

**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

«\_\_» \_\_\_\_\_ 2024

**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 2024

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: 2023 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>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>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-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-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.I-1.K-1.</b> Knows the current state of scientific research in management and related fields
	<b>GPC-5.I-2.</b> Develops and carries out research projects	<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-3.K-1.</b> Knows methods of conducting scientific research in management and ways of presenting research results
		<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.</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>PC-1.I-1.K-1.</b> Knows current issues in the chosen subject/professional area
		<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-2.</b> Uses quantitative and	<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



knowledge in practice and using an integrated approach to real business situations in international context	integrated analysis of situations related to the current activities of international companies	company's activities in the foreign market considering the priorities of the internationalization strategy <b>SPC-2.I-1.A-2.</b> Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies
	<b>SPC-2.I-2.</b> Makes decisions related to international business activities based on an integrated analysis	<b>SPC-2.I-2.A-1.</b> Able to analyze the market potential when developing an algorithm for entering new foreign markets <b>SPC-2.I-2.A-2.</b> Able to predict and manage the risks of business activities in a foreign territory
<b>SPC-3.</b> Capable of elaborating and implementing international development strategies for organizations with different forms of ownership based on the analysis of international business environment and modern trends, including digitalization of economic activities	<b>SPC-3.I-1.</b> Formulates and implements international development strategies for companies, considering their organizational and legal form	<b>SPC-3.I-1.A-1.</b> Able to analyze the existing international strategies of a company in international business <b>SPC-3.I-1.U-2.</b> Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin
	<b>SPC-3.I-2.</b> Adapts development strategies of organizations to the peculiarities of their international business environment and modern trends, including digitalization of economic activity	<b>SPC-3.I-2.A-1.</b> Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market
		<b>SPC-3.I-2.A-3.</b> Able to evaluate the effect of implementation of new digital business models and technologies
<b>SPC-4.</b> Capable of understanding different aspects of social, ethical, and personal responsibility that emerge during the practical work at international organizations	<b>SPC-4.I-1.</b> Understands scientific, social, ethical and personal responsibility for decisions made in the course of research activities in international organizations	<b>SPC-4.I-1.K-1.</b> Knows various types of responsibility that arise in the course of research activities, and the influence of sociocultural factors on the interpretation of the types of this responsibility
<b>SPC-5.</b> Capable of applying entrepreneurial and organizational change approaches in global context that are based on the principles of sustainability	<b>SPC-5.I-1.</b> Reasonably uses modern approaches to starting-up new and managing existing international companies	<b>SPC-5.I-1.K-1.</b> Knows conditions and factors of forming the potential value of an establishing business
		<b>SPC-5.I-1.A-1.</b> Able to identify market needs and use modern approaches in the formation of business models of established and existing enterprises
	<b>SPC-5.I-2.</b> Identifies and justifies the organization's needs for change, considering the dynamics of the global business environment and the principles of	<b>SPC-5.I-2.K-1.</b> Knows main components of sustainable business development, including environmental, social factors and corporate governance (ESG factors) <b>SPC-5.I-2.A-1.</b> Able to diagnose the needs of an organization for changes that are adequate to the global dynamics of the external environment and

	sustainability	to assess its readiness for these changes <b>SPC-5.I-2.A-2.</b> Able to evaluate the compliance of international business development projects with the principles of sustainability
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#### 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. Strategic Management

Strategic Management Attributes. Strategic goals. Business idea. Business model. Vision. Mission. Business environment and stakeholders. Business Model Canvas (A.Osterwalder).

Business environment: internal environment, macro- and micro environment. Porter’s Five Forces Model. PESTEL analysis. SWOT analysis.

Strategy, strategic decisions. Strategy levels. Levels of strategy. Diversification and corporate-level strategy. Core Competences and Business Strategy.

International Business: Forms (definitions and examples), Reasons and Barriers. CAGE Distance Framework. AAA Internationalization strategies.

#### TOPIC 2. Modern technologies and methods of managerial decision-making

Strategy as a management decision. Problem structuring for better decision making. Strategy consulting toolkit in decision making. How to reformulate a problem into something potentially solvable. SMART principles. Problem statement (problem description template). Decision making as a process (decision funnel). Issue trees, hypothesis trees. MECE principle (mutually exclusive, collectively exhaustive). Frameworks – typical ways to structure and solve business problems. Decision / solution communication: pyramid principle, Situation-Complication-Resolution sequence.



Decision making in uncertainty. Uncertainty index. Uncertainty levels. Uncertainty types by zone of control. Strategies to handle uncertainty. Relevant tools and concepts from risk management (asymmetric risks, tail risks, scenario planning, risk adjusted forecasting etc.). Relevant tools of business / startup development under uncertainty (Lean Startup methodology, hypotheses testing, experiments, iterations, MVP).

### **TOPIC 3. 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 4. 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.

