

Program: Business and Management

This document outlines the scope of themes, which may be included in the Olympiad tests. The themes are grouped by areas and are followed by a list of recommended literature in the Russian and English languages.

The Olympiad winner's skill set by Subject

The winner of the Open Doors Olympiad in Business and Management must have the following professional competences, corresponding to the types of professional activity.

Analytical competences

- ✓ The ability to use quantitative and qualitative methods for applied research and business process management and to prepare analytical materials based on the results of their application
- ✓ The ability to conduct an economic and strategic analysis of the behavior of companies in the global environment; to use modern corporate finance management methods for strategic problem solving

Project-oriented competences

- ✓ The ability to manage organizations, units, teams, projects and networks; to implement change

Research competences

- ✓ The ability to organize and conduct research; apply and develop quantitative (economic and mathematical) or qualitative methods of research of organizations, projects and other objects related to the field of professional activity, and evaluate and interpret the results obtained in the course of research

Competence	The winner of the Open Doors Competition in Business and Management must have		
	knowledge of	skills to	abilities to use
Basic knowledge and skills to use quantitative and qualitative methods for applied research and business process management, to prepare analytical papers on the results of their application	<p>Key challenges for the functioning of organizations.</p> <p>The role of digitalization in management decision-making.</p> <p>Basic methods for analyzing organizations and business processes</p>	<p>Make management decisions and justify them rationally.</p> <p>Explain, analyze, and predict patterns of human behavior in the workplace.</p> <p>Propose organizational and managerial decisions and assess the conditions and consequences of the decisions from the</p>	<p>Strategic management tools.</p> <p>Qualitative and quantitative methods of analysis</p>

		position of social responsibility	
Basic knowledge and skills to conduct an economic and strategic analysis of the behaviour of companies in a global environment; to use modern corporate finance management techniques to address strategic issues	<p>The main problems in the functioning of organizations.</p> <p>The relationship between investment and financial decisions. Different sales channels</p> <p>Basic motivation and leadership theories for solving management problems</p>	<p>Conduct market research, conduct marketing communications.</p> <p>Justify managerial decisions from a financial point of view.</p> <p>Use knowledge of the main problems of the functioning of organizations to analyze the state of a particular organization.</p> <p>Solve the management problems of business organizations related to operations in world markets in the context of globalization</p>	<p>Skills in investment calculations.</p> <p>Financial analysis skills.</p> <p>Skills in analyzing different levels of strategies and their interrelationships.</p> <p>Tools to promote the product at different stages of its life cycle</p>
Basic knowledge and necessary skills to manage organizations, units, teams, projects, and networks; to implement change	<p>The consequences of decisions made - economic, environmental, and social</p> <p>The organizational environment of the company; the types of corporate cultures and their impact on the organization</p>	<p>Use modern management techniques to improve organizational performance.</p> <p>Apply the main findings of the theory of motivation, leadership, and power to solve managerial problems. Propose organizational and managerial decisions and assess the conditions and consequences of the decisions made;</p>	<p>Analyze and design interpersonal, group and organizational communications</p> <p>Skills in analyzing investment projects</p> <p>Skills in applying modern management techniques to improve organizational effectiveness</p> <p>Analyze and design interpersonal, group and organizational communications</p>

<p>Basic knowledge and skills to organize and conduct research; to apply and develop quantitative (economic and mathematical) or qualitative research methods on organizations, projects and other objects related to the field of professional activity, to evaluate and interpret the results obtained in the research</p>	<p>The main methods of conducting scientific research in management</p> <p>The main schools of management thought and their influence on management development</p>	<p>Use qualitative and quantitative research methods.</p> <p>Critically analyze the results obtained, formulate recommendations on the results of the research</p>	<p>Critical thinking and writing skills.</p> <p>Skills in the application of tools, modern techniques, and information technology to process information according to the assigned scientific task in the field of management</p>
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Content

Section 1. General Management

1. Topic 1. The evolution of managerial thinking. The pre-scientific period, the ancient period, the scientific period (the industrial period, the period of systematization and information). Management revolutions. Modern stage of the development of management: strategic approach, the economy of knowledge, digital transformation of business models, joint consumption, and meta-markets.
2. Topic 2. Schools of management and theory. School of scientific management; Administrative school; School of human relations; School of behavioral sciences (behaviorist school); Predictive (empirical) school; Quantitative school. Process, system, and situational approaches.
3. Topic 3. Management functions. Planning, motivation, coordination, and control. Realization of functions of management and connecting processes in the organization (communications and decision-making).
4. Topic 4. Organizational environment. Elements of the external environment (direct and indirect influence environment) and internal environment of the organization. Organizational changes. A model of organizational change management. VUCA world.
5. Topic 5. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development.

