

# Postgraduate Track Program: Business and Management

## 1. Olympiad Winner's Skill Set

To win the Olympiad, you should have a firm grasp of business and management concepts, namely:

- basic definitions and theories of management, strategic management, strategic analysis;
- basic models and methods for managerial decision-making; categories of required data;
- basics of organizational structure development, features of team behavior, basics of recruitment and selection, motivation, development, employer branding;
- features of marketing, finance, investment project management, risk management in entrepreneurship;
- basic tools of business analytics, digital tools of management;
- specifics of international management and principles of sustainable development and corporate social responsibility;
- principles of innovation management.

You should also have a solid command of the following skills:

- calculating project performance indicators;
- analyzing management risks;
- calculating indicators of marketing campaign effectiveness;
- analyzing staff recruitment effectiveness.

## 2. List of Eligible Degree Programs

### 2.1. List of Master's Programs

- 38.04.02 Management
- 38.04.05 Business Informatics
- 38.04.06 Trade

### 2.2. List of Doctoral Programs

- 5.2.5 World economy
- 5.2.6 Management

## 3. Program Content

### Strategic Management

- 1) Evolution of management. Pre-scientific period, antiquity, scientific period (industrial, systematization, and information periods). Managerial revolutions. Current stage of management development: strategic approach, knowledge economy, digital transformation of business models, shared consumption and meta-markets.
- 2) Schools of thought in management and management theories. School of scientific management, administrative school, school of human relations, school of behavioral sciences

- (behaviorist school), prognostic (empirical) school, quantitative school, process, system, and situational approaches.
- 3) Control functions. Planning, motivation, coordination, control. Implementation of management functions and process linking in an organization (communications and decision-making).
  - 4) Organizational environment. Elements of an organization's external environment (environment of direct and indirect influence) and internal environment. Organizational changes. Organizational change management model. VUCA world.
  - 5) Corporate culture: types, elements, functions. Leadership: leadership models and effective leadership in an organization. Management ethics and social responsibility. Management of sustainable development of an organization.
  - 6) Nature of strategy. Evolution of strategy concepts. Main components of strategic management: strategic vision, mission, goals, strategies, levels of strategic management.
  - 7) Strategic planning. Strategic analysis of the external environment and its tools. Strategic analysis of a company's internal environment and its tools; key competencies of a company; analysis of organizational structure, culture, control system. Choosing the strategy; types of strategies.
  - 8) Competitive and corporate strategies. Nature and sources of competitive advantage. Porter's competitive strategies. Company size optimization and vertical integration. Diversification strategies.
  - 9) Forms of strategic partnership, their organization and functioning; advantages and disadvantages of individual forms of strategic partnership: syndicate, association, cartel, consortium, alliance, concern, holding, and conglomerate.

### **Decision-Making in Management**

- 1) Algorithm for management decision-making. Basic methods of decision-making. Diagnosis of problems and the process of management decision-making. Methods for assessing the effectiveness of management decisions.
- 2) Decision criteria. Qualitative and quantitative criteria. Multiple-criteria decision-making: hierarchical methods and group ranking.
- 3) SWOT analysis and PEST/PESTEL analysis tools. Analysis of a company's resources and capabilities, Porter's Value Chain Analysis, stakeholder analysis, key success factors.
- 4) Project management approaches and methodologies. External and internal environment of a project. Triple constraints of project management. General principles of Waterfall and Agile approaches (Scrum, Kanban).
- 5) Project life cycle management. Network analysis and project scheduling. Gantt charts, PERT method, critical path method, earned value method.
- 6) Portfolio analysis models: comparative analysis of matrices. BCG Matrix, GE-McKinsey, Ansoff matrix, industry life cycle matrix (ADL/LC), product/market evolution portfolio matrix.
- 7) Game theory in management. Cooperation, coordination, and distribution of benefits in game theory. Pricing policy decision-making. Decision-making in an oligopolistic market. Choosing a company's strategy using game theory.

