

*Approved by the resolution
of the Research Council of HSE
November 25, 2011*

The Government of the Russian Federation
National Research University «Higher School of Economics»
School of World Economy and International Affairs

Qualification (degree): Master of International Business

**«INTERNATIONAL BUSINESS»
PROGRAM CONCEPT**

Degree code 080200.68 «Management»

Moscow 2012

1. Program Characteristics

The «International business» Master Program is developed according to the standard educational requirements of the Federal State Autonomous Educational Institution of Higher Education «National Research University «Higher School of Economics» (HSE) for Master in Management degree 080200.68.

Qualification: Master of Management (profile: International Business).

The length of the «International Business» program is 2 academic years, including vacation time after completing the thesis, with a total number of credits of 120.

The «International Business» program is considered a general management master program by the National Research University HSE educational standard.

The program is taught in English and offers only regular fee-paying positions.

The partner for the program is the Fletcher School of Law and Diplomacy at Tufts University (Medford, Massachusetts, USA).

1.1 Basic concepts of the «International Business» Master program

The «International Business» master program is implemented within the framework of the newly established educational and research partnership between the [School of World Economy and International Affairs](#) at HSE and the Fletcher School of Law and Diplomacy at Tufts University, USA, with the help and direct participation of the Fletcher professors. The Fletcher School's MIB program serves as a model for the "International Business" master program at HSE, adding its rich experience in training specialists in international business to the unique opportunities offered by the Higher School of Economics.

The international practice distinguishes two main approaches in teaching international business and two varieties of degree programs and diplomas accordingly:

1. IMBA (International MBA). This program allows students to gain skills traditionally acquired through a business degree program in addition to the knowledge necessary for working in a global and regional business environment (e.g. IMBA Moore School, SC, USA; University of Cambridge, UK; George Washington University, Washington, DC, USA; New York University, NY, USA; University of Memphis, TN, USA; Brandeis University, MA, USA; McGill University, Canada and some others). This approach is represented by the MBA programs with specialization or concentration in international business that focuses on both traditional managerial disciplines and their equivalents in a global context.

2. MIB (Master of International Business). This program combines traditional business skills with a depth of knowledge in international affairs (e.g. Fletcher School, Tufts University, MA, USA; MIB Moore School, SC, USA; International University in Geneva, Switzerland; Manchester Business School, UK; MIB Georgia State, GA, USA; University of Pittsburgh, PA, USA; University of Colorado at Denver, CO, USA, Florida International University, FL, USA and some others). These programs focus on the interaction and confluence of the political,

economic and cultural aspects of international business. From minute one the students submerge in studying the disciplines directly related to international business. The MIB programs combine serious training in basic business disciplines and an in-depth and diversified knowledge of the global business environment. The programs also require foreign language proficiency and study abroad or international internships.

Unlike the specialized MIB programs, MBA programs with specialization or concentration in international business are usually designed for students with some professional experience. However, neither of the programs imposes strict requirements regarding bachelor degree majors.

Many international universities have recently shown a tendency to introduce more intensive programs in the international business field, for both IMBA and MIB, with program lengths reduced to 12-18 months.

The School of World Economy and International Affairs at HSE is a unique educational cluster that combines economic and political sciences with linguistics and possesses a great educational and scientific potential. The MIB model (Master of International Business) is more preferable for The School of World Economy and International Affairs at HSE. This model can be successfully implemented in the master program of a new format within the Master in Management degree 080200.68.

Besides, having all the necessary ideological and intellectual capacities for realizing such a program, the School of World Economy and International Affairs at HSE may represent a significant interest as a potential academic and scientific partner for similar programs in international business at the leading international universities.

1.2 Program goals

The International Business program is developed as an innovative educational product that has no match in the Russian higher education system.

The interdisciplinary approach to the curriculum combines traditional business skills with a depth of knowledge in international affairs. Today's dynamic global economy and political context mandate not only proactive management but individuals with agile minds and innovative ideas. To succeed in this environment, a traditional business education does not suffice. Today's successful business leaders must possess a unique set of skills and knowledge. The rigorous and interdisciplinary MIB ensures that students are well-equipped to handle both the demands of daily business as well as the unique challenges of working in an international environment.

The keystones to becoming a successful leader include:

- gaining knowledge of general managerial disciplines and functional aspects of management in international companies, including strategic management, marketing, operations management, financial management and human resource management;

- understanding how companies operate in the complex political, social and cultural context of different business environments;
- understanding the interdependence of the political and economic processes of a given country and how these processes influence international companies;
- familiarizing with different national interpretations of key political and economic problems in international relations in the modern world;
- learning analytical methods of assessing various political and economic risks associated with doing business in a particular region or country;
- mastering ways to create a positive company and country image for foreign governments, public and business partners;
- familiarizing with business cultures of different countries and negotiation techniques used in various cultures.

Graduates are prepared to step into the positions of leadership in global corporations as well as to work as “country executives” and “country managers” in the headquarters of multinational companies and their foreign affiliates, branches and representative offices.

Graduates have the necessary knowledge and skills to work in private and public for – or not-for profit international organizations, including financial and investment groups, trade, industrial and technology companies as well as various research organizations based in different countries. The graduates of this program are:

- managers and heads of international departments, their foreign affiliates, branches and representative offices,
- experts, managers and consultants for companies operating in the global arena;
- government executives and Russian and international specialists developing international projects;
- analysts and researchers in the area of international business.

