

**Saint-Petersburg State Polytechnical University**  
**Institute of Industrial Economics and Management**  
**Entrepreneurship and Commerce Department**

**INTERNATIONAL  
MANAGEMENT AND  
BUSINESS DEVELOPMENT  
IN RUSSIA**

**SEMESTER**

**2014**

### **About St. Petersburg**

The city was founded in 1703 by Russian Emperor Peter the Great. According to his will St. Petersburg became a link between Russia and European countries. For more than two centuries St. Petersburg was the capital of Russian Empire and even now people call it "Northern capital".

The city of St. Petersburg is known as the cultural treasure house of Russia. Here, you will find more than 140 museums and around 100 theatres. But St. Petersburg is also much more than culture and beautiful sights. It is also one of Russia's largest educational and scientific centers.

### **About St. Petersburg State Polytechnical University**

St. Petersburg State Polytechnical University has a status of National Research University. It is a well-known and recognized Russian leader in the field of higher engineering and economic education.

The University is based on a compact park-like campus in the residential north-west district of St. Petersburg. A greater part of the campus is a large park with over a score of university buildings scattered around it.

St. Petersburg State Polytechnical University annually enrolls around 30 000 students from all over Russia and abroad.

### **About Institute of Industrial Economics and Management**

Historically, the Institute was organized with the establishment of the Polytechnical University in 1899, when Russian finance minister Count Sergei Witte signed a decree on the creation of the commercial department. Witte showed support to universities developing economic science along with technologies as opposed to technical schools. In 1902 it became the first Russian academic center aiming to train economic staff ever. Today it offers diverse courses in sphere of economics, management and business development.

### **About "International Management and Business Development in Russia" semester program**

The program provides students with opportunities to bring into line with large international companies' staff requirements, learn best practices in their specialty, gain experience of working in international teams, establish useful international contacts and learn specifics of Russian business environment.

The program is integrated into a master degree program for Russian and foreign students. All courses are taught in English. Studying methods include case studies, brainstorming, working in small groups, companies' visits.

The program is developed according to the European requirements and can be recognized as a semester abroad.

## **PROGRAM DESCRIPTION**

**Program Dates:** beginning of September – mid-January

**Place of study:** Institute of Industrial Economics and Management of SPbSPU

**Participants:** international and Russian students

**Prerequisites:** previous education in the related area (preferably 5-6 semesters), good command of English

**Teachers:** professors from St. Petersburg Universities and highly qualified experts of consulting companies

**Training methods:** lectures, interactive presentations, working in small groups, discussions, brainstorming, case studies, companies' visits, workshops by the Russian and foreign companies' representatives

**Credits:** 30 ECTS credits per semester

### **Courses:**

Russian language (level 1 or level 2) 5.0 ECTS

Intercultural management / International HR Management 4.0 ECTS

Entrepreneurship 5.0 ECTS

International market research 5.0 ECTS

Modern strategic analysis 5.0 ECTS

International standards of production management 5.0 ECTS

Corporate finance 5.0 ECTS

Management of investments / Sales management 5.0 ECTS

Business marketing 2.5 ECTS

Russian business language or Russian civilization 1.5 ECTS

Students can choose any course from the listed above. Total ECTS of all chosen courses have to be at least 30 credits.

1. Please note that program content is subject to change.
2. Course can be cancelled if less than five persons have applied for it.
3. Limited number of places for the course.