Entrepreneurial individual and entrepreneurial team. Characteristics of successful entrepreneurs. The Traits approach (by David McLelland). The behavioral approach (by Bill Gartner). Team composition. Timmon's model. Homogeneity vs. Heterogeneity as an aspect of team composition.

Characteristics of effective teams.

Business Opportunity Identification. Ideas and Opportunities. Types of opportunities. Types of Innovation. Sources of and changes generating new ideas and business opportunities. Opportunity Recognition Process. Entrepreneurial process. Integrating model (Davidsson). Bhave's two types of entrepreneurial processes. New venture creation: evaluating business opportunities 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 5. 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 the 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 6. 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

<b>UC-1.I-2.A-1.</b> 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
<b>UC-1.I-2.A-2.</b> 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
<b>SPC-1.I-1.A-1.</b> Able to analyze managerial situations that arise in multicultural teams	State exam Preparation and defense of the final assessment paper
<b>SPC-1.I-1.A-2.</b> Able to develop strategies for managing talent and diversity in diversity teams	State exam
<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	State exam Preparation and defense of the final assessment paper

<b>SPC-1.I-2.A-2.</b> Able to adapt leadership and managerial styles to the characteristics of cross-cultural organizations	State exam Preparation and defense of the final assessment paper
<b>SPC-2.I-1.A-1.</b> Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the internationalization strategy	State exam Preparation and defense of the final assessment paper
<b>SPC-2.I-1.A-2.</b> Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies	State exam Preparation and defense of the final assessment paper
<b>SPC-2.I-2.A-1.</b> Able to analyze the market potential when developing an algorithm for entering new foreign markets	State exam Preparation and defense of the final assessment paper
<b>SPC-2.I-2.A-2.</b> Able to predict and manage the risks of business activities in a foreign territory	State exam Preparation and defense of the final assessment paper
<b>SPC-3.I-1.A-1.</b> Able to analyze the existing international strategies of a company in international business	State exam Preparation and defense of the final assessment paper
<b>SPC-3.I-1.U-2.</b> Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin	State exam Preparation and defense of the final assessment paper
<b>SPC-3.I-2.A-1.</b> Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market	State exam Preparation and defense of the final assessment paper
<b>SPC-3.I-2.A-3.</b> Able to evaluate the effect of implementation of new digital business models and technologies	State exam
<b>SPC-4.I-1.K-1.</b> Knows various types of responsibility that arise in the course of research activities, and the influence of sociocultural factors on the interpretation of the types of this responsibility	State exam Preparation and defense of the final assessment paper
<b>SPC-4.I-1.A-1.</b> Able to present the results of own research activity, considering ethical and social aspects of professional communication in international companies	Preparation and defense of the final assessment paper
<b>SPC-5.I-1.K-1.</b> Knows conditions and factors of forming the potential value of an establishing business	State exam
<b>SPC-5.I-1.A-1.</b> Able to identify market needs and use modern approaches in the formation of business	State exam



models of established and existing enterprises	Preparation and defense of the final assessment paper
<b>SPC-5.I-2.K-1.</b> Knows main components of sustainable business development, including environmental, social factors and corporate governance (ESG factors)	State exam Preparation and defense of the final assessment paper
<b>SPC-5.I-2.A-1.</b> Able to diagnose the needs of an organization for changes that are adequate to the global dynamics of the external environment and to assess its readiness for these changes	State exam Preparation and defense of the final assessment paper
<b>SPC-5.I-2.A-2.</b> Able to evaluate the compliance of international business development projects with the principles of sustainability	State exam 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=108349&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=108349&p=attachment>)

By decision of the State Examination Committee, the score for student's defense can be added within a maximum of 1 point on a ten-point scale based on the approbation results of the master's thesis main results. The decision is made by a simple majority of votes. In the event of a tie, the chairman's vote is considered decisive. Approbation may be evidenced by a documented report at a scientific conference, publication in a peer-reviewed scientific journal, or implementation of research results documented by the organization that applied these results in its activities.

Requirements for (list of) conferences, journals that may be considered as approbation of master thesis results:

- 1) International Scientific Conference of Students, Postgraduates and Young Scientists "Lomonosov" / Международная научная конференция студентов, аспирантов и молодых учёных «Ломоносов-2025» (RUS, ENG), Lomonosov Moscow State University <https://lomonosov-msu.ru/rus/event/9000/>



- 2) XIV International Student Conference ‘New Horizons of Economic Growth # Social Wellbeing # Cultural Achievements’ (ENG), English Language Department, Faculty of Economics, MSU [https://www.econ.msu.ru/departments/fl/Events.20241122194336\\_1845/](https://www.econ.msu.ru/departments/fl/Events.20241122194336_1845/)
- 3) Articles in peer-reviewed scientific journals that are:
- Scopus, Web of Science, RSCI indexed: <https://www.econ.msu.ru/sys/raw.php?o=61182&p=attachment>
  - included in the MSU list of scientific journals, Section ‘Economic Sciences’ (= Экономические науки): <https://www.econ.msu.ru/sys/raw.php?o=116501&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 ‘Strategic Management’ topic (in English)**