Section 2. Marketing

1. Topic 1. Marketing as the philosophy of modern performance management. The need to position marketing at the heart of an organization's management system. Marketing and market orientation of business organizations.
2. Topic 2. Market research and marketing analytics, market desk research (market capacity, market potential, market shares of companies, external reports and internal documentation analytics, expert desk research PEST, SWOT, GAP, BCG, GE/McKinsey, Business Canvas,

Ansoff, etc.). Field research (survey, experiment, simulation, observation, focus groups, neuro-marketing). Planning and execution of market research. 3.

3. Topic 3. Strategic marketing management. The marketing management cycle. Marketing mix and structure. STP-approach (segmentation, targeting, positioning). Marketing performance metrics. Marketing planning. Marketing budgeting. Audit and controlling of marketing activities.

4. Topic 4. Product in the marketing system. Three levels of a product. Life cycle of the product Marketing classification of the product. Product management: development and launch of a new product on the market, assortment, and pricing policy. Marketing services.

5. Topic 5. Organization of distribution. Types of intermediaries. Marketing channels. Vertical marketing systems. Flows in marketing channels. Features of marketing channels research. Marketing strategies. Trade marketing. Marketing of retail. Multichannel. Omnichannel.

6. Topic 6. Marketing communications. The necessity of integrated marketing communications. Advertising. AIDA model. Methods and mediums of ATL and BTL advertising. PR - public relations. Personal selling. Media planning. Budgeting a media plan.

7. Topic 7. Digital marketing. The online sales funnel. Online customer segmentation and profiling. Web analytics and performance metrics for digital marketing. Lead generation. SEO-optimization of the site. Email marketing. Content marketing. Marketing on social networks. Banner advertising. Landing pages. Mobile applications.

Section 3. Strategic Management

1. Topic 1. The nature of strategy. The evolution of the concepts of strategy. The basic components of strategic management: strategic vision, mission, goals, strategies, and levels of strategic management.

2. Topic 2. Strategic analysis of the company's external environment: PESTEL analysis, analysis of competition based on Porter's five forces model, analysis of key stakeholders, and key success factors.

3. Topic 3. Strategic analysis of the internal environment of the company: key competencies of the company, analysis of resources and abilities of the company, analysis of Porter's value chain, analysis of organizational structure, culture, and control systems.

4. Topic 4. SWOT analysis as a tool for strategic analysis and planning.

5. Topic 5. Portfolio analysis models: comparative matrix analysis.

6. Topic 6. Competitive and corporate strategies. The nature and sources of competitive advantage. M. Porter's competitive strategies. Firm size optimization and vertical integration. Diversification strategies.

7. Topic 7. The evolution of the content and processes of strategic planning.

8. The development of forms of strategic partnerships.

Section 4. Financial Management

1. Topic 1. Objectives of enterprise financial management. The functions of financial management.
2. Topic 2. The cash flows of a company. Analysis of financial statements as a basis for management decision-making. Financial ratios and decision-making based on them.
3. Topic 3. Financial planning. Models of financing a company's growth. Budgeting.
4. Topic 4. Analysis of investment projects and decision-making on project implementation. Indicators for evaluating the effectiveness of investments (net present value, internal rate of return, profitability index, payback period of the project).
5. Topic 5. Sources of financing the company. Choice of capital structure of the company. Interrelation of financial, investment and dividend decisions of the company.

Section 4. Organizational theory and organizational behavior

1. Topic 1. The concept of organization. Levels of analysis of organizational behavior. The compatibility of the individual and the organization. Perceptions of people and events.
2. Topic 2. Work motivation: intrinsic and extrinsic. Content and process theories of motivation.
3. Topic 3. The group in the context of the organization. Group norms. Ways of surrendering to group pressure. Group cohesion. Group decision-making versus individual decision-making. Group cohesion.
4. Topic 4. The structure of a formal organization. The classification of structural forms, their advantages and disadvantages.
5. Topic 5. Power and organizations. Sources of power. Political tactics and strategies of power acquisition. Machiavellianism. Power and politics.