## RUSSIAN LANGUAGE (level 1, beginners)

<b>Objectives</b>	By the end of the course students should get basic reading, writing, listening and speaking skills. Students will be able: <ul style="list-style-type: none"><li>- to read and understand some simple texts;</li><li>- to understand Russian native speakers (in the bounds of the covered lexical and grammar material);</li><li>- to maintain dialogues on particular topics using words and grammar studied.</li></ul>
<b>Content</b>	<u>Phonetics</u> . Peculiarities of the Russian articulate base. Intonation. <u>Grammar</u> . The noun (the category of gender, animate and inanimate nouns). The adjective (declension of nouns and adjectives in singular). The pronoun (personal, possessive and demonstrative pronouns, declension of pronouns in singular). The numeral (ordinal and cardinal numerals, declension of ordinal numerals). The verb (verbs in the present, past and future tenses). Order of words in a Russian sentence. Declarative, interrogative and negative sentences. Simple and compound sentences. Conjunctions что, потому что, поэтому, но, а, и. <u>Lexical topics</u> . Biography, family, getting round the city, shopping, restaurant.
<b>Teaching and learning methods</b>	Practical training in class. Grammar and words are practiced through various types of exercises (written and oral), dialogues and texts, which employ the most frequently used phrases and words in a variety of everyday contexts. Self study.
<b>ECTS Credits</b>	3.5

OR

## RUSSIAN LANGUAGE (level 2)

<b>Objectives</b>	By the end of the course students should improve their reading, writing, listening and speaking skills. Students will be able: <ul style="list-style-type: none"><li>- to improve their understanding of Russian native speakers (in the bounds of the covered lexical and grammar material);</li><li>- to maintain dialogues on particular topics using words and grammar studied.</li></ul>
<b>Content</b>	<u>Grammar</u> . The noun (declension of nouns in plural). The adjective (declension of adjectives in plural). The pronoun (declension of possessive and demonstrative pronouns in plural). The verb (verbal aspects in the past and future tenses). The imperative: formation and functions. Verbs of motion. Transitive and intransitive verbs of motion. Verbs of motion without prefixes. Verbs of motion with prefixes. Compound sentences. Conjunction который. <u>Lexical topics</u> . Getting round the city, travelling, shopping.
<b>Teaching and learning methods</b>	Practical training in class. Grammar and words are practiced through various types of exercises (written and oral), dialogues and texts that employ the most frequently used phrases and words in a variety of everyday contexts. Self study.
<b>ECTS Credits</b>	3.5

## INTERCULTURAL MANAGEMENT

<b>Objectives</b>	Closer understanding of the various cultural mindsets, intercultural business connections. Increased awareness of foreign cultures and behavioral patterns. Students will be able to assess the influence of the cross-cultural differences in the international business relationships and adequately prepare for the new inter-cultural situations. Students will obtain confidence and competence in negotiations, intercultural sensitivity and persuasiveness.
<b>Content</b>	Human and cultural environment of business (cultural aspects of international business communications; corporate culture; classification of cultures and their impact on the international business; peculiarities of the cross-cultural interaction; religion, language, folklore and ethics). Overcoming of cross-cultural barriers in international business (national management model; peculiarities of Russian management; peculiarities of business culture of transnational corporations; cross-cultural case-study; peculiarities of negotiations with foreigners).
<b>Teaching and learning methods</b>	Lectures, homework and presentations.
<b>ECTS Credits</b>	4.0

OR

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

<b>Objectives</b>	Students will be familiar with the specific challenges of Human Resource Management (HRM) in international surroundings, particularly in multinational companies (MNC). They will be aware of and understand country-specific differences of HRM and its relevant context aspects.
<b>Content</b>	Fundamentals of HRM and of International HRM (what is HRM, HRM process, HRM Value chain, approaches to HRM, International Assignments and Expatriates, Complexity of IHRM, Transnationality, etc.), The Role of Culture in International HRM (Dimensions of Organizational Culture, Link between Culture and Behavior, Culture's Effects on Management, High and Low Context Cultures, Frameworks of Cultural Differences), Comparative HRM: Principles and Examples (Overview and Differences in HRM practices between different countries such as Germany, China and others), Staffing the MNC (E/P/(R)/G Model, Determinants of Staffing Approaches, Standardization of Work Practices), Managing International Assignments & Repatriation (Roles and Failures of Expatriates, Forms of International Work, Female assignments and Dual Career Couples, Glopats, Short-Term Assignments, Commuter Assignments, Virtual Assignments, Repatriation), International Performance Management (Subsidiary Performance, Expatriate Performance, Performance Appraisal), International Training & Development (Pre-Departure Training, Training Needs, Cross-Cultural Training, Developing International Teams, Developing Local Staff), Basics of International Compensation (Objectives, Complexities and Components of International Compensation, Approaches to International Compensation: Going rate and Balance sheet approaches, Taxation), Leadership in a Globalized World
<b>Teaching and learning methods</b>	Lectures, assignments, case studies and discussions in the class.
<b>ECTS Credits</b>	4.0