1.3 Program benefits and attractiveness

The world is changing rapidly and the dynamic global economy mandates a new generation of business leaders with global thinking and proactive mind. More and more local companies today become dependent on global markets. To succeed in this complex environment, a traditional business education is incomplete. Today's successful business leaders must possess a long-term vision of tomorrow's risks and opportunities in the world market place, essential not only for global companies but also for those aspiring to be so.

The demand for managers, analysts and experts with the knowledge and background in the international field is now at its peak. The aim of the «International Business» program at the School of World Economy and International Affairs at HSE is to train specialists with the

necessary skills to enter the global business arena, project development and teamwork experience, decision making abilities and significant competitive advantage on the market.

The lack of such specialists will be especially notable once Russia joins the World Trade Organization. With Russian companies going global and international companies entering the Russian market, the demand for specialists with an international business background will grow even more.

The program is a unique hybrid of a business degree and an international affairs degree. It builds on the model of MIB (Master of International Business). Designed like a dual MBA-international affairs degree, the curriculum combines business courses with international economics and international relations courses. Unlike the standard MBA which is insufficiently international or globalizes functionally oriented curricula, the program views all issues through an international lens and ensures that students not only understand **how** companies operate, but also the complex **context** in which they operate.

This unique innovative program is the first of its kind in Russia.

As an example, the international business program of the Higher School of Management at St. Petersburg State University is designed as a typical management program with all functional areas of management examined in the international context. A similar approach is used in the master programs at the Moscow State Institute of International Relations (MGIMO), Lomonosov Moscow State University, Saint-Petersburg State University of Economics and Finance, Plekhanov Russian University of Economics, the Russian Academy of National Economy and Public Administration and at the Moscow International Higher Business School (MIRBIS). The international business master program at the Russian Foreign Trade Academy is significantly different from them, however it is also not context-oriented enough.

The curriculum and the core aspects of the «International Business» program at the School of World Economy and International Affairs build on the models of the world's most advanced MIB programs.

Thanks to the synergy of competences in business, political economy, foreign policy, international law, and regional specializations the program gives a competitive advantage to its graduates from Day One.

Some courses are taught by senior executives from global and multinational companies who bring perspectives from the highest levels of international business, which enables students to learn from real-life examples of people who succeeded in establishing their own business and making it global.

The program is designed for motivated students with a strong commitment to a career in international business.

1.4 Program placement in the educational concept of the School of World Economy and International Affairs

The «International Business» degree program focuses on two specific fields of study: international business and international affairs. The interdisciplinary approach to the curriculum aims at integrating both fields to explore the influence of international environment on private business. An international company is a complex structure comprising intra-corporate relations on the company level and inter-corporate relations which depend on the

political, financial, economic and cultural environment factors. The success of the company on the market is determined by how favorable the environment in which the company operates is. The program enables graduates to master aspects of both intra- and inter-corporate relations.

At the School of World Economy and International Affairs we train specialists in international relations and foreign policy in the context of international business. The confluence of international business with its political, economic, and cultural context has rarely been greater than today. Global management entails not only understanding a company or industry, but also anticipating the shifting political, economic, legal and cultural environments in which companies operate. Success in international business today requires a sharp long-term vision of tomorrow's risks and opportunities in the world market place. The combination of traditional business skills with a depth of knowledge in international law, political economy, foreign policy, and regional specializations offers a competitive advantage to our graduates. This is the unique advantage of the School of World Economy and International Affairs.

1.5 «International Business» master program completion requirements

«International Business» master program graduates should acquire the following skills:

General :

- ability to fulfill personal and career potential;
- ability to form and develop social and business relationships in a foreign or multicultural environment;
- ability to acquire new skills independently;
- strong leadership and decision-making skills;
- decision making under risk or unusual circumstances.

Professional:

Research:

- ability to identify and formulate important scientific problems, process and evaluate the results obtained by national and international scientists in a specific field of study;
- ability to develop a scientific research program and manage its execution, including:
 - ability to elicit data necessary to fulfill a research task; collect this data from various sources: accountability reports of companies with different ownership types, administrative agencies, newspaper and magazine data bases etc.; analyse and process this data, as well as domestic and international statistics on economic processes and events;
 - ability to formulate and test scientific hypotheses, select research tools, contemporary technical devices and information technology to process data, analyse results and validate the conclusion;
 - become familiar with the methods of quantitative and qualitative analysis and modeling and of theoretical and experimental research;

- ability to furnish the research results in the form of an account, article or report;

Managerial and entrepreneurial:

- ability to manage international organizations, departments and chains, employee groups (teams) and projects;
- ability to handle managerial tasks associated with operations in global markets;
- ability to work out international corporate strategies;
- knowledge of contemporary methods of managing international corporate finance for solving strategic problems;
- ability to create programs of international organizational development and transition and ensure their implementation;
- ability to plan and handle international projects and events;
- proficiency in modern managerial technologies and ability to develop new managerial practices;
- ability to identify and assess new market opportunities, form and evaluate business ideas, develop business plans for new ventures, initiate and realize foreign market entry projects.