Recommended literature

Section 1. General Management

Sources in English	Corresponding topic
<p>Daft, R. Management. 12th edition. Boston: Cengage Learning, 2017. 978 p. URL://https://www.academia.edu/43040499/Management_Twelfth_edition</p>	<p>Management functions. Organizational environment. Elements of the external environment (direct and indirect influence environment) and internal environment of the organization. Organizational changes. A model of organizational change management. VUCA world.</p>
<p>Drucker, P. The Practice of Management. London: Routledge. 2012. 207 p. URL://https://archive.org/details/practiceofmanagement/page/n7/mode/2up?view=theater</p>	<p>Schools of management and theory. Process, system and situational approaches. Management functions. Organizational environment. Organizational changes. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development.</p>
<p>Mescon M., Albert M., Khedouri F. Fundamentals of Management. New York: Harper & Row. 1988.¹ 777 p. URL://https://www.worldcat.org/title/management/oclc/714721225</p>	<p>The evolution of managerial thinking. Schools of management and theory. Management functions. Connecting processes in the organization Organizational environment. Organizational changes. A model of organizational change management. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development</p>

¹ Могут быть рассмотрены любые издания.

Sources in Russian	Corresponding topic
<p>Веснин В. Р. Менеджмент: учебник / В. Р. Веснин. 4-е изд., перераб. и доп. Москва: Проспект, 2015. 613 с. URL://Менеджмент Веснин В.Р. download (1lib.sk).</p>	<p>Schools of management and theory. Management functions. Organizational environment. Organizational changes. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development.</p>
<p>Веснин В. Р. Основы менеджмента : учебник. / В. Р. Веснин. М. : Проспект, 2014. -320 с. URL:// Основы менеджмента Веснин В.Р. download (1lib.sk)</p>	<p>Schools of management and theory. Management functions. Organizational environment. Organizational changes. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development</p>

<p>Виханский О.С., Наумов А. И. Менеджмент. 6-е изд. М.: Магистр: Инфра-М, 2016. 656 с. URL://https://artlib.osu.ru/web/books/content_all/7692.pdf?ysclid=14mcgqth1u684577382</p>	<p>Schools of management and theory. Management functions. Organizational environment. Organizational changes. A model of organizational change management. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. VUCA world. Management ethics and social responsibility. Management for sustainable development</p>
<p>Герчикова, И. Н. Менеджмент. 4-е изд., перераб. и доп. Москва : Юнити-Дана, 2017. 510 с. URL://https://biblioclub.ru/index.php?page=book&id=684936</p>	<p>The evolution of managerial thinking. Schools of management and theory. Management functions. Organizational environment. Organizational changes. A model of organizational change management. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development</p>

<p>Друкер, Питер, Ф., Макьярелло, Джозеф А. Менеджмент.: пер. с англ. М.: ООО "И.Д. Вильямс", 2010. 704 с. URL://https://studylib.ru/doc/2357046/piter-f.-druker--dzhozef-a.-mak.yarello</p>	<p>Schools of management and theory. Management functions. Organizational environment. Organizational changes. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development</p>
<p>Основы менеджмента: пер. с англ. / М.Х. Мескон и др. М.: Вильямс, 1997. 492 с. URL://Основы менеджмента Мескон М., Алберт М., Хедоури Ф. download (lib.sk)</p>	<p>The evolution of managerial thinking. Schools of management and theory. Management functions. Organizational environment. Organizational changes. A model of organizational change management. Corporate culture: types, elements, and functions. Leadership: models of leadership, effective leadership in the organization. Management ethics and social responsibility. Management for sustainable development</p>

Section 2. Marketing

Sources in English	Corresponding topic
Beckwith H. Selling the invisible: a field guide to modern marketing. New York: Grand Central Publishing, 1999. ² 272 p. URL://https://media.oaipdf.com/pdf/3e782ac2-7948-4019-8f7b-74ac2f2bbfae.pdf	Marketing as the philosophy of modern performance management. Market research and marketing analytics, market desk research. Strategic marketing management. Product in the marketing system. Organization of distribution. Marketing communications.
Cheverton, P. Key marketing skills: strategies, tools, and techniques for marketing success. New York: Kogan Page Publishers. ³ 2005, 400 p. URL://Key Marketing Skills Peter Cheverton download (1lib.sk)	Marketing as the philosophy of modern performance management. Market research and marketing analytics, market desk research. Strategic marketing management. Product in the marketing system. Organization of distribution. Marketing communications. Digital marketing.