## ENTREPRENEURSHIP

<b>Objectives</b>	<p>A closer understanding of an entrepreneurship and its role in economy; an understanding of Small and Medium sized Enterprises (SME'S), its characteristics.</p> <p>Foster entrepreneurship by enabling students to metamorphose their ideas to commercial projects.</p> <p>The students must have be ready to:</p> <ul style="list-style-type: none"><li>- evaluate the role of the entrepreneur in the economy;</li><li>- assess entrepreneurial opportunities in Russian market;</li><li>- identify ways through which entrepreneurship is manifested;</li><li>- evaluate the ethical issues.</li></ul>
<b>Content</b>	<p>Introduction to entrepreneurship (innovation and entrepreneurship; improvisation, intuition and inspiration in entrepreneurship). Starting new business (expectations about size, growth, returns and risk; the economics of start-up ventures; financing a new venture). Business management (a business model; marketing, strategy and the entrepreneur; operational and legal issues in entrepreneurship in Russia). Legal organizational forms of business. Social aspects of entrepreneurship (the entrepreneurial audit; ethical issues and the entrepreneur).</p>
<b>Teaching and learning methods</b>	<p>Lectures, case studies, projects and presentations.</p>
<b>ECTS Credits</b>	<p>5.0</p>

## MODERN STRATEGIC ANALYSIS

<b>Objectives</b>	<p>As a result of studying students must be ready to know the strategy definition and classification of strategies; stages of a process of strategic management, role of mission statement in the process of strategic management, methods of strategic goal setting; specifics of Russian business environment; competitive strategies and Russian aspects of strategy implementation, Russian managerial mentality; skills in mission statement formulation, usage of different tools of SWOT-analysis; development of profile of strategic advantages, usage of strategic matrix for strategy choice.</p>
<b>Content</b>	<p>Strategy definition and strategy pyramid; process of strategic management, mission statement formulation, international and Russian examples; corporate values and corporate culture as a tools of strategic management, methods of strategic goal setting, SWOT-analysis and peculiarities of Russian business environment; strategy choice and strategy implementation, international experience and examples of Russian companies; Porter's competitive strategies, international experience and Russian specifics; strategy of growth and tool to overcome crisis's of a company growth, strategy choice and company's organizational structure; strategy and leadership styles; Russian managerial mentality and strategic management in Russia.</p>
<b>Teaching and learning methods</b>	<p>Lectures, case studies, discussions in small groups, homework and presentations.</p>
<b>ECTS Credits</b>	<p>5.0</p>

## INTERNATIONAL MARKET RESEARCH

<b>Objectives</b>	<p>To obtain knowledge of place and role of research in international marketing activities, adequate research types and methods for different situations, specifics of foreign and international research (e.g. in Russia).</p> <p>To obtain practical skills in problem formulating, research design, data collection and processing, making recommendations and presenting research results for foreign and international marketing research.</p> <p>To get acquaintance with perspectives and tendencies of marketing research in the defined field.</p> <p>Planning and performing practical research project.</p>
<b>Content</b>	<p>Lectures: introduction to international marketing research (definition, role, objectives and stages); information sources, data collection specifics, factors to be considered, analysis and report preparation.</p> <p>Practical work: considering a practical situation, research project planning, data collecting and processing, presenting results and discussing them.</p>
<b>Teaching and learning methods</b>	Lectures, projects and presentations.
<b>ECTS Credits</b>	5.0