### **Organizational Behavior and Human Resource Management**

- 1) Concept of “organization.” Levels of organizational behavior analysis. The group in the context of an organization. Life cycle of an organization.
- 2) Organizational structure of a company: classification; features of organizational structure types; advantages and disadvantages.
- 3) Organizational culture and internal communications.
- 4) Strategic human resource management. Key functions of human resource management.
- 5) Employer value proposition. HR brand. Employee lifecycle in an organization.
- 6) Motivation and reward. Theoretical approaches to work motivation analysis. Employee engagement, loyalty, and satisfaction in the context of organizational management. Performance management.
- 7) Talent development. Human capital theory and investment in human resources. Competency model in human resource management.
- 8) Approaches to analyzing the effectiveness of human resource management in an organization.

### **Entrepreneurship**

- 1) Business planning within entrepreneurial activities: stages of development, structure, methods.
- 2) Marketing: definition, goals, objectives, functions. Marketing and market orientation of business organizations. Market research and marketing analytics, desk and field market research. Market research planning and execution.
- 3) Strategic marketing management. Marketing management cycle. Marketing mix (4Ps and 7Ps models) and its elements. STP approach (segmentation, targeting, positioning). Marketing performance metrics. Marketing planning. Marketing budgeting. Marketing audit and control.
- 4) Cash flow of a company. Analysis of financial statements as a basis for management decision-making. Financial ratios and ratio-based decision-making.
- 5) Sources of company financing. Choosing a company's capital structure. Relationship between a company's financial, investment, dividend decisions.
- 6) Analysis of investment projects and decision-making on project implementation. Indicators of investment effectiveness (net present value, internal rate of return, profitability index, project payback period).
- 7) Project risks assessment. Main types and groups of risks. Risk assessment methods: decision tree, sensitivity analysis, scenario method, Monte Carlo method.

### **Business Analytics and Digital Transformation of Business**

- 1) Fundamentals of business analysis based on existing standards. Changing business processes in digital business transformation.
- 2) Business analysis. Management of software requirements based on current standards.
- 3) Principles and strategies for digital business transformation.
- 4) Corporate governance in the digital economy. The reference corporate standard for managing information technology in an organization.
- 5) Practices of the corporate reference standard for information technology management for the implementation of the digital transformation program.
- 6) Modern digital tools in management: areas, goals, application objectives, artificial intelligence, AR/VR, blockchain, Internet of things.

- 7) Fundamentals of information protection and cybersecurity
- 8) Digital Marketing. Online sales funnel and conversion rates. Segmentation and profiling of online clients. Web analytics and digital marketing performance metrics.

### **Business and International Management**

- 1) International business environment. Globalization and internationalization of the economy.
- 2) International strategies and business development models. International markets' entry. Competitiveness in international business.
- 3) Terms of financing and payments in international business. Contractual, monetary and financial relations with foreign partners.
- 4) Marketing and logistics in international business. Pricing in global markets. Global value chains.
- 5) Accounting, money, and value in international business. International financial reporting standards.
- 6) Cross-cultural management and its features. Intercultural competencies. Cross-cultural communications and management of cross-cultural teams.
- 7) Corporate social responsibility. Sustainable development goals, sustainable development of a company. ESG principles and ratings. Green finance.

### **Management of Technology and Innovation**

- 1) Innovation activity and its features. Innovations and their types. Innovation potential. Novelty/change and new practices/innovation. Innovation as a process. Participants in innovation activities: actors, facilitators. Technology entrepreneur.
- 2) Classical economic theories of cyclical development. Modern concepts of technological and economic development. Technological paradigm concept. End-to-end technologies.
- 3) Business incubators. Technology parks. Technology transfer centers. Innovation clusters. Investments in innovative business. Business angels. Venture investors. Investment banks.
- 4) Innovation management in a company. Typologies and tools for innovation management. Innovation ecosystem in business. Innovative business strategies. Risks of innovative businesses.
- 5) Innovation climate. Innovative sensitivity. Sociocultural factors and the cultural and historical context of innovation.
- 6) Methods for introducing innovative changes: evolutionary and revolutionary. Advantages and disadvantages. Organizational strategies for innovation and their characteristics.
- 7) Innovation introduction in an organization. Innovation testing and experimenting. Personnel training. Market research. Application of flexible management tools, agile.
- 8) Role of the state in developing innovation activities. State funding and support for research and innovation: direct and indirect methods. Technological priorities of the state. Legal protection of intellectual property. Innovation climate. Open innovation.