² Могут быть рассмотрены любые издания.

³ Могут быть рассмотрены любые издания.

<p>Kotler, P., Keller, K. L., Manceau, D., & Dubois, B. Marketing Management, 15e édition. New Jersey: Pearson Education.⁴ 2016. 834 p. URL://Marketing Management Philip Kotler & Kevin Lane Keller download (1lib.sk)</p>	<p>Marketing as the philosophy of modern performance management. Market research and marketing analytics, market desk research. Strategic marketing management. Product in the marketing system. Organization of distribution. Marketing communications. Digital marketing.</p>
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Sources in Russian	Corresponding topic
<p>Маркетинг [Электронный ресурс]: учебное пособие. Нижний Новгород: НОО "Профессиональная наука", 2018. 294 с. URL://: http://scipro.ru/conf/marketing.pdf</p>	<p>Topics 1,2,4,6</p>
<p>Хацкелевич А. Н., Ясырева А. А., Лекомцева А. А. Маркетинг. Пермь: Перм. гос. нац. исслед. ун-т. 2019. 131 с. URL://https://elis.psu.ru/ebooks/download/source/598829/Marketing.pdf</p>	<p>Topics 1, 2, 4, 5</p>
<p>Котляревская И. В. Стратегический маркетинг: учебное пособие. В 2 ч. Ч. 1. 3-е изд., перераб. и доп. Екатеринбург: Изд-во Урал. ун-та, 2019. 138 с. URL: //https://elar.urfu.ru/bitstream/10995/79249/1/978-5-7996-2924-3_2019.pdf</p>	<p>Topics 1-4, 6-7</p>

⁴ Могут быть рассмотрены любые издания.

Section 3. Strategic Management

Sources in English	Corresponding topic
<p>Grant R.M. Contemporary Strategy Analysis: Text and Cases Edition, 9th Edition. New York: John Wiley & Sons, Inc. 776 p. URL://http://ae.sharif.edu/~asm/files/Robert%20M.%20Grant%20-%20Contemporary%20Strategy%20Analysis%20Text%20and%20Cases%20Edition%20(2016,%20Wiley).pdf</p>	<p>The nature of strategy. Strategic analysis of the company's external environment. Strategic analysis of the internal environment of the company. SWOT analysis as a tool for strategic analysis and planning. Portfolio analysis models: comparative matrix analysis. Competitive and corporate strategies. The evolution of the content and processes of strategic planning.</p>

<p>Daft, R. Management. 12th edition. Boston: Cengage Learning, 2017. 978 p. URL://https://www.academia.edu/43040499/Management Twelfth Edition</p>	<p>The nature of strategy. Strategic analysis of the company's external environment. Strategic analysis of the internal environment of the company. SWOT analysis as a tool for strategic analysis and planning. Portfolio analysis models: comparative matrix analysis. Competitive and corporate strategies. The evolution of the content and processes of strategic planning.</p>
<p>David, Fred R. Strategic management: concepts and cases 13th ed. New Jersey: Prentice Hall, 290 p. URL://https://pracownik.kul.pl/files/12439/public/3_David.pdf</p>	<p>The nature of strategy. Strategic analysis of the company's external environment. Strategic analysis of the internal environment of the company. SWOT analysis as a tool for strategic analysis and planning. Portfolio analysis models: comparative matrix analysis. Competitive and corporate strategies. The evolution of the content and processes of strategic planning.</p>

Sources in Russian	Corresponding topic
<p>Грант Р.М. Современный стратегический анализ. 5-е изд. СПб: Питер, 2008. 544 с. URL://Современный стратегический анализ Грант Р. М. download (lib.sk)</p>	<p>The nature of strategy. Strategic analysis of the company's external environment. Strategic analysis of the internal environment of the company. SWOT analysis as a tool for strategic analysis and planning. Portfolio analysis models: comparative matrix analysis. Competitive and corporate strategies. The evolution of the content and processes of strategic planning.</p>