Consulting:

- ability to develop programs for working with clients and organize their execution, including:
 - ability to collect and process data necessary for completing a specific task;
 - ability to select and use instruments and technologies for data processing, analyse the calculation results and provide recommendations;
 - knowledge of methods of quantitative and qualitative analysis and modeling, and of theoretical and experimental research;
 - ability to form and manage teams for consulting projects;
 - ability to form and manage consulting projects;
 - ability to present research result reports for the consulting projects.

The «International Business» master program graduates will acquire the following skills, which will offer them a significant competitive advantage on the market, both domestic and global:

- synergy of skills in international management, international political science and international economy necessary for working in multinational corporations, state agencies, educational and research institutions;
- ability to conduct theoretical and empirical research, knowledge of research methods for individual and collective research in the area of international business and international affairs;
- ability to analyse economic and political models of doing business in international markets; understanding the process behind the acceptance of foreign companies by the local markets and ability to provide necessary recommendations;

- ability to assess regional political and economic risks associated with foreign investment, analyse the investment climate in a specific region, created by the interaction of local government, private and non-government organizations and determined by local political, social, economic and cultural factors;
- knowledge of the existing approaches to dispute resolution in the area of international affairs according to local customs and cultural norms;
- ability to successfully manage an international company in a diverse economic, legal and socio-cultural environment;
- ability to develop a company internationalization plan and manage its completion; prepare and validate foreign market entry strategies; ability to foresee, plan and handle associated political and non-tariff barriers for entering foreign markets;
- ability to lead negotiations and represent the company interests before local governments, regulating authorities, labor unions, business associations and other agents in connection with various political and economic matters; ability to form a positive public image of the company in the eyes of partners, foreign governments and the public.

2. Admission requirements

Full-time work experience is not required, but it is strongly recommended.

The program candidates must hold a bachelor's degree or its equivalent. The University offers help with the validation of the diploma for the Russian education system. An applicant receives a personal conditional offer upon successful evaluation of the application package.

All students must have proven English language proficiency before enrolling and must provide an English Language Proficiency Certificate. Applicants who are graduates of bachelor's programs, on which the official language of instruction was English, are exempt from providing a language certificate. The program implies substantial amount of coursework in English as well as participation in an "International Business Consulting" applied research project and internships abroad.

For candidates who do not hold a degree in economics and management and have no background in world economy and international affairs the program offers introductory courses in the beginning of instruction.

The Committee on Admissions carefully reviews each applicant's academic records and professional experience to assess readiness for graduate study at the School of World Economy and International Affairs. Candidates must provide all records under the general HSE admission requirements and any additional application materials including:

- application for admission to the master program;
- certificates of winning or participation in research study competitions and student competitions;
- diplomas and certificates of continuing education, English proficiency, any additional awards;

- electronic or paper copies of any coursework or scientific papers, including published materials.

To evaluate the applicants' English proficiency we use the test scores on the International English proficiency tests.

Our minimal test score requirements are as follows:

Language Certificate	Minimal passing grade
IELTS	6
TOEFL IBT (Internet Based)	80
TOEFL PBT (Paper Based)	500
CPE (Certificate of Proficiency in English)	C
CAE (Certificate of Advanced English)	None
BEC Higher (Business English Certificate)	None

Those who have not earned an English Language Proficiency Certificate can pass an English Proficiency exam on site.

3. Program contents and structure

3.1 Program concept

The basic concept and structure of the «International Business» program at the School of World Economy and International Affairs builds on the extensive experience of some of the world's leading and most successful similar programs for training specialists in the field of international business and international affairs. In addition to this experience the School of World Economy and International Affairs offers its unique learning methods and priorities.

The interdisciplinary master program “International Business” is developed for students who have a strong commitment to a career in international business. The program provides them with a unique cross-functional and cross-cultural set of skills and understanding the interconnections between business, international economics and politics (business + economy + political science + law + language).

The curriculum of the most advanced international business programs represents the following:

- a series of required core courses, consisting of 6-8 courses including «Foundations of International Business” or «Introduction to International Business»;
- a number of elective courses, consisting of at least 10 courses and including regional courses and functional courses;
- applied research project «International Business Consulting” or «International Enterprise Consulting Experience”. Students form groups of 3-5 and with the help of an instructor work on real business projects assigned by participating international companies. This applied research project is the highlight of the program;
- business communication and foreign language fluency;
- “Career Development” course;
- study abroad or international internship.

3.2 Program structure

The «International Business» master program consists of the following study blocks:

- core study block;
- elective study block;
- adaptational courses;
- practical and research work;
- final project (thesis).

The core study block consists of core disciplines. The elective study block allows students to balance the required core courses with their individual interests. Therefore the core provides a foundation of skills and knowledge while the variety of electives allows students to customize their education to suit their own interests and career goals.

The «International Business» master program is a 2-year on-campus program. The final state certification takes place after thesis defense. The language of instruction is English. In the first semester of the second year of study students may chose to study abroad at the partner university, while the second semester is dedicated to practical work including thesis preparation.

Students study following an individual degree plan, approved by their faculty advisor and the head of the master program. According to the study plan the courses fall into three categories: core, elective and adaptational.

The core courses form the foundation of skills and knowledge in the key areas of international business and international affairs. Students take the core courses in their first year of study. In order to gain analytical and research skills students attend a scientific and research seminar, which enables them to prepare for the research project and choose the thesis topic.

