APPROVED

by Academic Council of

National Research University Higher School of Economics

Minutes No. \_\_\_\_, dated \_\_\_\_\_\_\_\_\_\_\_\_\_\_

**EDUCATIONAL STANDARD**

**OF HIGHER EDUCATION**

**SET FORTH BY**

**NATIONAL RESEARCH UNIVERSITY**

**HIGHER SCHOOL OF ECONOMICS**

Programme level:

Master’s

Field of Study:

**38.04.02 Management**

Qualification:

Master

Moscow 2017

GENERAL PROVISIONS

The HSE Educational Standard has been developed pursuant to p. 10, Article 11 of Federal Law No. 273-FZ, dated December 29, 2012, which stipulates that: Lomonosov Moscow State University, Saint Petersburg University, and other institutions of higher education, which are referred to the category of “federal university” or “national research university”, as well as federal state organizations of higher education, included in the list of organizations, which is approved by the directive of President of the Russian Federation, shall be entitled to set forth and adopt their own standards for all levels of higher education. The implementation of degree programmes and delivery of target competencies, included in such educational standards, may not be lower than the respective requirements established as per federal state educational standards.

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# 1. TERMS, DEFINITIONS AND ABBREVIATIONS

Throughout this document, the following terms and definitions are used, as per the Federal Law “On Education in the Russian Federation”, as well as international regulations in regards to higher education:

**Type of professional tasks** – provisional dissemination of professional tasks in terms of the character of activities undertaken in order to achieve a set goal;

**A degree programme** is a set of core educational features (e.g., volume, scope and target competencies), administrative and teaching provisions, and, in those cases stipulated by the Federal Law on Education, assessment methods presented as a curriculum, academic calendars, syllabuses for courses (modules) and various other components, as well as assessment and teaching materials.

**Professional education** refers to a type or mode of education, which allows students to acquire professional knowledge, competencies and skills at a relevant level and scope while studying in core professional degree programmes, thereby enabling them to engage in professional activities in a specific area and/or pursue a specific career, or take up an given occupation;

**Field of study (major)** of an education programme – a set of educational programmes for Bachelor’s students in various areas, which are integrated on the basis of general basic training principles;

**Professional activities** are focused on relevant systems, objects, phenomena and processes;

Such systems, objects, phenomena and processes are applied in relevant **fields of professional activities** with respect to various specific scientific, social, economic and productive issues;

**Competencies** refer to the ability to use knowledge, skills and personal qualities for successful performance in relevant areas;

The study load of a degree programme is measured in **credit units**;

**Teaching outcomes** – knowledge, skills and experience acquired by students;

**Degree programme outcomes** - acquired competencies;

**A study block** is a collection of courses (modules) of a degree programme to ensure that students acquire relevant knowledge, skills and competencies in the relevant research and/or professional activities;

**Field (concentration) of the degree programme** –the degree programme’s focus on a specific fired(s) and/or area(s) of professional activities, type(s) of professional tasks, and, if necessary - on objects of professional activities of graduates and the field(s) of study;

**Concentration –** option to select a concentration and organizational focus of training, which reflects special aspects of a particular field and/or area of professional activities, types of professional tasks and/or objects of professional activities, in the framework of the degree programme.

Throughout this document, the following abbreviations are used:

**HE** – higher education;

**EC -** Unified Classifier of HSE competencies;

**c.u.** - credit units;

**HSE ES** - educational standards for higher education, as set forth by National Research University Higher School of Economics;

**GPC** – general professional competencies;

**PC** – professional competencies;

**MP** - Master’s programme;

**UC** – universal competencies;

**SB of DP** – a study block of the degree programme;

**EQUIS** **– European Quality Improvement System** - an international system for the strategic audit and accreditation of business schools, which feature a wide array of specific national characteristics. EQUIS is a project implemented by the European Foundation for Management Development (EFMD - an independent non-commercial association of organizations engaging in business education focused on management);

**EPAS** **–** [**EFMD Programmes Accreditation System**](http://www.efmd.org/) - EPAS accreditation may be granted to degree programmes, which meet generally accepted educational standards, and feature a high degree of internationalization, along with close ties with the business community.

# 2. GENERAL PROVISIONS

2.1 These HSE standards of higher education (hereafter, “HSE ES”) feature a set of requirements, which are mandatory for implementation of the HSE Master’s programme in **38.04.02 Management**.

2.2. The Master’s programme does not provide for self-education modes of study.

2.3. The Master’s programme provides for full-time and extra-mural modes of study.

2.4. The educational contents in this field of study must be defined by the Master’s programme which are developed and approved at the University on the basis of the HSE ES.