<p>Дафт Р. Менеджмент. 6-е издание. СПб: Питер, 2006. 864 с. URL://https://economy-ru.com/menedjmenta-osnovyi/menedjment-izd.html</p>	<p>The nature of strategy. Strategic analysis of the company's external environment. Strategic analysis of the internal environment of the company. SWOT analysis as a tool for strategic analysis and planning. Portfolio analysis models: comparative matrix analysis. Competitive and corporate strategies. The evolution of the content and processes of strategic planning.</p>
<p>Томпсон А.А., Стрикленд А.Дж. Стратегический менеджмент. Искусство разработки и реализации стратегии. Пер. с англ. М: Издательство «Юнити-Дана», 2012. 578 с. URL://http://yspu.org/students/FPKiPPK/Tompson_Strategicheski_menegment.pdf</p>	<p>The nature of strategy. Strategic analysis of the company's external environment. Strategic analysis of the internal environment of the company. SWOT analysis as a tool for strategic analysis and planning. Portfolio analysis models: comparative matrix analysis. Competitive and corporate strategies. The evolution of the content and processes of strategic planning.</p>

Section 4. Financial Management

Sources in English	Corresponding topic
Hopkin P. Risk Management. London: Kogan Page Publishers, 2012, 440 p. URL://Fundamentals of Risk Management (vnbrims.org)	Analysis of investment projects and decision-making on project implementation.
Stewart G. B. The Quest for Value. New York: Collins, 1991. 800 p. URL://The quest for value : a guide for senior managers : Stewart, G. Bennett : Free Download, Borrow, and Streaming : Internet Archive	Objectives of enterprise financial management. The cash flows of a company. Financial planning. Analysis of investment projects and decision-making on project implementation. Sources of financing the company.
Austin R.D. Measuring and Managing Performance in Organizations, Oxford: Dorset House. 2013, 216 p. URL://https://goo.su/YKGXbdp	Objectives of enterprise financial management. The cash flows of a company. Financial planning. Analysis of investment projects and decision-making on project implementation. Sources of financing the company.

Sources in Russian	Corresponding topic
<p>Казакова, Н. А. Управленческий анализ: комплексный анализ и диагностика предпринимательской деятельности. 2-е изд., перераб. и доп. М: ИНФРА-М, 2022. 261 с. URL://Управленческий анализ и диагностика предпринимательской деятельности Казакова Н.А. download (lib.sk)</p>	<p>Objectives of enterprise financial management. The cash flows of a company. Financial planning. Analysis of investment projects and decision-making on project implementation. Sources of financing the company.</p>
<p>Крылов С.И. Финансовый анализ. Екатеринбург: Изд-во Уральского федерального ун-та, 2016. 160 с. URL://: https://elar.urfu.ru/bitstream/10995/40698/1/978-5-7996-1614-4_2016.pdf</p>	<p>Financial planning. Analysis of investment projects and decision-making on project implementation.</p>
<p>Савченко Н. Л. Управление финансовыми ресурсами предприятия: учебное пособие. Екатеринбург: Изд-во Уральского федерального ун-та, 2019. 79 с. 69 URL:// http://elar.urfu.ru/bitstream/10995/70321/1/978-5-7996-2555-9_2019.pdf</p>	<p>Objectives of enterprise financial management. The cash flows of a company. Financial planning.</p>

<p>Этрилл П., МакЛейни Э. Финансовый менеджмент и управленческий учет для руководителей и бизнесменов. Пер. с англ. 4-е изд. М: Альпина Пабл., 2016. 648 с. URL:// Финансовый менеджмент и управленческий учет для руководителей и бизнесменов Этрилл П.;Переводчик В. Ионов download (1lib.sk)</p>	<p>Objectives of enterprise financial management. The cash flows of a company. Financial planning. Analysis of investment projects and decision-making on project implementation. Sources of financing the company.</p>
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Section 5. Organizational theory and organizational behavior

