



National Research University Higher School of Economics (HSE)

Basic Curriculum

Field of study 38.03.02 Management
Educational Programme "Business Administration"

Specializations: "Entrepreneurship", "Financial Management", "Human Resource Management", "International Business"

Implementing unit: Graduate School of Business, HSE - Moscow

APPROVED
18.05.2022
Vice Rector
ROSHCHIN S.Y.
Signed with EDS

Years of Study: 2022/2023 - 2025/2026

Length of Programme: 4 years

Mode of Study: Full Time

Degree: Bachelor's degree

Block Code	Course	Subject type	Credits	Credits by Years				Planned Educational Programme Development Results
				1	2	3	4	
	Degree Programme		240,00	60,00	60,00	60,00	60,00	
	Major		169,00	46,00	40,00	39,00	44,00	
	Core Professional Block (Major)		84,00	34,00	33,00	8,00	9,00	
	Subject Areas		84,00	34,00	33,00	8,00	9,00	
1	Introduction to Entrepreneurship (offered in a foreign language)	C	3,00		3,00			GPC-1, GPC-2, PC-1, PC-2, PC-20, PC-21, PC-22, PC-3, UC-2
2	Operations and Process Management	C	4,00		4,00			GPC-2, GPC-3, PC-1, PC-10, PC-4, PC-5, PC-7, PC-8, PC-9, UC-2
3	Financial Management	C	5,00		5,00			GPC-1, PC-1, PC-15, PC-16, PC-4, PC-5, PC-7, PC-8
4	Management Decisions	C	4,00		4,00			GPC-2, GPC-3, PC-9, UC-2, UC-9
5	Logistics and Supply Chain Management	C	3,00		3,00			GPC-2, GPC-3, PC-1, PC-4, PC-5, PC-8, UC-2
6	Management: Concepts and Technologies of the 21st Century	C	4,00	4,00				PC-1, PC-4, PC-5
7	Strategic Management	C	4,00			4,00		PC-1, PC-2, PC-3, PC-9
8	International Business (offered in a foreign language)	C	4,00			4,00		PC-11, PC-12, PC-13, PC-2
9	Financial and Managerial Accounting	C	6,00		6,00			GPC-1, PC-10, PC-15, PC-16, PC-4, PC-8
10	Risk Management	C	4,00				4,00	PC-7
11	Organizational Behavior	C	4,00		4,00			GPC-3, PC-4, PC-5, PC-8, UC-3
12	Human Resource Management	C	4,00		4,00			GPC-3, PC-1, PC-10, PC-4, PC-5, PC-8, UC-3
13	Leadership	C	5,00				5,00	PC-7, PC-8
14	Microeconomics	C	5,00	5,00				GPC-1, UC-1
15	Macroeconomics	C	5,00	5,00				GPC-1, UC-1

16	Business Statistics	C	3,00	3,00				GPC-1, UC-1, UC-9
17	Calculus	C	6,00	6,00				GPC-1, UC-1
18	Probability Theory and Mathematical Statistics	C	4,00	4,00				GPC-1, UC-1
19	Business Ethics and CSR	C	3,00	3,00				GPC-2, PC-6, UC-10, UC-11
20	Marketing	C	4,00	4,00				GPC-2, PC-11, PC-12, PC-2, PC-3, PC-5, PC-7, UC-4
	Elective Professional Block (Major)		85,00	12,00	7,00	31,00	35,00	
	Дополнение профессионального модуля (Major доп)		85,00	12,00	7,00	31,00	35,00	
	Compulsory Courses		26,00	10,00	3,00	7,00	6,00	
1	Introduction into Python	C	3,00		3,00			GPC-2, GPC-5, GPC-6
2	Project Management	C	4,00			4,00		PC-4, PC-5, PC-7, PC-8
3	Research Seminar	C	3,00				3,00	GPC-1, UC-1
4	Business Communications (offered in a foreign language)	C	3,00			3,00		GPC-1, GPC-4
5	Digital Transformation and Artificial Intelligence Applications in Business	C	3,00				3,00	PC-10, PC-8
6	Career Guidance Seminar "Managerial profession in the modern world"	C	4,00	4,00				GPC-2, UC-2
7	Digital Literacy	C	6,00	6,00				GPC-5, UC-1, UC-4
	Дисциплины специализации		33,00			16,00	17,00	
	Обязательные дисциплины по специализации		17,00			8,00	9,00	
	Обязательные дисциплины по специализации "Финансовый менеджмент"		17,00			8,00	9,00	
1	International Financial Management (offered in a foreign language)	C	4,00				4,00	GPC-1, GPC-5, PC-14, PC-15, PC-16
2	Investment Projects: Managing and Evaluating	C	4,00			4,00		PC-14, PC-15, PC-16, PC-21
3	Financial Analysis and Cost Management	C	4,00			4,00		GPC-1, GPC-5, PC-14, PC-16
4	Budgeting and Integrated Planning	C	5,00				5,00	PC-15, PC-16, PC-7
	Обязательные дисциплины по специализации "Предпринимательство"		17,00			8,00	9,00	
1	Global Strategies (offered in a foreign language)	C	5,00				5,00	PC-21, PC-22, PC-7
2	Investment Projects: Managing and Evaluating	C	4,00			4,00		GPC-1, GPC-5, PC-14, PC-15, PC-16
3	Startup Lab	C	4,00			4,00		PC-20, PC-21, PC-22
4	Strategy Implementation	C	4,00				4,00	PC-1, PC-21, PC-22, PC-5
	Обязательные дисциплины по специализации "Управление человеческими ресурсами"		17,00			9,00	8,00	
1	International Human Resource Management (offered in a foreign language)	C	4,00				4,00	PC-10, PC-19, PC-8
2	Performance Management (offered in a foreign language)	C	4,00			4,00		PC-1, PC-16, PC-4, PC-5
3	Data-based Human Resource Management	C	4,00				4,00	PC-10, PC-19, PC-8