For students who do not have a substantial background in global economy, international affairs, finance and management the program offers adaptational courses aimed

at building a solid base for further more in-depth knowledge of specific subjects. Adaptational courses are required for students with non-business or - economics related bachelor degrees.

Students have the opportunity to customize their education to suit their own career paths through a series of elective courses. The elective courses are offered in the second year of study. These courses allow students to build unique areas of expertise and marketable skills in the areas of their interest. Students will also gain additional practical experience through the applied research project as part of the scientific and research seminar.

The students of the «International business» master program are offered the following courses:

Core Courses:

- Research Methods in International Business
- Global Political Economy
- Strategic Management
- International Corporate Finance
- International Marketing
- International Business Negotiations

Applied research project within the scientific and research seminar:

- International Business Consulting

Adaptational courses:

- World Economics and International Relations
- Foundations of Managerial Economics
- Introduction to Financial and Managerial Accounting

Elective Courses*:

- Political Aspects of International Business
- Legal Aspects of International Business
- International Alliances, Mergers and Acquisitions
- Business Internationalization Strategies and Procedures
- International Organizations
- International Trade

Fields of study:**

International Finance

- International Financial Management
- Global Macroeconomic Tendencies and Financial Institutions

- Investment Analysis

International Marketing

- International Marketing Strategies
- International Marketing Research and Analysis
- Cross-Cultural Marketing Communications

Regional/country track*:**

- Doing Business in EU
- Doing Business in North America
- Doing Business in Asia
- Doing Business in post-soviet countries

Optional courses:

- Career Management

Additional Courses for International Students:

- Russian Language (complementary)
- Doing Business in Russia

Our variety of elective courses allows students to concentrate on the field of study or region of their choosing, or select the courses with no particular tie to a certain field of study or local market.

Students are offered the following combinations of disciplines:

- A) a total of 4 elective courses* of free choice;
- B) a total of 3 elective courses* of free choice plus 1 regional/country course***;
- C) 1 elective course* of free choice plus all 3 courses of one of the fields of study**;
- D) all 3 courses of one of the fields of study** plus 1 regional/country course***.

Aside from these combinations, students are welcome to take any 2 elective courses from other master programs at the School of World Economy and International Affairs or any other School at HSE.

In order for the elective course to begin it has to have at least 10 students signed up for the course.

3.3 Course description

Research Methods in International Business

The goal of this course is to make students familiar with contemporary research methods and tools used in international business. The course contents represent a structured layout of the methods used for researching business internationalization and build a foundation for further more detailed and advanced courses on this subject.

The course views international business as a phenomenon and a process based on interaction between classical and contemporary international business models and the real-life practice and experience of global companies in a controlled international business environment. The course focuses on the empirical analysis on the macro-level, its elements and tendencies and their influence on the micro-level, as well as business internationalization on a micro-level.

The course provides a general description of international business and covers its theories, motives and tendencies.

Global Political Economy

The course studies the methods and ways that the regulatory authorities (governments, institutions, companies) use to form the economic environment, and the influence the economic factors have on the international political life. The course consists of two main parts under a common political and economic agenda which explore the analysis of different levels of interaction of global political and economic systems. The first part describes the political regulation of global economy as a whole: political aspects of international trade, international financial systems, and aspects of political leadership and balance in the global economy. The second part examines the political role of governments in the global economy and studies the application of economic instruments in the foreign policy of independent governments. This course offers students a basic understanding of the political aspects of the world economy and the ability to take account of the political factors in the analysis of economic processes. The course prepares students for practical work, enabling them to consider the political realities and constraints while developing real business-and economic strategies.

Strategic Management

The course deals with classical and modern models of strategic management. It examines the evolution of competition, the criteria of international competitiveness, the sources of competitive advantage in the international market and the conditions for creating such sources. The students become familiar with the conceptual strategic models, strategic processes and their contexts, types of strategies of global expansion and with the strategy of capturing new markets. The course also examines the foundations of the international company strategies.

This course focuses primarily on the company strategic decisions in the process of internationalization, the choice of strategies of global expansion and on international integration within the selected strategy.

The course pays specific attention to strategic international investment decisions and company development. This course also covers company growth strategies when expanding to international markets, strategies of adaptation to local conditions, and the local company's centralization and delegation of decision-making authority when implementing operational or competitive strategies.

International Corporate Finance

This course covers main approaches, principles and models that the international companies use to make financial decisions in globalized financial markets. The course describes the key areas of the company's financial activity necessary for successfully implementing the company strategy in the international market. Students become familiar with both the theories and the practical approaches and methods of corporate finance. The topics covered in this course include corporate financial risk and its management, financing the international company's activities and developing the company's investment policy. In the conclusion the students overview the strategic aspects of international finance in the conditions of market globalization.

The course consists of three parts: global capital market and the theories of investment assessment; financial and investment decisions of international companies; international corporation's financial policy, company value as a financial indicator of competitive advantage.

International Marketing

This course studies global marketing theories and the company's international marketing activities aimed at forming and strengthening its position in the global commodity markets. The objects of special attention are the changes in the internal and external environment of international companies, as well as changes in strategy choice and functions. The course highlights the connection between the company strategy and the international marketing models – export, multinational and global. It also analyses the influence of international marketing on the speed of globalization. At the end of this course the students should become familiar with the contemporary methods and forms of marketing activity.