## **4. Recommended References**

### **4.1. Reading List**

#### **Strategic management**

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1. Charles W. L. Hill, Gareth R. Jones. Strategic Management Theory: An Integrated Approach. 8th edition. Houghton Mifflin Company. 2008. URL: <a href="http://librodigital.sangregorio.edu.ec/librosusgp/00851.pdf">http://librodigital.sangregorio.edu.ec/librosusgp/00851.pdf</a> (free access)	i.All topics
2. Daft, R. Management. 12th edition. Cengage Learning. 2017. <a href="https://www.academia.edu/43040499/Management_Twelfth_edition">https://www.academia.edu/43040499/Management_Twelfth_edition</a> (limited access)	All topics
3. Kaplan R., Norton D. The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment. Boston, MA: Harvard Business School Press, 2000. 400 p. URL: <a href="https://books.google.ru/books?id=6sC_X4DR-WoC&amp;pg=PA29&amp;hl=ru&amp;source=gbs_toc_r&amp;cad=2#v=onepage&amp;q&amp;f=false">https://books.google.ru/books?id=6sC_X4DR-WoC&amp;pg=PA29&amp;hl=ru&amp;source=gbs_toc_r&amp;cad=2#v=onepage&amp;q&amp;f=false</a> (free access)	7–9

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2. Герчикова, И. Н. Менеджмент : учебник / И. Н. Герчикова. – 4-е изд., перераб. и доп. – Москва : Юнити-Дана, 2017. 510 с. URL: <a href="https://biblioclub.ru/index.php?page=book&amp;id=684936">https://biblioclub.ru/index.php?page=book&amp;id=684936</a> (limited access)	All topics
3. Общий менеджмент: учебное пособие / Л. С. Ружанская [и др.]; под общей. реакцией. Л. С. Ружанской, И. В. Котляревской; Министерство образования и науки Российской Федерации, Уральский федеральный университет имени первого Президента России Б.Н. Ельцина. — Екатеринбург: Издательство Уральского университета, 2017. — 116 с. URL: <a href="https://elar.urfu.ru/bitstream/10995/54029/1/978-5-7996-2255-8_2017.pdf">https://elar.urfu.ru/bitstream/10995/54029/1/978-5-7996-2255-8_2017.pdf</a> (free access)	All topics

### Decision-Making in Management

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1. Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., Schneider, P. Project Management Handbook: Agile-Traditional-Hybrid (Vol. 2). Springer, 2023. 476 p. URL: <a href="https://link.springer.com/book/10.1007/978-3-662-66211-3">https://link.springer.com/book/10.1007/978-3-662-66211-3</a> (limited access)	All topics
2. Li, W. Strategic Management Accounting in a Network Economy. Springer Nature. 2023, 325 p. URL: <a href="https://link.springer.com/book/10.1007/978-981-99-5253-3">https://link.springer.com/book/10.1007/978-981-99-5253-3</a> (limited access)	All topics
3. Zhang, H. (Ed.). Models and Methods for Management Science. Springer	All topics

