, 3  
Geert Hofstede, Culture and Organizations: Software of the Mind, McGraw Hill, 2010. – Chapters 1, 2  
Peter G. Northouse, Leadership, Theory and Practices, Sage Publications, 2013. – Chapter 16.

**Topic 6. International Communication and Collaboration**

- 6.1. Corporate challenges to have global collaborations with external service providers
- 6.2. Overcoming communications barriers to international projects, joint ventures

**Main Literature:**

Geert Hofstede, Culture and Organizations: Software of the Mind, McGraw Hill, 2010. – Chapter 11.



## 7. Assessment tools to assess the course learning outcomes

### 7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
<b>UC-4.I-1.K-1.</b> Knows the basic models of team building and factors affecting the effectiveness of teamwork	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-1.K-2.</b> Knows the basic modern technologies of organizing the activities of teams, including virtual ones	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-1.A-1.</b> Able to distribute roles in a team taking into account the individual characteristics of the participants	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-1.A-2.</b> Able to set a clearly formulated task for each team member, taking into account his/her role	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-1.A-3.</b> Able to choose methods of organizing the work of the team, taking into account the specifics of the goal, time and other restrictions	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-1.A-4.</b> Able to plan the work of the team to achieve its goals and assess the necessary resources	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-2.K-1.</b> Knows the basic methods of analyzing interaction in a team	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>UC-4.I-2.K-2.</b> Knows the basic principles and modern technologies for the implementation of an effective communication process	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>

<p><b>UC-4.I-2.A-1.</b> Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><b>UC-4.I-2.A-2.</b> Able to provide effective feedback to team members on intermediate and final results of work</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><b>UC-4.I-2.A-3.</b> Able to identify conflicts that arise in the process of teamwork, and constructively manage them</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><b>UC-4.I-2.A-4.</b> Able to use various types of communication to ensure effective interaction of team members, including virtual</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><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</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<p><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</p>	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><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</p>	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><b>UC-5.I-2.K-1.</b> Knows the basic concepts of the organization of interpersonal interaction in the information environment</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<p><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</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<p><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</p>	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> </ul>

	<ul style="list-style-type: none"> <li>• Defense of the final group project</li> </ul>
<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	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>UC-6.I-1.A-1.</b> Knows the methods of analysis and consideration of the diversity of cultures in the process of intercultural interaction	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>UC-6.I-1.K-2.</b> Knows the norms of intercultural interaction taking into account the diversity of cultures	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>UC-6.I-1.A-1.</b> Able to analyze the diversity of cultures in the process of intercultural interaction	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>UK-6.I-1.A-2.</b> Able to build intercultural interaction taking into account the diversity of cultures	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>GPC-4.I-1.K-1.</b> Knows approaches to organizing project and process activities, business modeling	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>GPC-4.I-1.A-1.</b> Able to manage project and process activities applying modern management practices, as well as leadership and communication skills	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>GPC-4.I-2.K-1.</b> Knows modern approaches to the start-up and development of innovative activities of organizations	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>GPC-4.I-2.A-1.</b> Able to identify promising areas of innovative activities and develops strategies for their development	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-7.I-1.K-1.</b> Knows the goals and objectives of information management, causes of information needs,	<ul style="list-style-type: none"> <li>• Participation in discussions</li> </ul>

methods for studying information needs	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>PC-7.I-1.A-1.</b> Able to analyze information needs and determine requests for information and analytical support of an organization	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-7.I-2.A-2.</b> Able to prepare materials that reveal the information needs of an organization for the examination of management processes	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-8.I-1.K-1.</b> Knows the methods and principles of conducting examination of management processes	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>PC-8.I-2.A-1.</b> Able to evaluate the effectiveness of the organization's management processes	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-8.I-2.K-1.</b> Knows current forms of presenting the results of examination of management processes	<ul style="list-style-type: none"> <li>• Participation in discussions</li> <li>• Practical homework</li> <li>• Written Examination</li> <li>• Defense of the final group project</li> </ul>
<b>PC-8.I-2.A-1.</b> Able to develop recommendations for improving the efficiency of management processes based on the analysis conducted	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-11.I-1.A-1.</b> Able to collect and process information necessary to analyze the external and internal environment of a particular functional unit and an organization as a whole	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-11.I-2.A-1.</b> Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>PC-11.I-2.A-2.</b> Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>SPC-1.I-1.A-1.</b> Able to analyze managerial situations that arise in multicultural teams	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>SPC-1.I-1.A-2.</b> Able to develop strategies for managing talent and diversity in diversity teams	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>
<b>SPC-1.I-2.A-1.</b> Able to negotiate in foreign languages considering cross-cultural differences and peculiarities of corporate cultures of various foreign countries, and evaluate their influence on the	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>

external environment	
<b>SPC-1.I-2.A-2.</b> Able to adapt leadership and managerial styles to the characteristics of cross-cultural organizations	<ul style="list-style-type: none"> <li>• Practical homework</li> <li>• Defense of the final group project</li> </ul>

### 7.2. Course assessment criteria (scores):

Types of assessment tools	Score
1. Participation in discussions	35
2. Practical homework	35
3. Written Examination	50
4. Defense of the final group project	30
<b>Total</b>	<b>150</b>

### 7.3. Grade for the course is determined based on the following criteria:

Grade	Minimum score	Maximum score
<i>Excellent</i>	127,5	150,0
<i>Good</i>	97,5	127,0
<i>Satisfactory</i>	60,0	97,0
<i>Failed</i>	0,0	59,5

**Note:** in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

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

#### — *Written Examination*

The examination is based on all the material examined before it and can include both theoretical and practical questions. To pass the examination successfully students are required not only to study the materials of contact lessons, but also recommended literature.

Sample questions:

1. Identify at least five types of stakeholders and why it is important for the organization to communicate with them.

2. What is the principle reason for failed communications and what is the recognized way to significantly improve the success of communications?
3. Managers and Leaders are different in their essential outlook and reaction to business. Describe the 5 following differences between a Leader and a Manager in the following spheres.
4. Identify and explain Leadership Traits

— *Participation in discussions*

Sample issues to be discussed:

1. What are the current research problems facing business leaders?
2. What are the communication challenges in international business?
3. How are communications and leadership interrelated?
4. Can we learn from recognized leaders or is there a danger in emulating them?
5. Can local culture and international communications coexist?

— *Practical homework*

Sample tasks:

- Prepare a brief literature review on the topics such as: Transparency, Culture vs Communications, Leaders taking risks
- Prepare an essay identifying current trends in leadership and communications, both successes and failures, found in the business press.

— *Final Group Project*

Presentation of a leader assigned explaining why and how the leader has been recognized. Only business leaders are used for reference.

### **7.5. Methodological guidelines and assignment requirements:**

All assignments must be completed in strict accordance with the requirements set out at the course page at the educational platform On.Econ.

## **8. Resources**

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

#### **Main literature:**

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. David A Griffith, The role of communication competencies in international business relationship development, Journal of World Business, 2002
2. Fred C. Lunenburg, Leadership versus Management: A key distinction, International Journal of Management, Business, and Administration, Vol.14, 2011

#### **Periodicals and Journals:**

- Harvard Business Review
- The New York Times
- International Journal of Management, Business and Administration.

#### **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.

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

— <http://hbr.org/>

— <http://www.bbc.co.uk/business>

#### **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 instruction: *English***

**10. Professors:** Gerald Rohan.

**11. Syllabus authors:** Gerald Rohan.