2.5. HSE can use online teaching methods, as well as distance educational technologies, while implementing the Master’s programme.

Online teaching methods and distance educational technologies, which can be offered to students with disabilities and health limitations, must ensure the proper transmission of information in acceptable formats.

This field of study does not provide for the implementation of Master’s programme in online formats, relying on exclusively e-learning technologies (e.g., internships and final state certification).

2.6. HSE may offer the Master’s degree programme in this field of study, either independently or in a network-based format.

2.7. The Master’s degree programme in this field of study may be delivered both in Russian, as well as in a foreign language (English), pursuant to a decision put forward by the HSE Academic Council.

2.8. During full-time study under the Master’s programme in this field of study, students are expected to complete all elements of the programme and pass the final state certification.

2.9. The Master’s programme is equal to 120 credits (credit units ‑ c.u.), irrespective of the mode of study and applicable educational technologies, as well as whether or not the programme is based on an individual curriculum, including an accelerated format. One credit unit is equivalent to 38 academic hours, while an academic hour should come to 40 minutes.

The duration of study on a part-time or extra-mural programme can be increased by 5 (five) months.

Persons with disabilities and health limitations, who study as per individual curriculum, may apply for extending the duration of their studies by up to 6 months.

2.10. Normally, a Master’s programme implemented in a full-time mode during the academic year should come to 60 credits. Students, who complete the standard scope of the Master’s programme every year, are expected to complete the entire degree programme within 2 (two) years.

A programme implemented during a given academic year in any mode of study cannot come to more than 75 credits, or 80 credits in an accelerated format.

2.11. Spheres of professional activities[[1]](#footnote-1) and/or spheres of professional activities, where alumni of this Master’s programmes can work, include:

01. Education and Science (in general education, vocational education, and continuing professional education, in terms of types of professional activities 01.004 Teaching in professional teaching, professional education, and continuing professional education).

07. Administrative, Managerial and Office Activities (by types of professional activities 07.003 HR Management; 07.002 Organizational and Documentary Support for Management of Organizations Established in any Organizational and Legal Form).

33. Service, Provision of Services to Customers (by types of professional activities 33.007 Hospitality and Accommodation Management)

40. [Related types of professional activities](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-oblastey-i-vidov-professionalnoy-deyatelnosti/) (by types of professional activities [40.049 Logistics and Cargo Transportation Services in Supply Chains](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-oblastey-i-vidov-professionalnoy-deyatelnosti/)).

Alumni of Master’s programmes may work as researchers, managers of research projects and research teams, specialists, mid-level managers and executives, as well as consultants.

Alumni may be engaged in other professional fields and/or areas, provided that their level of education and acquired competencies meet established requirements.

The HSE ES have been developed with due consideration of the provisions of the Guidelines & Position Papers. Supporting Material for the EQUIS and EPAS Accreditation System.

2.12 While studying under the Master’s programme, students may carry out the following types of professional tasks:

* **Research and teaching activities:**
* identifying relevant issues and trends in management;
* developing programmes for research and organizing the programme’s implementation;
* searching, collecting, processing, analyzing and systematization of information on a given research topic;
* gathering, adapting, developing and using methods and tools for study and analysis of research outcomes;
* preparing overviews, reports and research publications;
* searching, developing and implementing programmes of educational activities in management studies;
* academic supervision of student research activities.
* **Managerial and entrepreneurial:**
* developing and implementing corporate strategies;
* forming organizational structures for the management of organizations and networks of corporate business-processes;
* developing, implementing and assessing the efficiency of projects focussed on corporate development;
* planning, organizing and overseeing the work/activities of responsible employees (groups), providing incentives to corporate staff in the course of individual projects, types of activities/ works, with respect to risks and the possible social and economic implications of relevant decisions;
* searching and assessing new market opportunities, developing business models and plans;
* planning, organizing, overseeing and facilitating entrepreneurial activities;
* **Consulting:**
* developing methodological support for consultations (e.g., on the basis of ongoing research);
* diagnostics of operational problems of companies;
* gathering, adapting, developing and using methods and tools for solving corporate problems;
* preparing and presenting overviews, reports and recommendations;
* managing teams of consultants;
* preparing and administering consulting projects.

Specific types of tasks and objectives associated with professional activities, in which graduates usually engage, shall be determined by HSE jointly with interested parties involved in educational processes, and thus reflected in the Master’s programme’s overall concept.