International Business Negotiations

The course consists of three parts. The first part examines the business cultures of different parts of the world and their influence on business behavior and strategies in international business. This part covers the special features of the business cultures of the West (USA, Great Britain, France, Germany, Spain, Italy, Sweden, and Finland), East and South-East Asia (Japan, China, India and others), the Middle East, Australia, New Zealand and South Africa, as well as business cultures of Russia and CIS. This part of the course studies forms of human resource management in multinational companies; it describes how the presence of members with different cultural background in a team influences teamwork and decision making.

The second part is dedicated to international business ethics and business etiquette. Students become familiar with cross-cultural business ethics, principles of cross-cultural business relationships, common problems associated with business ethics and their solutions, and most important elements of business etiquette and business protocol.

The third part of the course deals with international business negotiations. It examines different types of negotiations, behavioral strategies for business negotiations, effective preparation and management of negotiations and negotiation tactics in a multicultural environment.

World Economics and International Relations

This course is intended to provide students with the basic knowledge of the conditions, tendencies and development perspectives of world economics and international relations, also applicable to other disciplines. Key issues: countries and regions in the modern globalized economy; concepts of regional development, regional and global factors of the international community development; the influence of the revolution in information technology on business and global economy (knowledge-based economics, transnationalization, globalization etc.); today's global ecologic and demographic problems; evolution of international trade, international capital and workforce migration, foreign exchange and monetary relationships; influence of war and foreign policy on world economics.

Foundations of Managerial Economics

This course is an introduction to the company management issues presented from the perspective of economics. Students will learn the essence of economic processes and the role of economic analysis in determining organizational success in the market. The course studies analytical instruments of economic analysis which allow the firm to make short-term and strategic managerial decisions using limited resources. The focus is on the influence of the demand, supply, technology, costs and market structure on company behavior. Students will learn to identify risks, the firm's potential, company goals, to evaluate managerial decisions and the company's capital turnover. Students will also learn to determine the company price policy and assess management quality and the economic factors of company efficiency.

Introduction to Financial and Managerial Accounting

The first part of the course reviews financial accounting as a reflection of the company's financial and business activities. Financial accounting is a primary means of communicating financial information to parties outside the business organization. This part covers the financial statements and their components (assets, liabilities, owner's equity, revenues, losses and others) and how the financial statements are created. Students learn the accounting principles practiced in the Western countries and in Russia. The course also focuses on comparing the financial accountability principles in Russia and in the West.

The second part addresses managerial accounting used in management purposes and for the internal operations of the company. One of the key aspects of managerial accounting is determining the company's costs of goods sold and the break-even point in order to assess the company's profitability and make timely decisions. It examines the role of managerial accounting in the process of cutting costs and increasing the company's profitability, and hence in the managerial decision making process.

Political Aspects of International Business

The course studies building political strategies of international companies and their implementation: the interaction of political and market strategies in a historical context, building political strategies within specific institutions and limited resources and the examples of successful political strategies. It also covers the correlation of direct foreign investment and a political strategy, the company's social responsibility, and the examples of political strategies aimed at strengthening the company's reputation.

Special attention is given to the management of political and economic risks in international business. Students become familiar with such analytical risk assessment tools as using indices of political risk, working with different scenarios and models of political behavior and forecasting. The course offers multiple country case studies to show the practical application of these approaches and to address such global issues as energy security and terrorism.

Legal Aspects of International Business

This course is intended to introduce students to the private law aspects of international business. It gives practical knowledge of international law and legal provisions for dispute resolution.

The course consists of three parts (general, specialized and international civil litigation). The general part studies the main principles, institutions and categories of private law; conflicts of law, the legal status of an individual involved in a legal relationship with a foreign party. The specialized part covers the branches of private law: ownership law, international trade obligations, international freight and passenger carriage, tort liability, intellectual property law, family law and inheritance law.

The third part addresses international civil litigation: the position of foreigners in a civil process, international jurisdiction and its provisions, judicial evidence, legal help, recognition and enforcement of international court orders, international commercial arbitration.

Special attention is paid to international corporate law.

International Alliances, Mergers and Acquisitions

This course reviews the principles and practices of cross-border alliances, mergers and acquisitions based on the key transactional concepts.

At first the students will study the mergers and acquisitions of companies with different national backgrounds, including structuring, negotiation and implementation of cross-border merger and acquisition transactions, taking into account applicable issues of international law and national practice.

The module will discuss alternative forms of transactional structure and the factors influencing the choice of a particular approach, as well as different forms of acquisition agreements and the underlying tax and legal considerations. Students will become familiar with the current trends in deal terms drawing on recent North American, European and Asian transactions. Special attention is paid to the company price evaluation and the issues of the integration of company operations and corporate cultures in the aftermath of mergers and acquisitions.

The second part of the course examines the analysis of strategic alliances, favorable factors for forming the alliance, finding the right partners, effective techniques of managing the alliance and control systems. This part also addresses the formation and deepening of trust relationships between companies undergoing a cross-border alliance.

Business Internationalization Strategies and Procedures

The course provides an overview of foreign market entry strategies and the criteria of choosing the right strategy for the company to enter new markets. In this course the students will develop an individual Business Internationalization Plan for a company using the selected strategy.