## INTERNATIONAL STANDARDS OF PRODUCTION MANAGEMENT

<b>Objectives</b>	<p>To gain an understanding of production management principles and concepts on strategic, tactical and operational levels. To familiarize students with production planning, inventory management and enterprise resource planning. To transfer to students knowledge about production activity and purchasing control and its feedback to production planning procedures and algorithms.</p>
<b>Content</b>	<p>Production Management – definition and scope. Product and process positioning strategies. Product/Process matrix. Planning levels in production planning: strategic, tactical and operational. Strategic planning: manufacturing strategy (capacity configuration and development, supply chains – position and relations, technology, competencies development and organization). Tactical planning: sales &amp; operations planning (S&amp;OP). Operational planning: master scheduling, MRP/CRP/DRP, operations scheduling. Inventory management practices. Independent and dependent demand inventory management. Inventory functions. Inventory classification. Inventory management models. Production Activity Control: functions and procedures, data collection, reporting, MES. Purchasing/Sourcing: functions and procedures, its connection with manufacturing planning on strategic, tactical and operational levels. Enterprise resource planning and appropriate software. Just in Time/Lean manufacturing; concepts, tools, influence on production planning.</p>
<b>Teaching and learning methods</b>	Lectures, case studies, homework and presentations.
<b>ECTS Credits</b>	5.0

## CORPORATE FINANCE

<b>Objectives</b>	Students will be able to make a rational choice of investment instruments considering macroeconomic indicators, risk factors, legal environment and other factors; to develop a personal financial plan and to determine a rational structure of the personal financial flows; to apply techniques of financial and managerial accounting data analysis in order to make financial decisions and evaluate the financial condition of the company; to carry out operations in the foreign exchange and share markets and assess their risks and profitability; to apply economic and mathematical models in order to assess the credit risk; to define the capital structure; to understand the financial statements;
<b>Content</b>	Fundamentals of corporate finance. Personal finance (formation of a personal financial plan; comparison of investment instruments; principles and algorithm of free cash investing; assessment of investment risk and profitability). Fundamentals of corporate finance (financial statement analysis; decision-making; financial planning and forecasting; cash flow planning and time value of money; value and capital budgeting; capital structure and dividend policy; long-term financing; financial planning and short-term finance). Advanced corporate finance. Credit management and banking (participants of loanable funds market; lending organization, micro financial organizations and credit cooperatives; credit bureau as information intermediary in the financial markets; stages of credit process; credit risk assessment and credit scoring models; banking operations and transactions). Advanced corporate finance (capital structure – gearing, dividend policy, long-term financing, financial statement, international finance, investment analysis)
<b>Teaching and learning methods</b>	Lectures, presentations, group discussions, analysis of business situations, course assignments
<b>ECTS Credits</b>	5.0

## BUSINESS MARKETING

<b>Objectives</b>	The main objective of the program is to refresh general aspects of B2B and B2C marketing and explore the ways of using them while being on the Russian market. Students will be aware of the common features of the consumer and business markets that foster similar marketing strategies, while distinguishing significant differences that demand an altered approach. The course includes a strategic overview of international marketing issues from a socio-cultural perspective and consumer behavior in Russia. Students will also understand purchase decision processes and consumer behavior in the business markets. The discipline provides understanding of the implications of industrial marketing with a focus on the customer value of the business products.
<b>Content</b>	Course considers cross-cultural aspects of marketing. It gives students an insight into marketing in Russia. Besides this aspects of B2B marketing are considered, including business markets and business customers, business product value, pricing and negotiating for value, business marketing communications and demonstrating superior value. Tutoring on the base of practical project implementation is incorporated with consultancy and analysis.
<b>Teaching and learning methods</b>	Lectures, presentations, case studies, project work and class discussion
<b>ECTS Credits</b>	2.5