2.13. When developing Master’s programmes for this field of study, HSE can establish concentrations for the programme with a focus on:

a given field(s) and/or area(s) of alumni’s professional activities;

a type(s) of tasks and objectives of alumni’s professional activities;

if necessary ‑ objectives of alumni’s professional activities or field(s) of expertise.

2.14. Due to highly diverse activities in the field of management, which foresee establishing and carrying out a wide range of professional tasks in different types of organizations, at different levels and within different functional subsystems, as well as with due consideration of best global practices, 2 (two) main types of the programme are offered at HSE, which set specific requirements both in regards to the terms for their implementation, and respective teaching and learning outcomes:

- a general managerial (generalist) programme;

- a specialized managerial programme.

Given that HSE is engaged in research activities, regardless of the type and profile of the Master's programme, research competencies shall be acquired by students within any educational trajectory.

A programme that results in the acquisition of a Master's degree in Management (38.04.02) can be either “pre-experience” or “post-experience”, i.e. prospective students must attain experience in practical (managerial) work.

All prospective students must hold a certificate of higher education (i.e., a Bachelor’s and/or Specialist degree).

In order to apply for admission to the specialized Master's programme in Management, prospective students must present confirmation of their relevant competencies equivalent to a Bachelor’s degree in Management.

In order to apply for admission to the generalist Master’s programme in Management, prospective students must successfully pass entrance examinations, which should prove their ability to acquire new knowledge and skills within the scope of the Master's programme, as well as good command of Russian and English.

# REQUIREMENTS TO STUDY OUTCOMES UNDER THE DEGREE PROGRAMME

* 1. Upon completion of the Master’s degree programme, graduates must acquire universal and general professional competencies, as well as professional competencies, as established according to the Master’s programme, in line with their chosen professional tasks.

***Universal competencies (UC):***

|  |  |  |  |
| --- | --- | --- | --- |
| **Competency code sequential number** | **Competency code as per the UC[[2]](#footnote-2)** | **Competency description** |  |
| UC-1 | СК – М1 | Ability to analyse (i.e., evaluate and process) acquired research methods and techniques. |  |
|  |
|  |
| UC-2 | СК - М2 | Ability to propose new theories, devise new methods and tools for professional activities. |  |
|  |
|  |
| UC-3 | СК - М3 | Ability to master new research methods and change respective fields of research and professional activities in a self-study mode. |  |
|  |
|  |
| UC-4 | СК - М4 | Ability to upgrade one’s intellectual and cultural horizons, build a trajectory for one’s professional development and career progression. |  |
| UC-5 | СК - М5 | Ability to make managerial decisions, evaluate possible consequences and bear responsibility. |  |
|  |
|  |
| UC-6 | СК - М6 | Ability to analyse, verify and assess the completeness of information while engaged in professional activities, devise and synthesize any details that may be lacking. |  |
|  |
|  |
| UC-7 | СК - М7 | Ability to engage in multilateral (cross-cultural) communication, and develop one’s communication skills. |  |
| UC-8 | СК - М8 | Ability to engage in professional activities, including research at an international level. |  |

***General professional competencies (GPC)***

|  |  |
| --- | --- |
| **Competency code sequential number** | **Competency description** |
| GPC-1 | Ability to elaborate and translate legal and ethical norms in professional and social activities. |
| GPC-2 | Ability to understand social and multi-cultural differences when solving professional and social problems. |
| GPC-3 | Ability to identify and translate common goals within the framework professional and social activities. |
| GPC-4 | Ability to make informed choices in regards to interpersonal communication strategies. |
| GPC-5 | Ability to solve fundamental problems from a social and personal perspective. |
| GPC-6 | Ability to organize professional activities and business processes, as well as make choices, in line with principles of social responsibility. |
| GPC-7 | Ability to develop new products and generate ideas/concepts.  |
| GPC-8 | Ability to identify and elaborate technological requirements and standards for professional activities, as well as oversee their implementation. |