The course has a practical orientation and is designed on the basis of both strategic and procedural aspects of business internationalization. This approach allows combining the contemporary theoretical research in the area of business internationalization and the practical application of specific strategies.

The principal goals of the course are: to provide students with a grounding in the basic theories of business internationalization; to make students familiar with various strategies of foreign market entry and the criteria of choosing an optimal strategy; to emphasize the business decisions made in the process of company internationalization; to give an overview of strategy implementation procedures on the basis of real-life examples; to study the role of government regulatory authorities in the international affairs; to provide students with the necessary practical skills for developing foreign market entry strategies through working on the individual project - Business Internationalization Plan; to make students accustomed to team work, processing large amounts of information and finding and presenting solutions.

International Organizations

The objective of this course is to introduce students to some of the leading international economic organizations and regional economic unions, their roles in the modern system of international economic relations, to examine their activities and to discuss the relationship of Russia with these organizations. This first part explores the motives and reasons behind the formation of the international economic organizations, their role in the international economic relations, their classifications, methods of interaction between governments and the characteristics of the international economic regulation system.

The second part of the course deals with some of the main regional integration agreements. Special attention is given to the most developed regional integration agreement of the modern world – the European Union and to the rapidly developing Asian regional organizations. We will also explore the degree of involvement of Russia in each of the organizations and the perspectives of future cooperation.

International Trade

This module offers students a perspective on various aspects of international trade and development. The first part examines the factors that influence the development of societies and communities over an extensive period of time (hundreds and thousands of years). The second part focuses on societal culture and social norms: what defines social norms and what influence they have on the economic development. The third part of the course studies the modern theory of international trade. Special attention is given to the institutional quality effect on the conditions of trade. The course also explores global migration and the interconnection of migration, trade flow and economic development.

International Financial Management

The course offers an overview of the global financial markets and studies the valuation concepts which are at the core of financial decisions within the multi-currency setting. The emphasis is placed on financial management decisions in the context of volatile exchange rates, difference in capital expenses in various countries, different tax jurisdictions and regulatory standards of financial accountability and different mechanisms of investors' rights protection. The first two parts of the course focus on foreign exchange market, forward market and international capital market. Students acquire the skills of managing exchange risk and

global capital expenses. They also study the differences in capital structure and the sources of global financing. The third part emphasizes how international financial management should be integrated with corporate strategy, operating and investment decisions. The focus is on the valuation of global activity, international capital investment and management of the internal cash flow of the corporation.

Global Macroeconomic Tendencies and Financial Institutions

This course gives students a perspective on the modern functional mechanisms of international financial institutions and the development of monetary relations which influence all international business operations. This course forms practical knowledge of these topics. Key aspects: organization and functioning of today's currency markets and the risks of doing business in these markets; the role of dollar, euro and other currencies in the modern monetary relations; the influence of political factors on financial institutions' activities.

Investment Analysis

The course provides an overview of the methodology of investment decisions and the key investment decision drivers. Students become familiar with the main theoretical and practical concepts of investment, investment strategy and government policy, the patterns of financial market functioning and development, and with the investment strategy and policy of individual companies. Emphasis is placed on managing investment processes within the company's investment activities. As a result of this course students will possess analytical skills necessary for developing the company investment strategy. Students will also be able to assess the investment project evaluation by the professional financial market agents (banks, investment funds, insurance companies) with consideration of financial and nonfinancial risks and constraints.

International Marketing Strategies

The course studies the role and contribution of marketing in the formation of the sustainable competitive advantage of international companies. Client orientation is viewed as the key element in the process of creating and managing value chains. Special attention is given to intangible assets, ways of market behavior differentiation, personalized consumer approach and the means of direct involvement of the consumer in the value chain creation and distribution. The course also examines the influence of network cooperation and partnership relationships between companies on creating the dynamic competitive advantage and gaining additional rent.

The course offers in-depth knowledge in the following marketing fields: following the change in dynamics of marketing concepts and defining the directions of conceptual development; outlining the modern marketing patterns; studying the formation of new management models in the ever-changing global market conditions; mastering new strategic tools and marketing technologies; analyzing the introduction of managerial innovations.

International Marketing Research and Analysis

The aim of this course is to arm students with the skills and knowledge necessary to give effective information support of marketing decisions facing companies expanding to foreign markets. The areas of study include: global market segmentation, selecting the target segment, management of the portfolio of product offerings and building brand identity, pricing

policy, product placement, distribution, advertising and promotion. Students become familiar with the existing general principles of international marketing research, and with the possibilities and constraints of different methods and research tools. Special attention is paid to the analytical treatment of information in marketing research.

Cross-Cultural Marketing Communications

The course focuses on the management of creative decisions in the area of marketing communications business and their adaptation to different cultural environments. In the beginning the course provides a brief description of theoretical and practical approaches developed in marketing, sociology and psychology to aid advertising and other means of marketing communications. Basic concepts: the theory of integrated marketing communications, goals and objectives of advertising and other means of marketing communications, social and psychological factors of the marketing communications impact. Students acquire the skills and techniques necessary for organizing advertising campaigns and learn the methods of analysing the marketing communications market under the conditions of changing market trends; students also learn to develop creative concepts and to implement them in various advertising products.