4. Identify the components of culture and describe their impact on international business. Show how cross-cultural differences affect managerial decisions in international companies.
5. Describe the major components of global business environment and identify major macro and micro- level elements.
6. Describe the different contractual entry modes that are available to companies.
7. Describe the different investment entry modes that are available to companies.
8. Describe the strategic factors in selecting an entry mode for international company.
9. What factors should be taken into consideration during assessment of the national business environment?
10. Describe the Hofstede-framework used to classify cultures and explain how it is applied in managerial practices.
11. Identify the reasons forcing the companies to go global.
12. Explain how operations in multi-currency environment increase international business risks.
13. Describe the entry strategy development process.
14. What are the major methods and sources of information for prospective market research?

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

1. What is entrepreneurship? Different images of entrepreneur and entrepreneurship. Contributions of Entrepreneurship to Society.
2. Entrepreneurial individual and entrepreneurial team. Characteristics of successful entrepreneurs. Team composition. Advantages and disadvantages of homogeneity and heterogeneity for team composition.
3. Types of opportunities. Types of innovation. Sources of new venture ideas. Opportunity Recognition Process.
4. PRIME Analysis Framework to evaluate opportunities.
5. Are all types of resources useful for innovation and entrepreneurial growth? Which resources or resource bundles do you deem most important for business growth?
6. Discuss the pros and cons of having informal vs. formal HR practices and how they affect the recruitment process.
7. How can entrepreneurs transit from informal to more formal HR practices and what are the consequences of such a transition?
8. Why is it (not) important to protect the resources of a company? Can all resources be protected?
9. Business plan, components of business plan, specifics of global business planning.

#### **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”. What elements make for a different market environment?
2. Comment on the well-known statement of David Packard “Marketing is Too Important to Be Left to the Marketing Department”.

3. Role of middlemen in international marketing. Describe the main role that different types of middlemen play in international trade. Describe the role of Incoterms in international marketing.
4. How can you apply the Thomas Gad “4D Branding” model in international marketing.
5. Marketing classification of mass goods. Marketing strategies for different types of goods in international markets.
6. Product life cycle theories and their interpretation in international marketing practice.
7. Adaptation strategies and unified marketing strategies for local and international markets. Main tendencies. How to apply Jerome McCarthy theory to modern international marketing?
8. Digital marketing instruments in information societies. What are the pros and cons in their application.
9. Peculiarities of B2B marketing: organization, distribution of responsibility, purchasing decisions, transformation of means of marketing stimulation. The role of advertising and direct sales, features of communications. How would you comment on the IBM B2B slogan: “no one has been penalized yet for choosing IBM?”
10. What are the specific features of service marketing? Do you see any necessity to correct them in international marketing?
11. The concept of "product levels" from the producer’s and customer’s viewpoints. The concept and practical use of benchmarking. Place of benchmarking in international marketing.
12. Application of SWOT-analysis and K.Ohmae 3C theory in international expansion strategies.

**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 literature**

#### **Topic 1. Strategic Management**

1. Richard Rumelt, Good Strategy Bad Strategy: The Difference and Why It Matters, 2017
2. Ahlstrom David, Bruton Garry. International management. Strategy and Culture in the Emerging World. Cengage Learning, 2010.
3. A. Osterwalder, Y. Pigneur, Business Model Generation, Wiley, 2010

## **Topic 2. Modern technologies and methods of managerial decision-making**

1. Ethan M. Rasiel. The McKinsey Way: Using the Techniques of the World's Top Strategic Consultants to Help You and Your Business. McGraw-Hill, 1999. URL: [http://csinvesting.org/wp-content/uploads/2012/07/the\\_mckinsey\\_way.pdf](http://csinvesting.org/wp-content/uploads/2012/07/the_mckinsey_way.pdf)
2. Eric Ries. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Currency, 2011. URL: [https://www.academia.edu/6418358/The\\_Lean\\_Startup\\_How\\_Today\\_s\\_Entrepreneurs\\_Use\\_Continuous\\_Innovation\\_to\\_Create\\_Radically\\_Successful\\_Businesses](https://www.academia.edu/6418358/The_Lean_Startup_How_Today_s_Entrepreneurs_Use_Continuous_Innovation_to_Create_Radically_Successful_Businesses)
3. Stephen M. Byars, Kurt Stanberry. Business Ethics. OpenStax, 2018. URL: <https://assets.openstax.org/oscms-prodcms/media/documents/BusinessEthics-OP.pdf>

## **Topic 3. 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 4. International Venture Development**

1. The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company Mar 1, 2012 by Steve Blank and Bob Dorf
2. Andrew and Mary Bragg 'Developing new Business Ideas' FT Prentice Hall 2005
3. Osterwalder & Y. Pigneur, 'Business Model Generation' Wiley, 2010.

## **Topic 5. 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 6. 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

### **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