4	Managing Talent (offered in a foreign language)	C	5,00			5,00		PC-10, PC-19, PC-8
	Обязательные дисциплины по специализации "Международный бизнес"		17,00			8,00	9,00	
1	Global Strategies (offered in a foreign language)	C	5,00				5,00	PC-11, PC-12, PC-13, PC-2
2	International Marketing (offered in a foreign language)	C	4,00			4,00		PC-11, PC-12, PC-13
3	Cross-Cultural Management (Studied in English) (offered in a foreign language)	C	4,00			4,00		PC-12, PC-8, UC-4
4	International Financial Management	C	4,00				4,00	GPC-1, GPC-5, PC-14, PC-15, PC-16
	Дисциплины по выбору по специализации "Финансовый менеджмент"		16,00			8,00	8,00	
	Корзина 1		8,00			8,00		
1	Fund Management (offered in a foreign language)	E	4,00			4,00		PC-15, PC-16
2	Performance Management (offered in a foreign language)	E	4,00			4,00		PC-1, PC-16, PC-4, PC-5
3	Venture and Project Finance	E	4,00			4,00		GPC-1, GPC-5, PC-14, PC-16
	Корзина 2		8,00				8,00	
1	IFRS Financial Reporting and Analysis	E	4,00				4,00	GPC-1, GPC-5, PC-14, PC-16
2	Financial Markets Analysis	E	4,00				4,00	GPC-1, GPC-5, PC-14, PC-15, PC-16
3	Mergers and Acquisitions (offered in a foreign language)	E	4,00				4,00	GPC-1, GPC-5, PC-14, PC-15, PC-16
4	Business Valuation Methods (offered in a foreign language)	E	4,00				4,00	GPC-1, GPC-5, PC-14, PC-15, PC-16
	Дисциплины по выбору по специализации "Управление человеческими ресурсами"		16,00			12,00	12,00	
	Корзина 1		8,00				8,00	
1	Cross-Cultural Management (offered in a foreign language)	E	4,00				4,00	PC-12, PC-8, UC-4
2	Personnel Selection and Adaptation	E	4,00				4,00	PC-10, PC-17, PC-18, PC-19
3	Personnel Administration	E	4,00				4,00	PC-10, PC-17, PC-18, PC-19
	Корзина 2		8,00			8,00		
1	Employer Brand Management	E	4,00			4,00		PC-19
2	Management of Staff Remuneration and Social Benefits	E	4,00			4,00		PC-10, PC-17, PC-18, PC-19
3	Trends in Labour Markets and Forms of Employment	E	4,00			4,00		PC-17
	Дисциплины по выбору по специализации "Предпринимательство"		16,00			8,00	8,00	
	Корзина 1		8,00				8,00	
1	Internet Entrepreneurship	E	4,00				4,00	PC-20, PC-21, PC-22
2	Technological Entrepreneurship	E	4,00				4,00	PC-20, PC-21, PC-22
3	Design Thinking Basics	E	4,00				4,00	PC-20, PC-21, PC-22