Nature. 2022, 419 p. URL: <a href="https://link.springer.com/book/10.1007/978-981-19-1614-4">https://link.springer.com/book/10.1007/978-981-19-1614-4</a> (limited access)	
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2. Дорошенко М. Н. Принятие управленческих решений: учеб. пособие / М. Н. Дорошенко ; Владим. гос. ун-т им. А. Г. и Н. Г. Столетовых. – Владимир: Изд-во ВлГУ, 2021. – 124 с. URL: <a href="https://dspace.www1.vlsu.ru/bitstream/123456789/9325/1/02269.pdf">https://dspace.www1.vlsu.ru/bitstream/123456789/9325/1/02269.pdf</a> (free access)	All topics
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2. John Stredwick. An Introduction to Human Resource Management. Elsevier. Second edition. 2005. – 498 p. URL: <a href="https://nibmehub.com/opac-service/pdf/read/An%20Introduction%20to%20Human%20Resource%20Management-%202nd%20edition.pdf">https://nibmehub.com/opac-service/pdf/read/An%20Introduction%20to%20Human%20Resource%20Management-%202nd%20edition.pdf</a> (free access)	4-8
3. Organizational Behavior. Rice University. 2019. – 704 p. URL: <a href="https://assets.openstax.org/oscms-prodcms/media/documents/OrganizationalBehavior-OP_TtwWleQ.pdf">https://assets.openstax.org/oscms-prodcms/media/documents/OrganizationalBehavior-OP_TtwWleQ.pdf</a> (free access)	1-3
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5. Stephen P. Robbins, Timothy A. Judge, Katherine E. Breward. Essentials of organizational behavior. Pearson. 2018. – 432 p. URL: <a href="https://nibmehub.com/opac-service/pdf/read/Essentials%20of%20Organizational%20Behaviour.pdf">https://nibmehub.com/opac-service/pdf/read/Essentials%20of%20Organizational%20Behaviour.pdf</a> (free access)	1-3

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в условиях современного рынка труда: учебное пособие / Н. В. Гончарова, Л. В. Дайнеко, Е. В. Зайцева ; под общ. ред. Е. В. Зайцевой; Министерство науки и высшего образования Российской Федерации, Уральский федеральный университет. – Екатеринбург: Изд-во Урал. ун-та, 2021. – 162 с. – Библиогр.: с. 153–160. URL: <a href="https://elar.urfu.ru/bitstream/10995/105676/1/978-5-7996-3298-4_2021.pdf">https://elar.urfu.ru/bitstream/10995/105676/1/978-5-7996-3298-4_2021.pdf</a> (free access)	
2. Зуб А.Т.: Менеджмент организационных изменений: Учебник. Москва: Издательство Московского университета, 2023. 467с. URL: <a href="https://msupress.com/catalogue/books/book/menedzhment-organizatsionnykh-izmeneniy/">https://msupress.com/catalogue/books/book/menedzhment-organizatsionnykh-izmeneniy/</a> (limited access)	2
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4. Спивак, В. А. Организационное поведение: учебное пособие для вузов /В. А. Спивак. — Москва: Издательство Юрайт, 2023. — 207 с. — URL: <a href="https://urait.ru/bcode/510594">https://urait.ru/bcode/510594</a> (limited access)	1-3

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4. Mellor, R., Coulton, G., Chick, A., Bifulco, A., Mellor, N., Fisher, A. Entrepreneurship for Everyone. SAGE. 2009. – 257 p. URL: <a href="http://repository.stikesrspadgs.ac.id/56/1/Entrepreneurship%20for%20everyone-257hlm.pdf">http://repository.stikesrspadgs.ac.id/56/1/Entrepreneurship%20for%20everyone-257hlm.pdf</a> (free access)	All topics
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#### 4.2. Recommended Online Courses

##### Strategic Management

Online courses in English	Link	Summary
Foundations of Management	<a href="#">Course link</a>	The course covers the key definitions, theories, and approaches in management.
Strategic Management Capstone	<a href="#">Course link</a>	This practical course covers the resources and tools to envision, plan, and develop a Connected Strategy for an organization.
Strategic Management	<a href="#">Course link</a>	This course focuses on techniques from strategic flexibility and strategic competitiveness, to internal and external analysis. Strategic Management plays a crucial role in management decision-making processes, making strategic management skills highly valuable.
Online courses in Russian	Link	Summary
Стратегический менеджмент базовый курс (Fundamentals of Strategic Management)	<a href="#">Course link</a>	This course introduces the fundamental concepts of strategic management, focusing on the development of competitive business strategies for corporations. It covers the implementation of strategies, along with methods for assessing and controlling the results of these implementations.
Стратегическое планирование (Strategic Planning)	<a href="#">Course link</a>	This course provides an introduction to strategic planning. Specifically, it covers the attributes of a strategy, such as mission, vision, values, priorities. It also looks at strategy formulation, including the review of business models. The course addresses the description of a strategy, focusing on the balanced scorecard, strategic maps, KPIs, cascading, and implementation.
ОСНОВЫ МЕНЕДЖМЕНТА	<a href="#">Course link</a>	The course outlines the fundamental

