**Courses descriptions**

**(Main topics of the program)**

**Fundamental courses in business and management:**

1. ***Global Macroeconomics*** This course develops students’ aggregate thinking by providing a consistent theoretical framework for understanding the main macroeconomic facts and events. It examines determinants of business cycles in an open mixed economy. In particular, it focuses on the inter-country interaction in the context of imperfect capital mobility and trade restrictions. The course also addresses the long run issue of ‘why capital doesn’t flow from rich to poor countries’. The course will equip students with basic analytical skills relevant for managerial decision-making at the strategic level. Specifically, students will learn how to employ proper theories to recognize global economic shocks, identify their nature, predict their consequences as well as justify proper macroeconomic policies.
2. ***Corporate Finance*** This course will serve as an introduction to the specialized course of the Corporate Financial Management (included in Fundamental specialized courses). The primary objective will be to provide the framework, concepts, and tools for making financial decisions based on fundamental principles of modern financial theory. Topics covered will include financial statements analysis techniques, discounted cash flow techniques; corporate capital budgeting, valuation and corporate finance policy (including capital structure, costs of capital, dividend policy and other related issues). The course will be followed by various case studies to enable the students to apply the acquired knowledge in actual business scenarios.
3. ***Financial Accounting*** This course will provide students with the essentials of financial accounting and reporting. Upon completion, students should be able to read and interpret financial statements for business diagnosis and decision-making. You will also gain the necessary background and the conceptual base to continue mastering more sophisticated issues of corporate reporting and finance on their own.
4. ***Management Accounting*** The Management Accounting is a one semester course and it is focused on the process of making management decisions based on the information provided by business – about its transactions and performance. This information can be collected, processed and presented in certain way to assist in this process. Among the topics covered are the calculation of cost per items for making profitability decisions for different types of business activities or business units, pricing decisions, choosing from alternative options while deciding on additional costs or expenses or additional sales opportunities within limited production capacities – what issues the cost accounting cares about. Special attention is paid to the application of the cost accounting methods to merchandising and service organizations. Cost analysis has a significant influence on the pricing decisions and transfer prices. Also a part of the course is devoted to the planning and budgeting process in the company as a management tool and variances analysis. The discussion of modern methods of performance management such as Balanced Score Card brings a special value of the program. The first part of the course is devoted to the Cost analysis, the second part – covers aspects of making managerial decisions, including the cost-volume-profit analysis, evaluating relevant and opportunity costs for alternatives, considering uncertainty and constraints, and evaluation of capital projects. The course has a Financial Accounting course as a prerequisite.
5. ***Data Analysis*** This course is about quantitative methods, namely statistics, applied to the business world. Specifically, we will focus on certain statistical competencies that help managers make better decisions. We will start from scratch: I expect you to have only the basic understanding of math. Everything else we will learn in this class. As you will see, we will use a lot of business applications, and I am concerned more with your understanding on how statistic works as opposed to memorizing the formulas. This class will be unique in a sense that I will bring a lot of non-statistical material to help you understand the world of decision.
6. ***Project Management*** The goal of this course is to provide knowledge of basic principles and modern approaches to effective project management based on the international project management standards and recent developments in the field. Creation of an effective system of managing projects is highly topical for any organization because it allows to achieve considerable competitive advantages. The culture of managing projects within a company considerably determines the quality of its corporate strategy implementation, an effectiveness of using its corporate resources, an ability to achieve better performance and meaningful corporate goals in due time with manageable risks. Project management shall be considered as a separate sub-system of corporate management (along with strategic management, operations management, managing finances etc.), because a project represents a change that takes places in a company in the course of implementing its corporate strategy. The course focuses on theoretical background of project management, its practical instruments, methods and tools. Additional attention is paid to practical aspects of building an effective system of managing projects within an organization. Within the course some practical recommendations to creating a corporate system of managing projects are given and particular aspects of Russian and foreign companies’ experience in this field is observed.
7. ***Presentation skills*** This course teaches how to conceive and deliver very effective and meaningful presentations, how to prepare contents and visual support so that they are forceful and persuasive.