***Professional competencies (PC):* *Professional competencies***

|  |
| --- |
|  ***(Types of professional tasks)*** |
| ***Research, teaching and educational competencies*** |
| PC-1  | Ability to identify and elaborate relevant scientific problems in management, summarize and critically evaluate the results obtained by Russian and international researchers on a chosen topic and thus formulate effective hypotheses.  |
| PC-2 | Ability to find data, which are needed for solving research tasks in the field of management; ability to gather data both in the field and from key sources of social and economic information, including: reports on various types of organizations, as well as official agencies, etc., databases, journals, etc., analysis and processing of such data, information based on statistics with due consideration of social and economic processes and phenomena obtained from both Russian and international sources. |
| PC-3 | Ability to select instrumental techniques, modern technical means and information technologies for information/data processing, as per the relevant research tasks in one’s respective field of management. |
| PC-4 | Ability to analyse the results of calculations and explain conclusions, in line with relevant research tasks in the field of management  |
| PC-5 | Ability to present research results in such formats as reports, articles or presentations.  |
| PC-6  | Ability to present research results as part of methodological materials, which can be used for teaching courses in management. |
| PC-7 | Ability to develop training programmes and provide methodological support for courses in management. |
| PC-8 | Ability to teach management courses relying on research results/outcomes. |
| PC-9 | Ability to engage in academic supervision of students’ research related to management issues. |
| ***Managerial and entrepreneurial*** |
| PC-10 | Ability to solve tasks associated with building networks of business processes in a given organization. |
| PC -11 | Ability to solve tasks associated with administering organizations engaged in operations on international markets with due regard to the context of globalization. |
| PC -12 | Ability to develop corporate strategies, business strategies and functional corporate strategies. |
| PC -13 | Ability to plan and implement projects and events with a focus on the implementation of a company’s strategy. |
| PC -14 | Ability to develop organizational development programmes and ensure their implementation. |
| PC -15 | Ability to apply modern managerial technologies and develop new applications in this sphere with the aim of boosting efficiency of the company’s operations.  |
| PC -16 | Ability to find and assess new market opportunities, generate and assess business ideas, develop business plans for building new lines of business. |
| PC -17 | Ability to locate data necessary for solving managerial and entrepreneurial tasks, as well as gather and process information. |
| ***Consulting***  |
| PC -18 | Ability to launch a consulting project for managerial purposes and oversee relevant project work. |

Professional competencies must be established on the basis of professional standards, corresponding to relevant professional activities of graduates (see Annex 1 to the HSE ES), and, if necessary, on the basis of an analysis of requirements for professional competencies of this programme’s graduates which may exist in the labour market, as well as summarized real world experience, consultations with leading employers and associations of employers in the industry, where graduates of this programme are in demand, as well as other sources (hereafter, “other qualification requirements for graduates”).

The HSE ES may be supplemented by other professional competencies, which emphasize the focus of the Master’s programme.

3.2. In sum, all universal, general professional and professional competencies established by the degree programme, must thereby enable its graduates to engage in professional activities in at least 1 (one) area and / or sphere of professional activities, as per paragraph 2.11 of the HSE ES, and/or solve relevant professional tasks, as per paragraph 2.12 of the HSE ES.

3.3. Authors of degree programme plan outcomes, which must be achieved by graduates upon completion of courses (modules) and internships, based on the summary of learning outcomes, specified in Annex 2 hereto. Planned learning outcomes, which must be obtained by graduates upon completion of courses (modules) and internships, and should ensure their acquisition of all universal and general professional competencies, as well as professional competencies established as per the Master’s programme.

# REQUIREMENTS TO THE MASTER’S PROGRAMME STRUCTURE

4.1. Key educational programmes at the Master’s level provide involve (see Table “Degree Programme Structure”) the following blocks, cycles and sections:

**Block 1. Disciplines (modules)**, including:

М.1 – study block comprised of common courses in the field of study;

М.2 – study block comprised of the programme courses; and related sections;

**Block 2. Internship(s), project and (or) research**.

**Block 3. Final state certification. Final certification.**

**Degree Programme Structure**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Code**  | **Study cycles and sections**  | **Study load (c.u.)** | **List of courses for developing a Master's programme**  | **Codes of competencies** |
| 1. | **Block 1. Disciplines (modules)** | **41-70** |  |  |
| М.1 | **Study block comprised of common courses in the chosen field of study** | ***12-21*** |  | UC-1UC-3UC-7UC-8GPC-1GPC-3GPC-4GPC-5 |
| **Basic component** | ***12-21*** | *Courses of the relevant field of study\*:*- Research Methodology in Management- Management strategies- Economics |
| М.2 | **Study block is comprised of programme courses and related concentrations** | ***29-49*** |  | UC-1UC-3UC-6UC-7UC-8GPC-3GPC-4GPC-5PC - as defined by the degree programme |
| **Basic component** | 13-29 | *Proposed by degree programmes* |
| **Elective components, including: elective courses** | 16-20  |
| 2. | **Block 2. Internship(s), project and/or research work** | **47-73** |  |  |
|     | **Research work**  | Including | Research and/or scientific research seminarTerm paper | UC-2UC-4UC-5UC-6UC-7GPC-2GPC-4GPC-5GPC-6GPC-7PC - as defined by the degree programme |
| at least 18 c.u. | Preparation of the finalgraduation paper |
| Project work | at least 3 c.u. | Project seminarProjects  |
| Internship(s)  | at least 3 c.u. | Academic internshipWork placement |
| 3 | **Block 3. Final state certification** | **3-6** | Thesis defence\*\*Final interdisciplinary examination\*\*\* | UC-6UC-7UC-8GPC-6GPC-8PC - as defined by the degree programme |
|  | **Total study load**  | **120**  |  |  |