Next, students become familiar with the basics of cross-cultural marketing communications – the ability to identify potential market opportunities in the context of national cultures, and to use these opportunities in creative technologies. The course pays special attention to the national patterns of the key cultural elements such as values, verbal and non-verbal communication cues, customs, habits, religion and different national systems of government regulation in the area of marketing communications.

Doing Business in EU

The goal of this course is to give students a perspective on the special features and key elements of starting and doing business in the countries of the European Union, and on the system and methods of representation and protection of private interests in the European Union.

Doing Business in North America

Students become familiar with the North American business model and with the economic, legal and cultural patterns of starting and doing business in the USA and Canada. We will focus on taxation, government support, anti-monopoly and labor legislation, and the characteristics of the main forms of business.

Doing Business in Asia

The course discusses the leading tendencies in the economic and political development of South-East Asia and the special features of the East Asian model of capitalism. The following aspects will be examined: trade partnerships, legal regulation of foreign investment, cooperation in the monetary, financial and production fields, realization of infrastructure projects, alteration of the government role in business, creation of a new model of labor relations, breaking new grounds for multilateral partnerships.

Doing Business in post-soviet countries

Students are introduced to the distinctive features and benefits of doing business in the countries of CIS. The focus is on the common customs area, business climate, innovations in the legal field and in taxation.

Career Management

The goal of this course is to prepare students for managing their future careers and career development. Students acquire the knowledge and skills necessary for successful professional development in the conditions of growing competition in the international labor market and for creating personal competitive advantages. The main aspects in focus: self-esteem, recruitment theory, self-marketing and personal communications, resume building tips and cover letters, preparation for an interview and development of presentation skills.

3.4 «International Business Consulting» Project

«International Business Consulting» is the program's key applied research consulting project within the scientific and research seminar. Students work on this team project in groups of 3-5 under the supervision of the instructor. The project is to be completed in the first semester of the second year of study. This is an ideal opportunity for students to submerge in the real business world as consulting interns and to carry out real-life client-oriented consulting projects for participating international companies. For the purpose of this field study the School of World Economy and International Affairs forms a replenishable project portfolio confirmed by the existing business partners – sponsoring international companies. While working on this project students apply the knowledge and skills they acquired during their studies in the master program.

If the student is doing an internship at the foreign partner university at the time of the project, they complete this project at that university as part of an international student team.

The international companies participating in the “International Business Consulting” project also represent the base for student practical training and internships and the potential employers for the master program graduates.

3.5 Management of educational process

The program is delivered by the School of World Economy and International Affairs in cooperation with other Schools at HSE. The head of the program is Candidate of Science, Associate Professor at the Department of world economy, Irina G. Kratko.

The general management and monitoring of the program, as well as the administration of the learning process, record management and supervision of the learning process is conducted by the School of World Economy and International Affairs.

Master thesis defence takes place at the meetings of the State Commission on Management headed by the Chairman of the State Commission on Management appointed by the Government. The Commission consists of the professors of the School of World Economy and International Affairs, the School of Management and other participating Schools.

In order for the master program to cooperate with the academic and business society there will be created a Coordinating Council of the master program. The Chairman of the

Coordinating Council is Dean of the School of World Economy and International Affairs at HSE. The Coordinating Council consists of the representatives of the School of World Economy and International Affairs, the School of Management, other Schools at HSE and business representatives. The head of the master program is responsible for the overall management of the master program. The principal aspects of functioning and development of the master program are discussed and approved by the Research Council of the School of World Economy and International Affairs at the National Research University «Higher School of Economics».

3.6 Academic format and forms of control

Classes are taught in the evenings and on Saturdays.

The study format of the master program is as follows:

- lectures: discuss the main theoretical concepts and definitions of the course; give analytical perspective on the key issues and research methods;
- master-classes, panel discussions and presentations by the prominent international business executives;
- discussion sessions: students discuss and analyse difficult and debateable aspects of the course material, conduct presentations and debates, work on group research projects;
- independent studies, research papers on the key issues confronting international companies;
- individual and group research projects, aimed at working out scientific and practical problems of international business, including the core applied research project «International Business Consulting»;
- conferences / scientific and research seminars for presenting the results of research projects, term papers and other independent study projects completed by the students;
- self-guided study of the theoretical and practical course material through home assignments, essays, discussion preparation, completion of research projects and writing of term papers;
- instructor advising and consultations with specialists to help students better understand the course material.

Final grading will be based on written exams. The current control of academic performance will take form of speeches, essays, midterm and final exams.

Students will also be offered to undergo scientific and research or academic practical training at state institutions and Russian corporations, both involved in international business, and at foreign companies.

State certification consists of the master thesis defence.

3.7 Study abroad and international internships

Students may choose to take one or more courses at the partner institution with having all their credits transferred and getting a certificate for the course. Students may also apply for an internship at an international company abroad.

The program provides many opportunities for students to supplement their education with exchange programs with the partner institution and other leading schools and graduate programs. The master program at HSE is closely connected with the matching program of the partner institution and there will likely be a joint program created in the near future.

