

Program: Business & 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 the list of recommended references in the Russian and English languages.

Olympiad winner's skill set by subject

A winner of the Open Doors Olympiad in the Business and Management profile is expected to possess the following professional competencies that align with the types of professional activities within the scope of master's programs in potential areas of study for admission to higher education institutions in Russia:

Analytical competence:

- The ability to acquire the skills necessary for performing calculations and analyzing data to support managerial decision-making.
- The ability to acquire the skills needed for conducting strategic, economic, and financial analysis to address strategic problem-solving.

Project-oriented competence:

- The ability to acquire the skills necessary for effectively managing projects, and organizations, and implementing change initiatives.

Research competence:

- The ability to acquire the skills required for organizing and conducting scientific research using appropriate quantitative or qualitative research methods.

Content

Section 1. General Management

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 management's development: strategic approach, economy of knowledge, digital transformation of business models, shared consumption, and meta-markets.
2. Schools and theories of management. 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. Management functions. Planning, motivation, coordination, and control. Realization of functions of management and connecting processes in the organization (communications and decision-making).
4. Organizational environment. Elements of external environment (direct and indirect influence environment) and internal environment of the organization. Organizational changes. A model of organizational change management. VUCA world.

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. Marketing as the philosophy of modern management. The need to position marketing at the heart of an organization's management system. Marketing and market orientation of business organizations.

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

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 marketing. Omnichannel marketing.

6. Marketing communications. 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. 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. 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. 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. 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. SWOT analysis as a tool for strategic analysis and planning.

5. Portfolio analysis models: comparative matrix analysis.

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. The evolution of the content and processes of strategic planning.
8. The development of forms of strategic partnerships.

Section 4. Financial Management

1. Objectives of enterprise financial management. The functions of financial management.
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. Financial planning. Models of financing a company's growth. Budgeting.
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. Sources of financing the company. Choice of capital structure of the company. Interrelation of financial, investment and dividend decisions of the company.

Section 5. Organizational theory and organizational behavior

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. Work motivation: intrinsic and extrinsic. Content and process theories of motivation.
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. The structure of a formal organization. The classification of structural forms, their advantages and disadvantages.
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	Topic
1. Daft, R. (2017). Management. 12 th edition. Cengage Learning. https://www.academia.edu/43040499/Management_Twelfth_edition Access mode - limited (registration required, registration available for all visitors)	All topics
2. Drucker F.P. Peter F. Drucker on Management Essentials. Harvard Business Review Press. 2020. https://lib-sdhw6ax7clfx6unqh6s55vdo.1lib.fr/dl/24497681/5a1acc Access mode - limited (registration required, registration available for all visitors)	All topics

Sources in Russian	Topic
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1. Веснин, В. Р. Менеджмент : учебник. Москва: Проспект, 2017. – 613 с. URL: https://lib-sdhw6ax7clfx6unqh6s55vdo.1lib.fr/dl/23627290/828577 Access mode - limited (registration required, registration available for all visitors)	All topics
2. Виханский О. С., Наумов А. И. Менеджмент. - 6-е изд. М.: Магистр: Инфра-М, 2016 URL: https://artlib.osu.ru/web/books/content_all/7692.pdf?ysclid=14mcgqth1u684577382 Open access	All topics
3. Герчикова, И. Н. Менеджмент : учебник / И. Н. Герчикова. – 4-е изд., перераб. и доп. – Москва : Юнити-Дана, 2017. – 510 с. URL: https://biblioclub.ru/index.php?page=book&id=684936 Open access	All topics
4. Друкер, Питер, Ф., Макьярелло, Джозеф А. Менеджмент.: пер. с англ. — М.: ООО “И.Д. Вильямс”, 2010. URL: https://studylib.ru/doc/2357046/piter-f.-druker--dzhozef-a.-mak.yarello Open access	All topics
5. Основы менеджмента: пер. с англ. / М.Х. Мескон и др. М.: Вильямс, 2004. URL: https://lib-sdhw6ax7clfx6unqh6s55vdo.1lib.fr/dl/519385/5005f5 Access mode - limited (registration required, registration available for all visitors)	All topics

Section 2. Marketing

Sources in English	Topic
1. Kotler P., Armstrong. Marketing: An Introduction, Global Edition, 15th Edition./ Pearson, 702 pages, 2023. Режим доступа - https://en.zlibrary-ru.se/book/24968567/77c3d5 Access mode - limited (registration required, registration available for all visitors)	All topics
2. Kotler, P., Keller, K. L., Manceau, D., & Dubois, V. (2016). Marketing Management, 15e édition. New Jersey: Pearson Education. Режим доступа– URL: Marketing Management Philip Kotler & Kevin Lane Keller download (1lib.sk) Access mode - limited (registration required, registration available for all visitors)	Topics 3-6