\* Titles and contents of courses in this section are linked to the Master’s programme profile, as defined for the degree programme

\*\* Students of double-degree programmes must defend their theses at HSE. \*\*\* As defined by the degree programme

4.2. A degree programme’s curriculum can include courses selected by students from other degree programmes, including other organizations of higher educations and research institutions, as well as lists of open optional courses available at the University.

The scope of optional courses, which are not included in the 120 credit units and are not compulsory, shall be determined by the Master’s programme and the relevant subdivision at its own discretion.

With the aim of aligning the starting conditions for Master’s students, they can be offered bridging courses, depending on the structure of their enrollment, and relevant courses shall be included in the curriculum.

4.3. An internship(s), project and (or) research block includes:

4.3.1. Internships:

a) scientific research internship.

Scientific research internship mode: on-the-job training, or in-field practice.

b) research and teaching internship (as set out for the degree programme):

Research and teaching internship mode: on-the-job training, or in-field practice.

4.3.2. Research seminars (RS) are an active part of Master’s programmes. They are used for teaching students professional competencies, which they will need for solving various professional tasks in their future employment. Research seminars are a compulsory part of educational programmes and are continued on a regular basis. Leading researchers and practitioners are involved in holding such seminars. The programmes of research seminars provide students with an opportunity to meet representatives of Russian and international companies, government and public organizations, as well as take part in master-classes featuring experts and specialists.

4.3.3. Master’s students’ project activities may involve applied and research projects (relevant fields and topics shall be agreed with the academic supervisor of the Master’s programme). Project seminars shall be organized with the aim of providing support to the project activities of Master’s students. Upon the approval of the programme’s academic supervisor, external projects may be accepted as credit for project work.

4.4. The Final State Certification block includes a thesis defense (i.e., preparation and the defense procedure). A final interdisciplinary examination can be held, as proposed by the Master’s degree programme.

# GENERAL REQUIREMENTS TO CONDITIONS FOR THE MASTER’S PROGRAMME IMPLEMENTATION

5.1. The requirements to the conditions of the implementation of Master’s programme include general systemic requirements, requirements for material, technical and educational support, requirements for staff and financial conditions necessary for its implementation, as well as requirements for the mechanisms used for quality assessment.

5.2. General systemic requirements for the degree programme’s implementation.

5.2.1. HSE must be the owner or lawful holder of the material and technical base required for conducting educational activities, thereby ensuring the Master’s programme’s implementation in Block 1 “Courses (Modules)” and Block 3 “Final State Certification,” in accordance with the curriculum.

5.2.2. Throughout their entire period of study, all students must be provided with individual unlimited access to HSE’s electronic information and educational resources, including 1 (one) or several electronic library systems (e-libraries), from any point where Internet access is available (hereinafter, “Internet”), both on HSE’s premises and beyond.

5.2.3. THSE’s electronic information and educational environment must ensure:

* access to curricula, course working programmes (modules), internships, publications inaccessible through electronic library systems and electronic educational resources, which are specified in working programmes;
* formation of students’ electronic portfolios, including elements they may select by using tools accessible in the University’s electronic information and educational environment.

If a Master’s programme is implemented using distance educational technologies, the electronic information and educational environment must also ensure:

* proper clarification of the study process, interim assessment results and the learning outcomes of the programme;
* conducting all various types of classes and procedures for assessments of learning outcomes, which may be implemented relying on online teaching tools and distance learning technologies;
* interactions among participants in educational processes, including simultaneous and/or asynchronous interactions via Internet.

The electronic information and educational environment must function on the basis of appropriate information and communication technologies, as well as qualifications of users and support staff. Electronic information and educational environment at HSE must operate in line with Russian legislation[[3]](#footnote-3).