3.8 International partner institutions

Why the Fletcher School of Law and Diplomacy at Tufts University, USA, is the most appropriate partner for the «International Business» master program of the School of World Economy and International Affairs at HSE

The Fletcher School at Tufts University is the most appropriate foreign partner institution for the «International Business» master program because of:

- **Reputation.** The Fletcher School of Law and Diplomacy is the world's oldest (75 years), most prestigious and leading school of international affairs and international business, famous for its Master of International Business (MIB) program. Higher School of Economics is the first and the only institutional partner of the Fletcher School in Russia.
- **Goals.** The leading master degree programs at the Fletcher School are Master of Arts in Law and Diplomacy and Master of International Business, MIB. These program goals satisfy the mission and priorities of the School of World Economy and International Affairs at HSE.
- **Academic and research partnership with Harvard.** The Harvard University does not have a specialized master program in International Business (MIB). The majority of professors of the Fletcher School, including Senior Associate Dean for International Business and Executive Director of Fletcher's Institute for Business in the Global Context, Dr. Bhaskar Chakravorti, are former Harvard professors or teach at both Harvard and Fletcher.
- **Student mobility between Fletcher and Harvard.** Students of both the Fletcher School at Tufts University and Harvard University are able to crossregister for courses, which enables graduate students from Fletcher's International Business program to attend classes at Harvard and vice-versa.
- **Compatibility of master programs.** The International Business master programs at Fletcher and the School of World Economy and International Affairs are very similar in program concept, academic structure, curriculum, specializations and regional options, program length and number of students enrolled.
- **Joint programs.** The Fletcher School has direct and stable partnerships with universities in Europe and Asia and successfully realizes dual degree and student exchange programs.
- **Scientific research.** The Fletcher School has established the International Business Center and the Center for Emerging Markets Enterprises which carry out scientific research in the area of international business.

- **Business connections.** The Fletcher School has direct extensive business connections in and outside of the United States. Within the MIB program at Fletcher the students are offered the global consulting course, in which they develop real-life consulting projects for client companies.
- **Administration.** Dean of the Fletcher School, Stephen W. Bosworth and Serge A. Karaganov, Dean of the School of World Economy and International Affairs, are both members of the Trilateral Commission and have communicated at the meetings of the Commission on multiple occasions. They are committed to developing and strengthening partnership relations between the schools through the activities of the Working group on Education of the Russian-American Bilateral Presidential Commission.
- **Established contacts.** The National Research University «Higher School of Economics» and the Fletcher School at Tufts University have signed a Cooperation Agreement. The participants of the negotiations on cooperation between the universities included Head of the «International Business» master program at the School of World Economy and International Affairs at HSE, Associate Professor at the Department of world economy, Irina G. Kratko and Senior Associate Dean for International Business at the Fletcher School, Executive Director of the International Business program, Dr. Bhaskar Chakravorti.

Common characteristics of the Fletcher School at Tufts University and the School of World Economy and International Affairs at HSE and of their MIB programs:

- National and international reputation of the universities;
- MIB programs are new to both the Fletcher School and the School of World Economy and International Affairs;
- Both MIB programs are 2-year interdisciplinary master programs;
- Each MIB program is a unique hybrid of international business and international relations;
- The MIB programs at both universities have a similar structure and concept;
- The Fletcher School and the School of World Economy and International Affairs have common missions, goals, priorities and research interests.

The Official ceremony of signing the Cooperation Agreement between the National Research University «Higher School of Economics» and the Fletcher School at Tufts University took place on October 27, 2011. The Agreement represents a necessary formal prerequisite for and the initiating condition of the cooperation between the two partner universities.

Work plan:

1. Development and realization of the «International Business» master program at the School of World Economy and International Affairs with participation of the Fletcher School professors:

- Stage 1: partnership program based on professor and student exchange
- Stage 2: (depends on the results of stage 1): joint program (dual degree)

Stage 1 will follow the plan below:

- a) development of joint courses created and taught by the professors of the Higher School of Economics and the Fletcher School within the frame of the “International Business” master program;
- b) development of courses at HSE with participation of the professors of Fletcher within the «International Business» master program;
- c) professor exchange for teaching at the partner university during 1-2 modules ;
- d) professor exchange for teaching short-term courses (1-2 weeks) and master-classes at the partner university;
- e) student exchange during summer school;
- f) student exchange for international internships organized by the partner university.

2. Conducting joint research projects, organizing research conferences, symposiums, and developing joint mini-cases for the “International Business” master program.

4. Employment opportunities for graduates and post-graduate education

Graduates of the «International Business» master program may apply their knowledge and skills in the real world working for the following possible employers:

- Russian and international companies, their foreign affiliates and branches;
- non-profit organizations, state and municipal administrative agencies;
- analytical and consulting centers;
- self-established business;
- domestic and foreign scientific and research organizations;
- domestic and foreign educational institutions.

All students receive assistance in securing places for internships, and part- and full-time positions in international companies.

Graduates interested in pursuing a career in research may continue their education and enroll in a post-graduate program.

5. Faculty and staff

To ensure the high educational standard of the master program the School of World Economy and International Affairs at HSE will employ all academic and teaching resources, seek maximum input from other departments and schools at HSE, as well as invite professors from various universities, including the partner university for this program, to teach part-time at the School of World Economy and International Affairs.

The School of World Economy and International Affairs will also engage company executives, primarily from international companies operating in Russia, to give students practical knowledge through specialized program seminars and master-classes.

Head of the program, Associate Professor

Irina G. Kratko