Sources in English	Corresponding topic
<p>Organizational Behavior. Minnesota: University of Minnesota Libraries. 2010. 316 p. URL:// https://open.lib.umn.edu/organizationalbehavior/</p>	<p>The concept of organization. The group in the context of the organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>
<p>Srivastava, S. K. Organizational behavior and management. New Delhi, India: Sarup& Sons, 2005. 325 p. URL://https://www.google.ru/books/edition/Organizational_Behaviour_and_Management/708sCDE-KVcC?hl=en&gbpv=0</p>	<p>The concept of organization. The group in the context of the organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>

<p>Watson, M., Gully, S. M., Phillips, J. M., Gribble, L., Creed, A., Griffin, R. W. Organisational Behaviour: Engaging People and Organisations. Australia: Cengage Learning Australia. 2021. 486 p.</p> <p>URL://https://www.google.ru/books/edition/Organisational_Behaviour_Engaging_People/xMX1DwAAQBAJ?hl=en&gbpv=1&dq=Organizational+Behaviour&printsec=frontcover</p>	<p>The concept of organization. The group in the context of the organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>
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Sources in Russian	Corresponding topic
<p>Дорофеева Л.И. Организационное поведение. УМК для студентов. 2-е изд. Саратов: Издательство «Саратовский источник», 2014. 394с.</p> <p>URL://http://elibrary.sgu.ru/uch_lit/1149.pdf</p>	<p>The concept of organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>
<p>Коробко В.И. Теория организации: учеб. пособие для бакалавров и магистров вузов. М.: АНО ВО «Институт непрерывного образования», 2016. 168с.</p> <p>URL://http://lib.7480040.ru/images/books/978-5-905248-22-1.pdf</p>	<p>The concept of organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>

<p>Костровец, Л.Б., Беганская, И.Ю., Черная, Л.В., Кулешова, Л.В., Малик, М.А., Яблонская, Н.Г. Теория организации и организационное поведение: учебник. Донецк: ГОУ ВПО «ДонАУиГС», 2017. 575 с.</p> <p>URL://http://www.iguip.narod.ru/sokolov/Uchebnik_TOiOP_Kostrovets_i_dr.pdf</p>	<p>The concept of organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>
<p>Мкртычян Г.А., Петрова О.В. Организационное поведение: учебное пособие. Нижний Новгород: Изд-во ННГУ, 2014. 201 с.</p> <p>URL://https://publications.hse.ru/mirror/pubs/share/folder/rpgfwuudcu/direct/144492990</p>	<p>The concept of organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>
<p>Плотников М.В., Чилипенюк Ю.Ю. Организационное поведение. Нижний Новгород: Изд-во ВВАГС, 2011. 56 с. URL://https://nnov.hse.ru/data/2012/10/02/1243683940/Организационное%20поведение.pdf</p>	<p>The concept of organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>

<p>Ружанская, Л.С., Яшин, А.А., Солдатова Ю. В. Теория организации: учебное пособие. Екатеринбург: Изд-во Урал. ун-та, 2015. 200 с. URL://https://elar.urfu.ru/bitstream/10995/36060/1/978-5-7996-1564-2_2015.pdf</p>	<p>The concept of organization. The group in the context of the organization. Work motivation: intrinsic and extrinsic. The structure of a formal organization. Power and organizations.</p>
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Recommended online courses

Section 1. General Management

1. Management Fundamentals, The Wharton School, University of Pennsylvania
<https://www.coursera.org/learn/management-fundamentals-healthcare-administrators>
2. Foundations of Management, University of Navarra
 (Coursera) [URL://https://www.coursera.org/specializations/foundations-management](https://www.coursera.org/specializations/foundations-management)
3. Fundamentals of management, University of California
 (Coursera) [URL://https://www.coursera.org/learn/fundamentals-of-management](https://www.coursera.org/learn/fundamentals-of-management)
4. Managing the Company of Future, London Business School
 (Coursera) [URL://https://www.coursera.org/learn/company-future-management](https://www.coursera.org/learn/company-future-management)
5. Organizational Behavior: How to manage people, University of Navarra
 (Coursera) [URL://https://www.coursera.org/learn/managing-people-iese](https://www.coursera.org/learn/managing-people-iese)