Sources in Russian	Topics
1. Маркетинг [Электронный ресурс]: А. Н. Хацкелевич, А. А. Ясырева, А. А. Лекомцева; Перм. гос. нац. исслед. ун-т. – Электрон. дан. – Пермь, 2019. – 2,49 Мб; 131 с. – Режим доступа – URL: https://elis.psu.ru/ebooks/download/source/598829/Marketing.pdf Open access	Topics 1-6
2. Маркетинг [Электронный ресурс]: учебное пособие. – Эл. изд. – Электрон. текстовые дан. (1 файл pdf: 294 с.). – Нижний Новгород: НОО "Профессиональная наука", 2018. – Режим доступа – URL: https://scipro.ru/conf/marketing.pdf Open access	All topics
3. Стратегический маркетинг : учебное пособие. В 2 ч. Ч. 1 / И. В. Котляревская ; Мин-во науки и высшего	Topics 1-6

образования РФ. — 3-е изд., перераб. и доп. — Екатеринбург: Изд-во Урал. ун-та, 2019. — 138 с. Режим доступа – URL: https://elar.urfu.ru/bitstream/10995/79249/1/978-5-7996-2924-3_2019.pdf Open access	
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Section 3. Strategic Management

Sources in English	Topics
1. Daft R. Management. Cengage Learning; 12nd edition. Режим доступа – URL: https://www.academia.edu/43040499/Management_Twelfth_edition Access mode - limited (registration required, registration available for all visitors)	All topics
2. David, Fred R. Strategic management: concepts and cases / Fred R. David.—13th ed. Prentice Hall, 290 p. см. Режим доступа– URL: https://pracownik.kul.pl/files/12439/public/3_David.pdf Open access	All topics
3. Wunder T. Essentials of Strategic Management: Effective Formulation and Execution of Strategy in the Era of Sustainability, 2nd Edition / Schäffer-Poeschel, 1101 pages, 2023. https://lib-sdhw6ax7clfx6unqh6s55vdo.1lib.fr/dl/24175741/721c26 Access mode - limited (registration required, registration available for all visitors)	All topics

Sources in Russian	Topics
1. Дафт Р. Менеджмент. 6-е издание. СПб: Питер, 2006 https://testcenter.kz/upload/iblock/387/Daft-R-Menedzhment_2006-864s.pdf Open access	All topics
2. Томпсон А.А., Стрикленд А.Дж. Стратегический менеджмент. Искусство разработки и реализации стратегии. Учебник для вузов. Пер. с англ. – Издательство «Юнити-Дана», 2012 http://yspu.org/students/FPKiPPK/Tompson_Strategicheski_menegment.pdf Open access	All topics

Section 4. Financial Management

Sources in English	Topics
1. Hopkin P. Risk Management, 2012, ISBN:9780749468392, 0749468394, Available via google books. Режим доступа– URL: Fundamentals of Risk Management (vnbrims.org) Open access	All topics
2. Roland Fox, Jeff Madura. International Financial Management. Cengage Learning. 650 с. 2023. ISBN 13: 9781473787216. https://en.zlibrary-ru.se/book/24719166/7b20e9 Access mode - limited (registration required, registration available for all visitors)	All topics

Sources in Russian	Topics
1. Казакова, Н. А. Управленческий анализ: комплексный анализ и диагностика предпринимательской деятельности : учебник. Москва : ИНФРА-М, 2020. — 260 с.	All topics

https://en.zlibrary-ru.se/book/24589000/bd48f6 - Access mode - limited (registration required, registration available for all visitors)	
2. Крылов С.И. Финансовый анализ: учебное пособие / С.И. Крылов. Екатеринбург: Изд-во Уральского федерального ун-та, 2016. 160 с. https://elar.urfu.ru/bitstream/10995/40698/1/978-5-7996-1614-4_2016.pdf Open access	All topics
3. Савченко Н. Л. Управление финансовыми ресурсами предприятия: учебное пособие. Екатеринбург: Изд-во Уральского федерального ун-та, 2019. — с. 69 http://elar.urfu.ru/bitstream/10995/70321/1/978-5-7996-2555-9_2019.pdf Open access	All topics
4. Этрилл, П. Финансовый менеджмент и управленческий учет для руководителей и бизнесменов / Этрилл П., МакЛейни Э.; Пер. с англ. Ионова В., - 4-е изд. - Москва :АльпинаПабли., 2016. - 648 с. Финансовый менеджмент и управленческий учет для руководителей и бизнесменов Этрилл П.;Переводчик В. Ионов download (1lib.sk) Access mode - limited (registration required, registration available for all visitors)	All topics