(Fundamentals of Management)		principles of organization management and explains how management functions as the interaction between managers and employees in the process of running an organization. It covers management functions, explores methods and tools managers use to influence employee behavior, and examines how external and internal environments, organizational culture, social responsibility, and ethical behavior impact the interaction between managers and employees.
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### Decision-Making in Management

Online courses in English	Link	Summary
Methods and Statistics in Social Sciences	<a href="#">Course link</a>	This course covers research methods, design and statistical analysis for social science research. It provides knowledge on analyzing data and interpreting results in social sciences, focusing on applications in business and management.
Business Economics and Game Theory for Decision-Making	<a href="#">Course link</a>	This course offers tools that can specifically enhance one's understanding and ability to exploit such strategic linkages. It delves into key business economics theories, interactions among stakeholders, basics of business and management decision-making
Project Execution and Control	<a href="#">Course link</a>	Specifics of data management process and decision-making in project management.
Online courses in Russian	Link	Summary
Принятие решений (Decision-Making)	<a href="#">Course link</a>	This course explores what decision-making is and why it is important, paying attention to the significance of management decisions and investigating the decision-making framework.
Методы принятия управленческих решений (Methods of Managerial Decision-Making)	<a href="#">Course link</a>	This course explores the decision-making process in management, focusing on the factors influencing the development and implementation of decisions in a dynamic environment. It covers decision optimization methods, evaluation of alternatives, and the application of economic and mathematical models to

		improve decision-making efficiency.
Техника принятия руководящих решений: быстро, просто, эффективно (Techniques for Executive Decision-Making: Quick, Simple, Effective)	<a href="#">Course link</a>	This course provides an overview of decision-making in management, covering key factors, types of managerial decisions, and the stages of the decision-making process. It introduces essential tools like decision rating and two-dimensional lists, while also addressing common mistakes in decision-making and their underlying causes.

### Organizational Behavior and Human Resource Management

Online courses in English	Link	Summary
Organization Theory / Structure and Design	<a href="#">Course link</a>	This course provides a comprehensive view on organization theory. The real-life examples discussed throughout the course make it a useful and handy tool to understand the nuances of organization theory.
The Manager's Toolkit: A Practical Guide to Managing People at Work	<a href="#">Course link</a>	The course focuses on the approaches to choose a suitable employee, to motivate and appraise a team, to manage conflict in the workplace, and to lead and make decisions on a day-to-day basis.
Organizational Leadership	<a href="#">Course link</a>	The course equips team leaders with the skills, strategies, and tools to rise to expanded leadership responsibilities and guide organizations effectively. The course develops skills in setting and communicating direction, influencing through other managers, generating organizational alignment, driving innovation, and engineering change.
Online courses in Russian	Link	Summary
Организационное поведение (Organizational behavior)	<a href="#">Course link</a>	The course introduces key approaches and findings, giving an understanding of human behavior in organizational environments. The focus of the course is individual-personal, organizational-managerial, and institutional-cultural factors influencing the attitudes and behavior of people in the workplace.
Корпоративная культура, как ключевой фактор	<a href="#">Course link</a>	This course focuses on factors of staff engagement, concept of corporate culture,

нематериальной мотивации (Corporate Culture as a Key Factor in Non-Material Motivation)		elements of corporate culture, and types of corporate culture. It also addresses the dimensions of corporate culture, corporate values, and corporate culture change.
Влияние лидера и управление командами (Leader Influence and Team Management)	<a href="#">Course link</a>	This course explores leader power and influence, while also considering team management styles.