Section 2. Marketing

1. Introduction to marketing. University of Pennsylvania.
 (Coursera) [URL://https://www.coursera.org/learn/wharton-marketing](https://www.coursera.org/learn/wharton-marketing)
2. Marketing Strategy. Shameek Sinha, Ignacio Gafo, Maria Teresa Aranzabal, Fernando Cortiñas, Ramon Diaz-Bernardo, IE business school
 (Coursera) [URL://https://www.coursera.org/specializations/marketing-strategy](https://www.coursera.org/specializations/marketing-strategy)
3. E-Marketing. Stephane Muller, UCI
 (Coursera) [URL://https://www.coursera.org/specializations/emarketing](https://www.coursera.org/specializations/emarketing)
4. Marketing mix implementation. Luis Rodrigues Baptista, IE business school
 (Coursera) [URL://https://www.coursera.org/specializations/marketing-mix](https://www.coursera.org/specializations/marketing-mix)
5. Foundations of Marketing Analytics. David Schweidel, Emory University
 (Coursera) [URL://https://www.coursera.org/specializations/marketing-analytics](https://www.coursera.org/specializations/marketing-analytics)

Section 3. Strategic Management

1. Strategic Management. Copenhagen Business School.
(Coursera) [URL://https://www.coursera.org/learn/strategic-management](https://www.coursera.org/learn/strategic-management)
2. Business Strategy. University of Illinois at Urbana-Champaign
(Coursera) [URL://https://ru.coursera.org/learn/strategy-business](https://ru.coursera.org/learn/strategy-business)
3. Corporate Strategy. University of Illinois at Urbana-Champaign
(Coursera) [URL://https://ru.coursera.org/learn/corporate-strategy](https://ru.coursera.org/learn/corporate-strategy)
4. Foundations of Business Strategy. University of Virginia.
(Coursera) [URL://https://ru.coursera.org/learn/uva-darden-foundations-business-strategy?specialization=business-strategy](https://ru.coursera.org/learn/uva-darden-foundations-business-strategy?specialization=business-strategy)
5. Corporate Strategy. University of London.
(Coursera) [URL://https://www.coursera.org/learn/corporatestrategy](https://www.coursera.org/learn/corporatestrategy)

Section 4. Financial Management

1. Introduction to Corporate Finance. University of Pennsylvania.
(Coursera) [URL://www.coursera.org/specializations/thinklikeacfo#courses](https://www.coursera.org/specializations/thinklikeacfo#courses)
2. Finance for Non-Finance Professionals. By James Weston, Rice University.
(Coursera) [URL://https://www.coursera.org/learn/finance-for-non-finance](https://www.coursera.org/learn/finance-for-non-finance)
3. Introduction to Finance: The Basics. University of Illinois.
(Coursera) [URL://https://www.coursera.org/introduction-to-finance-the-basics](https://www.coursera.org/introduction-to-finance-the-basics)
4. Finance for Managers. IESE Business School.
(Coursera) [URL://https://www.coursera.org/learn/operational-finance?specialization=thinklikeacfo](https://www.coursera.org/learn/operational-finance?specialization=thinklikeacfo)
5. Corporate Finance Essentials. IESE Business School.
(Coursera) [URL://https://www.coursera.org/learn/corporate-finance-essentials?specialization=thinklikeacfo](https://www.coursera.org/learn/corporate-finance-essentials?specialization=thinklikeacfo)

Section 5. Organizational theory and organizational behavior

1. International Leadership and Organizational Behavior, Università Bocconi
(Coursera) [URL://https://www.coursera.org/learn/organizational-behavior](https://www.coursera.org/learn/organizational-behavior)
2. The Manager's Toolkit: A Practical Guide to Managing People at Work, University of London
(Coursera) [URL://https://www.coursera.org/learn/people-management](https://www.coursera.org/learn/people-management)
3. Organizational Leadership, Northwestern University
(Coursera) [URL://https://www.coursera.org/specializations/organizational-leadership](https://www.coursera.org/specializations/organizational-leadership)
4. Organizational Behavior: How to Manage People, University of Navarra
(Coursera) [URL://https://www.coursera.org/learn/managing-people-iese#syllabus](https://www.coursera.org/learn/managing-people-iese#syllabus)
5. Organizational Behavior: Know Your People, Macquarie University
(Coursera) [URL://https://www.coursera.org/learn/organisational-behaviour-know-your-people#syllabus](https://www.coursera.org/learn/organisational-behaviour-know-your-people#syllabus)