Section 5. Organizational theory and organizational behavior

Sources in English	Topics
1. Laurie Mullins, Gary Rees. Management and Organisational Behaviour. Pearson, 2023, 653 pages. https://zlibrary-ru.se/book/24719513/45135b Access mode - limited (registration required, registration available for all visitors)	All topics

Sources in Russian	Topics
1. 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. http://iguip.narod.ru/sokolov/Uchebnik TOiOP Kostrovets i dr.pdf Open access	All topics
2. Ружанская, Л.С., Яшин, А.А., Солдатова Ю. В. Теория организации: учебное пособие; под общ. ред. Л. С. Ружанской. - Екатеринбург: Изд-во Урал. ун-та, 2015.- 200 с. https://elar.urfu.ru/bitstream/10995/36060/1/978-5-7996-1564-2_2015.pdf Open access	All topics

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 <https://www.coursera.org/specializations/foundations-management>

3. Fundamentals of management, University of California
<https://www.coursera.org/learn/fundamentals-of-management>
4. Managing the Company of Future, London Business School
<https://www.coursera.org/learn/company-future-management>
5. Organizational Behavior: How to manage people, University of Navarra
<https://www.coursera.org/learn/managing-people-iese>

Section 2. Marketing

1. Marketing Strategy. (Shameek Sinha, Ignacio Gafo, Maria Teresa Aranzabal, Fernando Cortiñas, Ramon Diaz-Bernardo, IE business school) —
<https://www.coursera.org/specializations/marketing-strategy>
2. E-Marketing. (Stephane Muller, UCI) —
<https://www.coursera.org/specializations/emarketing>
3. Marketing mix implementation (Luis Rodrigues Baptista, IE business school) —
<https://www.coursera.org/specializations/marketing-mix>
4. Foundations of Marketing Analytics. (David Schweidel, Emory University) —
<https://www.coursera.org/specializations/marketing-analytics>
5. Marketing (V.A. Rebyazina, M.A. Zobnina, National Research University Higher School of Economics)
[Открытое образование - Маркетинг \(openedu.ru\)](https://openedu.ru/course/marketing/)
Language of instruction: Russian
6. Marketing Management (I.V. Lipsitz, National Research University Higher School of Economics)
[Открытое образование - Маркетинг-менеджмент \(openedu.ru\)](https://openedu.ru/course/marketing-menedzment/)
Language of instruction: Russian

Section 3. Strategic Management

1. Strategic Management. Copenhagen Business School.
<https://www.coursera.org/learn/strategic-management>
2. Business Strategy. University of Illinois at Urbana-Champaign
<https://ru.coursera.org/learn/strategy-business>
3. Corporate Strategy. University of Illinois at Urbana-Champaign
<https://ru.coursera.org/learn/corporate-strategy>
4. Foundations of Business Strategy. University of Virginia.
<https://ru.coursera.org/learn/uva-darden-foundations-business-strategy?specialization=business-strategy>
5. Corporate Strategy. University of London.
<https://www.coursera.org/learn/corporatestrategy>
6. Strategic Management (N.M.Lyubakova, L.V.Tatarchenko, HSE University)
[Стратегический менеджмент| Openedu](https://openedu.ru/course/strategicheskiy-menedzment/)
Language of instruction: Russian

Section 4. Financial Management

1. Introduction to Corporate Finance. University of Pennsylvania.

www.coursera.org/specializations/thinklikeacfo#courses

2. Finance for Non-Finance Professionals. By James Weston, Rice University.
<https://www.coursera.org/learn/finance-for-non-finance>
3. Introduction to Finance: The Basics. University of Illinois.
<https://www.coursera.org/learn/introduction-to-finance-the-basics>
4. Finance for Managers. IESE Business School.
<https://www.coursera.org/learn/operational-finance?specialization=thinklikeacfo>
5. Corporate Finance Essentials. IESE Business School.
<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
<https://www.coursera.org/learn/organizational-behavior>
2. The Manager's Toolkit: A Practical Guide to Managing People at Work, University of London
<https://www.coursera.org/learn/people-management>
3. Organizational Leadership, Northwestern University
<https://www.coursera.org/specializations/organizational-leadership>
4. Organizational Behavior: How to Manage People, University of Navarra
<https://www.coursera.org/learn/managing-people-iese#syllabus>
5. Organizational Behavior: Know Your People, Macquarie University
<https://www.coursera.org/learn/organisational-behaviour-know-your-people#syllabus>
6. Organization theory (A.V. Rebrov, National Research University Higher School of Economics)
[Открытое образование – Теория организации \(openedu.ru\)](https://openedu.ru)
Language of instruction: Russian
7. Organizational behavior (E.S. Balabanova, National Research University Higher School of Economics)
<https://openedu.ru/course/hse/ORGBH/>
Language of instruction: Russian