### Entrepreneurship

Online courses in English	Link	Summary
Business Management and Entrepreneurship	<a href="#">Course link</a>	This course covers key issues of corporate management, operations management, project management, fundamentals of accounting, and social entrepreneurship.
Introduction to Corporate Finance	<a href="#">Course link</a>	This course provides a brief introduction to the fundamentals of finance, emphasizing their application to a wide variety of real-world situations spanning personal finance, corporate decision-making, and financial intermediation. The key concepts and applications include: time value of money, risk-return tradeoff, cost of capital, interest rates, retirement savings, mortgage financing, auto leasing, capital budgeting, asset valuation, discounted cash flow (DCF) analysis, net present value, internal rate of return, hurdle rate, payback period.
Fundamentals of Marketing Concepts	<a href="#">Course link</a>	The course focuses on key marketing concepts and the marketing mix, along with essential methodologies for marketing activities.
Risk Management	<a href="#">Course link</a>	The course covers business risk analysis and assessment, risk identification process, risk management plan preparation and implementation, effectiveness assessment of risk management frameworks, among other topics.
Online courses in Russian	Link	Summary
Менеджер проектов (Project Manager)	<a href="#">Course link</a>	This course covers the development and design of new products, including their market promotion. It addresses project

		requirements and documentation, work plan creation, budgeting, teamwork organization, and strategies for negotiating with customers.
Управление проектами: экспресс-курс (Project Management: An Concise Course)	<a href="#">Course link</a>	The course gives answers to the questions as to what a project and project management are, why project management is necessary, who the project manager is, and how to organize project management.
Финансовый анализ для ИП (Financial Analysis for Individual Entrepreneurs)	<a href="#">Course link</a>	Business accounting; income and costs management; analytics for entrepreneurs; budgeting basics.
Здесь начинается ваш путь в маркетинг (That's Where your Journey to Marketing Begins)	<a href="#">Course link</a>	Basic concepts of marketing, marketing mix, brand, marketplaces, key marketing analytics indicators.

### Business Analytics and Digital Transformation of Business

Online courses in English	Link	Summary
Business Analytics for Data-Driven Decision-Making	<a href="#">Course link</a>	The course covers reframing a business question as a data question and determining what data might be useful and how to obtain it. Attention is paid to integrating and cleaning the data, performing data analysis, deriving and communicating insights, and fostering a managerial culture that leverages enterprise data to create competitive advantages.
Analysis for Business Systems	<a href="#">Course link</a>	The course focuses on the standard model for systems development, known as the systems development life cycle (SDLC), familiarizing participants with how to read and create the specific deliverables prepared by business systems analysts during the SDLC.
Digital Transformation	<a href="#">Course link</a>	This course focuses on how technology changes business, looking at the mechanics of disruption, digital trends past and future, and digital transformation.
Online courses in Russian	Link	Summary
Системный аналитик:	<a href="#">Course link</a>	The course looks at the role of systems

первые шаги к профессии (Systems Analyst: First Steps Towards the Profession)		analysis in IT development. It covers the responsibilities and skills of a systems analyst, interactions between the front-end and back-end, data mapping and its application, and how to compile a technical specification for a developer.
Улучшение качества менеджмента в цифровом мире: анализ эффективности и производительности (Better Management in a Digital World: Efficiency and Productivity Analysis)	<a href="#">Course link</a>	The course delves into resource balance, business operations, resource monitoring, resource performance, business systems, business analysis objectives, and strategic planning.
Цифровая трансформация (Digital Transformation)	<a href="#">Course link</a>	This course explores the context of digital business transformation, focusing on end-to-end technologies such as artificial intelligence, the Internet of things, quantum technologies, virtual and augmented reality, robotics, blockchain, and IT infrastructure.