5.2.3. If the Master’s programme is implemented in a network format, the requirements for its implementation must be supported with material, technical and educational resources, which shall be provided by the organizations participating in the implementation of the programme in a network format.

5.2.4. If the Master’s programme is implemented with the involvement of departments and subdivisions duly established by HSE under the auspices of other organizations, the requirements for its execution must be supported with resources, which should be provided by said organizations.

5.2.5. On average, while the Master’s programme is being conducted, HSE faculty staff must prepare at least 2 (two) publications, per 100 academic staff members (pro rata to their wage rates, in round figures), appearing in Web of Science or Scopus-indexed journals, and at least 20 publications, which must appear in journals included in the Russian Science Citation Index.

5.3. Requirements to material, technical and educational resources used for the implementation of degree programmes.

5.3.1. Classrooms must be technically equipped so that they are suitable for all classes and training sessions, which are envisioned for the Master’s programme, as per the requirements of the working programmes of respective courses (modules).

Rooms for self-study must be equipped with computers with access to the Internet and HSE’s electronic information and educational resources.

5.3.2. HSE must possess the necessary licensed software (as per requirements of the working programmes of courses (modules), and subject to annual renewal, if needed).

5.3.3. HSE’s electronic information and educational environment, including e-library resources, must provide at least 25% of the Master’s programmes students with real-time access to the system.

When printed publications are used for study processes, the library must be supplied with the sufficient number of copies (i.e., at least 0.25 copies of each publication, as mentioned in working programmes of courses (modules) and internships, per each Master’s student, who may be simultaneously taking part in the relevant course (Module) or undertake an internship).

5.3.4. If the programme offers online courses and/or permits the use of remote educational technologies, students must be provided with (remote) access to up-to-date professional databases and information reference systems, (as per the requirements of the working programmes of courses (modules), and this should be renewed every year if deemed necessary). The minimum list of information sources to which students must have access includes:

Each student must be granted access to the library’s publications and/or electronic databases with periodicals, including at least 20 Russian journals included on the List of the State Commission for Academic Degrees and Titles, as well as at least 10 leading international journals

Students must be provided with an opportunity to communicate and exchange information with Russia and foreign universities, enterprises and organizations, as well as receive access to up-to-date professional databases, information reference and search systems, e.g., Consultant Plus, Garant, “Economics. Sociology. Management. Educational Portal"," Russian Resource Centre for Case Studies", as well as at least 2 (two) databases from the following list: EBSCO, Science Direct, ProQuest, eLibrary, INTEGRUM.

5.3.5. Persons with disabilities and health limitations must be provided with printed and/or electronic educational resources in relevant forms, which shall be adapted to their needs.

5.4. Requirements to staff taking part in the provision of the Master’s programme.

5.4.1. The Master’s programme shall be implemented by the relevant HSE faculty, as well as other persons employed on the basis of independent contractor agreements.

5.4.2. Qualifications for HSE faculty staff must meet those requirements, specified in qualification reference books and/or established by professional standards (if any).

5.4.3. At least 70% of HSE faculty and persons engaged in the provision of the Master’s programme, on the basis of independent contractor agreements, who also take part in Block 1 “Courses (modules) of the Mater’s programme, (pro rata to their wage rates, in round figures), must be engaged in research, scientific, methodological and/or practical activities, which correspond to the fields of the courses (modules) being provided.

5.4.4. At least 5% of HSE faculty and persons engaged in the implementation of Master’s programme, on the basis of independent contractor agreements (pro rata to their wage rates, in round figures), must be directors and/or employees of other organizations and professionally work in the field corresponding to the professional activities for which the Master’s students are being prepared (i.e., have at least 3 (three) years of work experience in the respective field).

5.4.5. At least 60% of HSE faculty and persons engaged in the provision of the Master’s programme, on the basis of independent contractor agreements (pro rata to their wage rates, in round figures), must hold academic degrees (including international academic degrees, which are recognized in Russia) and/or academic titles (including international academic titles, which are recognized in Russia).

5.4.6. Academic supervision of the Master’s programme must be exercised by an HSE faculty member holding an academic degree (this may include an international academic degree, which is recognized in Russia) who also conducts independent research projects (takes part in such projects implementation) in the relevant field of study and publishes research papers annually in regards to relevant research outcomes in the leading peer-reviewed Russian and (or) international journals, as well as validates his/her research results when taking part in academic conferences in Russia and/or abroad.

5.5. Internationalization of study processes

The specifics of management, both as spheres of professional activities and staff training, thereby set the special requirements for the internationalization of respective study processes for each Master’s programme, implemented in the field of Management (38.04.02).