**Fundamental Specialized Courses:**

**Strategy and Marketing in a Global World**

1. ***Strategic Marketing Management*** The overall objective of the Strategic Marketing Management course is to provide students with the understanding of the main strategic marketing concepts and theories. The course includes the major topics of classical marketing, such as strategic marketing, relationship marketing, consumer behavior, and marketing communications. Strategic approach to Marketing Management means that marketing is not only understood within the framework of traditional 4P model, but also in terms of interfirm and network collaboration, relationship marketing, and value co-creation. The course includes a number of case studies dealing with marketing decisions in organizations and the role of marketing in the development of corporate strategies. Teaching methods include lectures, guest lecture, individual and group projects, case studies, and class assignments.
2. ***Digital Marketing*** The course examines how the digitalization of the economy affects industries and companies and creates new business models. It entails a specific focus on internet and its use in e-marketing and e-commerce.
3. ***Marketing analytics*** The course is based on the core marketing concepts and their advanced implementation within CRM, Digital Marketing, Social Media Management and Viral Marketing, Customer Analytics and Marketing Research. This course provides with basic tools and strategies of the mentioned areas and their application in particular markets and areas such as B2B, Luxury and Services. The course includes a number of case studies dealing with marketing decisions in organizations and the role of marketing in the development of corporate strategies.
4. ***Business Strategies*** In the today’s global uncertainty and volatile markets everyone is looking for the new business ideas. It’s a quest for great ideas of growth and stability. And the main question any executive or investor will be asking right after they hear new great idea will be about the business strategy that will supports such idea. In this course, devoted to Strategy, students will be looking into the whole evolution of the business strategy and what are the new trends and tools. In a very intensive format participant of this course will get their's hands-on-experience by using all the classical and more controversial tools of planning, evaluating and executing their strategies. The course will show how to apply skills of strategic analysis and planning in the international markets and global business environment, taking into account all complexity of the global trade and international competition.
5. ***Managing the Internationalization of the company*** How firms become international and attempt to exploit their competitive advantage in foreign markets. The course develops managerial and business leadership skills for dealing with the distinctive management problems that arise when firms do business across national borders.
6. ***International Mergers and Acquisitions*** This course examines the theoretical and practical aspects of multi-national corporations operating in an international environment, problems and risks that may be encountered and various bases for profitable operations. The course will cover the aspects of global strategy development including when and how a firm will use alliances, mergers, and acquisitions to enhance global competitiveness.
7. ***Corporate Financial Management*** The objective of this course will be to study the major decision-making areas of managerial finance. This course will serve as an extension of Corporate Finance course and will cover such major topics as mergers and acquisitions, financial planning, working capital management and obtaining finance. The students will learn how to get the necessary financial resources and allocate them in the most efficient way in order to create the additional value to the firm. The course will be followed by various case studies.

**Specialized Courses**:

**Leadership and Management in a Global World**

1. ***Leading People and Organization*** The coursestudies the relationship between good management practices and well-structured organizations.  Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources. We take a special look at leading people and will introduce different theories of leadership behavior and practices. Furthermore, leadership is a social process. Understanding yourself as a leader, and the people you are leading, is an important element of the toolkit of a leader. The course will be practical and interactive, where students will write a paper using their own experience in management and is combined with cases and teamwork.
2. ***Entrepreneurship*** The biggest part of the modern economic growth is very much depend on the new ventures founded by energetic and risk taking entrepreneurs. The mid size startups or those that become “Unicorns” are contributing to the biggest disruptions in all technologies. This course is aiming at two main objectives, number one – is to enable participants to turn their ideas into revenue – generating business, as a family enterprise, startup, or in a corporate environment. Objective number two is to help participants discover their potential as an entrepreneurs by making more understandable of what it takes and how to manage it. Students will develop their own startup ideas and business plans to be ready for execution. Models and tools of working in VC environment will be offered supplementary for those who plan to shift from theory to practice.

1. ***International Legal Management*** The courses provides with legal risks encountered by operational managers, teaches how to apply risk management techniques, understand international contract law, corporate governance.
2. ***Business Informatics and Digital Transformation*** Business informatics is a modern discipline that is built on intersection between business studies, microeconomics and information technology. It is aimed to provide methods and tools how to govern the modern business deeply connected with Information Technology. IT adoption and governance is considered from the earlier Porter models and includes also contemporary methods of building enterprise architecture (EA). Students consider several successful IT start-ups and analyze reasons of their success.
3. ***Managing Global projects*** Business operations of modern companies are becoming increasingly global and transboundary; project structures have growing importance in this context, thus, companies all over the world focus on developing and strengthening their abilities to manage global projects. Professionals who are able to successfully initiate, plan, coordinate, and control projects across multiple countries and cultures, will have excellent career prospects. The goal of this course is to equip a participant with essential knowledge, skills, and techniques so that he/she can establish effective management and leadership in an environment with a diverse set of stakeholders. The course will examine the following topics: characteristics of global projects; organizational specifics of the global projects; specifics of global stakeholders for a project; effective communication with global stakeholders; cultural diversity and its influences (effects and remedies); risk-assessment and risk-management in global projects; control over globally distributed projects; closing the global projects. Participants will be provided with an introduction for each of the topics cited above and then work on practical exercises and real-life examples in order to gain deeper insights into each topic.
4. ***International Dimensions of Organizational Behavior*** In a more and more globalizing world economy, it is of paramount importance to understand the international dimensions of organizational behavior. We will look at the conceptual, theoretical and practical boundaries that are limiting our ability to understand and work with people in different countries and from different cultures worldwide. It views global complexity a neither unpredictable nor random, rather we will demonstrate that variations across culture and their impact on organizations follows a systematic, predictable pattern. We will zoom in into the consequences this will have for leading people and organizational design.
5. ***Supply Chain Management*** The main idea of supply chain management is to view an organization as a part of a bigger supply network creating the ultimate value for the market. Students will learn how to implement and refine main supply chain processes (sourcing, manufacturing, distribution, planning etc.) as well as organize material and informational flows through this network for the best customer satisfaction and business benefits.
6. ***Consulting Methodologies*** This course provides with the necessary skills to solve quickly a business case as well as the most common methodologies used within the consulting sector.