## MANAGEMENT OF INVESTMENTS

<b>Objectives</b>	To train managers, capable to think and work systemically, able to plan and predict a situation in the local and international markets, to make anticipatory administrative decisions, to use available resources effectively.
<b>Content</b>	Theoretical basics of management of venture investments. Introduction to private equity. Business angels: categories, types, species. Entrepreneurship and management of venture investments. Start-up financing cycle Enterprises investment activity (in the local and international markets). Investment projects and planning. Investment framework. Stages in investment (offering and first informal agreements, definitive transaction documents, stock purchase agreements, by-sell agreements, investor rights agreements, amended and restated articles of incorporation, due diligence, final agreement, closing, post-closing). Venture deal types. Common stocks, convertible debentures, convertible preferred stock, bridge loans convertible securities. Mergers and Acquisitions (M&A). Synergy calculations. Varieties of Mergers. Purchase Mergers and Consolidation Mergers. Reverse Merger. Comparative ratios. Replacement cost. Discounted Cash Flow (DCF). Demerges. Foreign investments. Features of investments in the international markets. Actions for increase of investment management efficiency. Risks of the new projects, ways of its decreasing
<b>Teaching and learning methods</b>	Lectures, presentations and discussions
<b>ECTS Credits</b>	5.0

OR

## SALES MANAGEMENT

<b>Objectives</b>	As a result of training students should obtain knowledge of the sales management process and methods of effective sales. Students should be aware of the principles of international sales management, to obtain skills in establishing relationships with international counterparts (intermediaries, distributors, etc.). Students should be able to organize and manage international distribution channels.
<b>Content</b>	Basics of sales management (B2C and B2B markets: types of sales channels; sales planning; organizational structures of sales management; motivation). Sales practice (stimulation; merchandizing; franchising; practical tools of personal sales; customer loyalty; relationship marketing). International sales management (peculiarities of international distribution channels, establishing relationships with international partners; control of international sales).
<b>Teaching and learning methods</b>	Lectures, case studies and video presentations.
<b>ECTS Credits</b>	5.0

## THE RUSSIAN CIVILIZATION

<b>Objectives</b>	The course's main goal is to give students a coherent knowledge of Russia's historical background relevant to its realities of the last decades, to analyze the major lines of the country's transformation theory and features of its practical implementation at the last stages of the Communist experiment and post-Communist chaotic dismantlement of the country, to disclose and evaluate achievements and failures of ultraliberal recipes for the post-Communist modernization and its most prominent features, thus contributing for better understanding of Russia's present stage of development.
<b>Content</b>	<p>The course starts with a brief sketch of Russian history focusing students' attention on features linking the country to its Western counterparts and, on the other hand, on specifics of Russian civilization making it a unique part of the Western world. The historical portion of the course considers three main stages of Russia's evolution: Kievan Rus, the Muscovite State and the Russian Empire.</p> <p>The course's following chapter is concentrated around the analysis of various aspects of the Communist modernization of Russia and the USSR. The latter had created prerequisites and the inevitable background for the country's current stage of development. Russia's transformation along post-Communist lines, namely the concepts of Russian modernization, its political and economic standing in the modern world, political evolution of the country since collapsing Communism down to the present day, achievements and failures in economic and social spheres, transformations of Russian foreign policy under the impact of evolving domestic and external pressures make up the contents of the last section of the course. Due place is given to considerations on the evolution of Russian civilization after suffering painful breakdowns of the XX century.</p>
<b>Teaching and learning methods</b>	The course is divided in classroom lectures supported within the allotted time limits by visual materials and partially by field trips.
<b>ECTS Credits</b>	1.5

## STUDY ENVIRONMENT

**Accommodation:** double accommodation in two-room apartment with shared facilities and kitchen in a comfortable student hostel.

### **Application procedure:**

Application form for the program can be requested at e-mails:

[intsemester@kafedrapik.ru](mailto:intsemester@kafedrapik.ru)

[intprogram@imop.spbstu.ru](mailto:intprogram@imop.spbstu.ru)

Filled in application form should be sent by e-mail. Please do not forget to enclose the following documents:

- CV;
- transcript of records;
- copy of international passport (for visa arrangements).

**DEADLINE for the application:** 30 April (early bird), 20 May (final)

### **Financial terms:**

Program is open for all types of applicants:

- free-movers (tuition fee is required);
- bilateral exchange students (tuition fee is free of charge).

**Tuition fee:** 1985 Euro. The tuition covers course participation, supplies, study visits and registration fee.

**Students service fee** (for both types of applicants): 125 Euro

### **For further information, please contact:**

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