This, in turns, means:

- internationalization of course contents

- internationalization of the educational environment (at HSE), where the programme is being implemented;

- supporting contacts with companies operating on global markets, which are able to provide information/data in regard to challenges they face in the context of global competition;

- conducting research on international issues related to management, with the support of the programme’s instructors;

- cultivating conditions for the acquisition of international experience and student, faculty and administrative staff mobility;

- proactive openness to international cultures, as manifested in encouraging conditions for the participation of international students and faculty in the programme, as well as encouraging Russian students and instructors to take advantage of opportunities to improve the educational environment, which may appear owing to the direct involvement in international students and instructors in the programme’s provision.

5.6. Requirements to financial conditions for the implementation of the Master’s programme.

5.6.1. The scope of financial support provided for the implementation of the Master’s programme must be no lower than the total standard expenditures, as established by the Russian Ministry of Education and Science, allocated for the provision of state educational services at this level of education and field of study, with due consideration of adjustment ratios, which take into account the specifics of educational programmes, in line with the Methodology for Establishing Standard Expenditures for the Provision of State Educational Services in Educational Programmes of Higher Education in Relevant Concentrations (Fields of Study) and Educational Clusters (Fields of Study), approved by Directive No. 1272, dated October 30, 2015 of the Russian Ministry of Education and Science (registered by the Ministry of Justice of the Russian Federation on November 30, 2015, with Registration No. 39898).

5.7. Requirements with respect to quality assessments of Master’s programme.

5.7.1. The quality of the Master’s programme shall be determined as part of internal quality assessments conducted on a voluntary basis.

5.7.2. With the aim of improving Master’s programmes at HSE, the University may engage employers and associations of employers, as well as other legal entities and/or individuals, including HSE faculty, in order to conduct regular internal assessments of the quality of Master’s programmes.

Within the framework of internal assessments of the Master’s programme’s quality, students must be provided with an opportunity to assess the conditions, contents, organization and overall quality of study processes, individual courses (modules) and internships, as well as the performance of their instructors.

5.7.3. An independent assessment of the Master’s programme’s quality can be conducted in the course of public and/or open professional accreditation by employers, associations of employers, as well as relevant authorized organizations, including their international partners, or authorized national professional public organizations acting as part of international structures, with the aim of recognizing the quality and level of graduates’ training upon their completion of the Master’s programme, in line with requirements of professional standards (if any), as well as demand in specialists in the relevant field in the labour market.

**MEMBERS OF THE ACADEMIC COMMUNITY**

**AND EMPLOYERS WHO TOOK PART IN THE DEVELOPMENT OF THE**

**HSE ES**

The HSE ES have been developed by:

Professor N.B. Filinov-Chernyshev, Dean, Faculty of the Business and Management;

Associate Professor M.M. Dvoryashina, Deputy Dean, School of Business Administration;

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Professor V.M. Anshin, Department Head, Department of Project Management;

Professor O.K. Oyner, Department Head, Department of Company Marketing;

Professor O.A. Tretyak, Department Head, Department of Strategic Marketing;

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2. Tatiana Mineeva - Vice-president, Head of Corporate Development Department, All Russia Public Organization ‘Business Russia’; Chairperson of the Public Council, Moscow Department of Education;

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HSE Rector Y.I. Kuzminov

HSE First Vice Rector V.V. Radaev

HSE Vice Rector S.Y. Roshchin

Annex 1.

The HSE ES for **Management 38.04.02** are based on the following List of Professional Standards