### Business and International Management

Online courses in English	Link	Summary
International Project Management	<a href="#">Course link</a>	This course provides insight into the impact of culture on various aspects of project management, focusing on managing global teams, building trust, and establishing an effective framework for global collaboration.
Emerging Multinationals and Global Strategy	<a href="#">Course link</a>	This course explores the international strategies of emerging multinational enterprises, which have demonstrated the ability to play a key role in the global market. Many of these enterprises have extensive operations, employ labor and talent from around the world, and generate significant profits abroad. The course provides an understanding of emerging markets, explain the international strategy process, and offer insights into the integrative influence of institutional, industry, and firm-specific determinants on the strategies of emerging



		multinational enterprises.
Financial Accounting	<a href="#">Course link</a>	This course focuses on preparing and interpreting financial statements in accordance with International Financial Reporting Standards (IFRS).
Introduction to ESG	<a href="#">Course link</a>	This course provides an overview of the ESG framework and its role in supporting a company's overall risk management. It examines each component in detail and explores how they converge to affect the company and its stakeholders. The course also addresses corporate pressures and stakeholder expectations, discussing their impact on risk identification and business success. Finally, it considers critical factors from both company and investor perspectives before applying theory to practice in a final case study.
<b>Online courses in Russian</b>	<b>Link</b>	<b>Summary</b>
Международный бизнес (International Business)	<a href="#">Course link</a>	This course gives an understanding of the concept, content, and participants in international business. It explores the forms of international business organization, external environment of international businesses, and current trends in the global economy and international business.
Среда международного бизнеса (International Business Environment)	<a href="#">Course link</a>	A review of key factors in conducting international business
Основы международных стандартов финансовой отчетности (Fundamentals of International Financial Reporting Standards)	<a href="#">Course link</a>	The course offers an understanding of the basic principles and rules of financial statement preparation in accordance with the IFRS. Additionally, it provides the skills in calculating assets, liabilities, capital, income, and expenses.

### Management of Technology and Innovation

<b>Online courses in English</b>	<b>Link</b>	<b>Summary</b>
Innovation management	<a href="#">Course link</a>	In this course, participants discover how organizations manage the development of new products and services. It covers the main tools for managing innovation projects, developing radical innovations,

		and using external partnerships to create novel solutions. This is a rare course that focuses on the practical and managerial aspects of innovation.
Principles of Entrepreneurship and Innovation Management	<a href="#">Course link</a>	This course equips participants with the skills and knowledge needed to transform an idea into a successful business by harnessing the power of innovation. It covers how to identify new opportunities, secure investors, allocate resources efficiently, and gain a competitive edge in the market. Additionally, the course explores the fundamentals of financing and succession planning.
Essentials of Innovation Management	<a href="#">Course link</a>	This course illustrates the differences between innovation and change management and discusses the essential steps of innovation management. It explains various types of innovation and innovators, and covers the coordination between product and technology. Additionally, the course addresses the tools necessary for decision-making in technology integration.
<b>Online courses in Russian</b>	<b>Link</b>	<b>Summary</b>
Управление инновациями (Innovation Management)	<a href="#">Course link</a>	This course delves into the culture of innovation. Specifically, it covers innovation assessment criteria, sources of innovation, types of innovation, and risks in innovation management.
Инновационная экономика и технологическое предпринимательство (Innovative Economy and Technological Entrepreneurship)	<a href="#">Course link</a>	The course introduces participants to innovative development, looking at team formation and development, business ideas, business models, business plans, marketing, and product development. It also addresses intangible assets and intellectual property protection, technology transfer and licensing, creation and development of a startup, and commercial R&D. Additionally, it delves into assessment of a project's investment attractiveness, project risks, project presentation, innovation ecosystem, state innovation policy, and tool for attracting

PROGRAM

		financing.
Создание технологического бизнеса (Starting a Tech Company)	<u>Course link</u>	The course outlines the key stages of building a startup around a high-tech idea. In this course, students learn how to start, scale, and bring a business to market while examining key challenges related to digital transformation, quality management, intellectual property, marketing, share management, corporate finance, and business exit strategies.