|  |  |  |
| --- | --- | --- |
| **Title of Professional Standard** | **Professional Standard Details** | **General Labour Functions** |
| Teacher in the fields of professional teaching, professional education and continuing professional education | Directive of the Ministry of Labour and Social Protection No. 608n, dated September 8, 2015 (Registered with the Ministry of Justice of Russia, No. 38993, dated September 24, 2015)  | Organizing and conducting study and industrial training processes under educational programmes of various levels and fields Provision of organizational and pedagogical support for (courses) groups of students involved in higher education programmes Providing instruction in Bachelor’s, Specialist and Master’s programmes, as well as continuing professional education programmes, with a particular focus on the relevant level of qualification  |
| Logistics specialist in the transportation industry | APPROVEDby Directive No. 618n of the Ministry of Labour and Social Protection of the Russian Federation, dated September 8, 2014  | [Monitoring of logistics operations in cargo transportation throughout supply chains](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-trudovyh-funkcij/index.php?ELEMENT_ID=52726&CODE=52726) [Developing strategy in the field of logistics operations in cargo transportation with respect to supply chains](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-trudovyh-funkcij/index.php?ELEMENT_ID=52729&CODE=52729) |
| Specialist in HR management  | APPROVEDby Directive No. 691n of the Ministry of Labour and Social Protection of the Russian Federation, dated October 6, 2015  | Operational management of [corporate staff and subdivisions](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-trudovyh-funkcij/index.php?ELEMENT_ID=45664&CODE=45664) [Strategic corporate HR management](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-trudovyh-funkcij/index.php?ELEMENT_ID=45668&CODE=45668) |
| [Head/ manager of a hotel complex/hotel chain](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-professionalnykh-standartov/index.php?ELEMENT_ID=50842)  | APPROVEDby Directive No. 282n of the Ministry of Labour and Social Protection of the Russian Federation, dated May 7, 2015  | [Strategic management of hotel complex development](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-trudovyh-funkcij/index.php?ELEMENT_ID=50701&CODE=50701) [Strategic management of hotel network development](http://profstandart.rosmintrud.ru/obshchiy-informatsionnyy-blok/natsionalnyy-reestr-professionalnykh-standartov/reestr-trudovyh-funkcij/index.php?ELEMENT_ID=50705&CODE=50705) |

Annex 2.

List of Principal Learning Outcomes to be Obtained upon Completion of the Master’s Programme in Management (38.04.02)

Graduates of the Master’s programme in **38.04.02 Management** must produce the following learning outcomes, thus ensuring their acquisition of relevant competencies:

**1. Understand:**

1.1. Fundamental methodological principles applied in scientific/academic research;

1.2. Special terminology in Russian and English, which is used in research communications;

1.3. Principles of research organization and implementation in management, as well as principles of research outcomes presentation; concepts, models and tools used for developing corporate strategies, business strategies and functional corporate strategies;

1.4. Models and methods of business environment and market analysis in order to implement corporate strategy development.

**2. Be able to:**

2.1**.** Conduct methodological assessments of individual approaches and/or scientific theories in management;

2.2. Engage in oral and written communication in English;

2.3. Formulate and verify scientific/academic hypotheses, select and justify relevant tools in line with tasks established in the field of management;

2.4. Apply contemporary methods, techniques and tools for developing and carrying out corporate strategies, business strategies and functional corporate strategies;

2.5. Assess long-term results of managerial activities.

**3. Acquire:**

3.1. Skills in critical research thinking;

3.2. Skills in organizing and conducting scientific research in the field of management;

3.3. Methodology for presenting and defending the obtained research results;

3.4. Skills required for substantiating and coordinating strategic decision-making during periods of uncertainty.

1. See. Table in the Annex to the Directive No. 667n, dated September 29, 2014, issued by the Ministry of Labour and Social Protection of the Russian Federation “On the Register of Professional Standards (Types of Professional Activities)” (registered by the Ministry of Justice of the Russian Federation with Registration No. 34779, dated November 19, 2014). [↑](#footnote-ref-1)
2. See. <https://www.hse.ru/studyspravka/razrabotchikamos> [↑](#footnote-ref-2)
3. Federal Law No. 149-FZ “On Information, Information Technologies and Data Protection”, dated July 27, 2006 (Collection of Laws of the Russian Federation, 2006, No. 31, art. 3448; 2010, No. 31, art. 4196; 2011, No. 15, art. 2038; No. 30, art. 4600; 2012, No. 31, art. 4328; 2013, No. 14, art. 1658; No. 23, art. 2870; No. 27, art. 3479; No. 52, art. 6961, art. 6963; 2014, No. 19, art. 2302; No. 30, art. 4223, art. 4243, No. 48, art. 6645; 2015, No. 1, art. 84; No. 27, art. 3979; No. 29, art. 4389, art. 4390; 2016, No. 28, art. 4558), Federal Law No. 152-ФЗ “On Personal Data”, dated July 27, 2006 (Collection of Laws of the Russian Federation, 2006, No. 31, art. 3451; 2009, No. 48, art. 5716; No. 52, art. 6439; 2010, No. 27, art. 3407; No. 31, art. 4173, art. 4196; No. 49, art. 6409; 2011, No. 23, art. 3263; No. 31, art. 4701; 2013, No. 14, art. 1651; No. 30, art. 4038; No. 51, art. 6683; 2014, No. 23, art. 2927; No. 30, art. 4217, art. 4243). [↑](#footnote-ref-3)