	Корзина 2		8,00		8,00		
1	Doing Business in Emerging Countries (offered in a foreign language)	E	4,00		4,00		PC-11, PC-12, PC-13
2	International Business Negotiations	E	4,00		4,00		PC-12, UC-3, UC-4
3	Venture and Project Finance	E	4,00		4,00		GPC-1, GPC-5, PC-14, PC-15, PC-16
	Дисциплины по выбору по специализации "Международный бизнес"		16,00		8,00	8,00	
	Корзина 1		8,00			8,00	
1	Doing Business in Asia/China (offered in a foreign language)	E	4,00			4,00	PC-11, PC-12, PC-13
2	Doing Business in Emerging Countries (offered in a foreign language)	E	4,00			4,00	PC-11, PC-12, PC-13
3	Labor Market Redesign: Comparative Studies from Europe and Asia (offered in a foreign language)	E	4,00			4,00	PC-11, PC-12, PC-13
	Корзина 2		8,00		8,00		
1	Managing Global Operations (offered in a foreign language)	E	4,00		4,00		PC-11, PC-12, PC-13
2	International Human Resource Management (offered in a foreign language)	E	4,00		4,00		PC-19, PC-8
3	International Business Negotiations (offered in a foreign language)	E	4,00		4,00		PC-12, UC-3, UC-4
	Elective Courses		18,00		6,00	12,00	
	Electives manager communication skills		3,00		3,00		
1	Emotional intelligence	E	3,00		3,00		PC-12, UC-3, UC-4
2	Conflict Management	E	3,00		3,00		GPC-4, PC-7
3	Analysis and design of corporate culture	E	3,00		3,00		GPC-4, PC-12
	Дисциплины по выбору 2 - управление проектами		3,00			3,00	
1	System Analysis in Project Management	E	3,00			3,00	PC-4, PC-5, PC-7, PC-8
2	Managing International Projects	E	3,00			3,00	PC-4, PC-5, PC-8
3	Flexible Project Management Methodologies (Agile, Scrum)	E	3,00			3,00	PC-4, PC-5, PC-7, PC-8
	Дисциплины по выбору 3 - дополнение к Data Culture		3,00		3,00		
1	Statistical Analysis and Data Visualization in R and Python (offered in a foreign language)	E	3,00		3,00		GPC-1, UC-1
2	Econometrics	E	3,00		3,00		GPC-1, UC-1
3	Game Modules of Decision Making	E	3,00		3,00		GPC-1, UC-1
	Дисциплины по выбору 4 - Digital Culture		3,00			3,00	
1	Decision Support Systems (BI, CRM)	E	3,00			3,00	GPC-1, PC-10, PC-8, UC-1
2	Business Intelligence Technologies	E	3,00			3,00	GPC-1, PC-10, PC-8, UC-1
3	ERP-Systems (SAP, 1C)	E	3,00			3,00	GPC-1, PC-8, PC-9, UC-1
4	Digital Marketing	E	3,00			3,00	PC-1, PC-11, PC-2, PC-3

	Дисциплины по выбору 5 - гибкие навыки менеджера		3,00				3,00	
1	Management of Organizational Changes	E	3,00				3,00	PC-12, PC-5, PC-7
2	Technologies and Innovations: permissive changes management (offered in a foreign language)	E	3,00				3,00	PC-21, PC-22, PC-7
3	Management during the Global Pandemic Period (offered in a foreign language)	E	3,00				3,00	PC-12, PC-5, PC-7
	Sustainable Development		3,00				3,00	
1	Social Entrepreneurship (offered in a foreign language)	E	3,00				3,00	GPC-2, PC-10, PC-6, UC-1, UC-3
2	Sustainable Business Management	E	3,00				3,00	GPC-2, PC-10, PC-6, UC-1, UC-3
	Проектные семинары		8,00	2,00	4,00	2,00		
1	Project Seminar "Business Planning"	C	2,00		2,00			GPC-2, PC-1, PC-15, PC-2, PC-20, PC-21, PC-22, PC-3, PC-9
2	Project Seminar "Management Consulting"	C	2,00			2,00		GPC-2, PC-7, PC-9
3	Project Seminar "Team Management"	C	2,00		2,00			GPC-2, UC-3
4	Project Seminar "SWOT Analysis"	C	2,00	2,00				GPC-2, PC-9
	Internship		30,00	5,00	5,00	7,00	13,00	
	Professional Internship		2,00			2,00		
1	Work Experience Internship	C	2,00			2,00		GPC-1, PC-4, PC-9, UC-2, UC-3
	Project Internship		17,00	5,00	5,00	5,00	2,00	
1	Course Project: Business Plan	C	5,00		5,00			PC-20, PC-21, PC-22, PC-9
2	Student's Projects in CSR	C	2,00				2,00	GPC-2, PC-6
3	Курсовой проект: SWOT-анализ	C	5,00	5,00				GPC-2, PC-9
4	Course Project: Consulting Project	C	5,00			5,00		GPC-2, PC-7, PC-9
	Research Internship		11,00				11,00	
1	Preparation of Graduation Thesis	C	9,00				9,00	GPC-2, PC-1, PC-4, PC-9, UC-1, UC-2
2	Graduation Internship	C	2,00				2,00	GPC-1, PC-1, PC-2, PC-8, UC-2, UC-4
	General Courses		14,00	9,00	1,00	4,00		
	Core General Courses		2,00	1,00	1,00			
1	Safe Living Basics	C	1,00	1,00				UC-7, UC-8
2	Physical Training	C	1,00		1,00			UC-7
	Optional General Courses		12,00	8,00		4,00		
1	Legal Literacy	C	4,00			4,00		GPC-1
2	Elective General Courses	E	4,00	4,00				UC-5
3	Psychology	C	4,00	4,00				UC-5
	Minor		20,00		10,00	10,00		
1	Minor	E	20,00		10,00	10,00		UC-1, UC-5, UC-6
	English		1,00				1,00	
	Examinations		1,00				1,00	
1	Independent English Exam	C						UC-4
2	Project Proposal	C	1,00				1,00	UC-1, UC-4

3	English Language Integrative Exam (offered in a foreign language)	C					UC-4
	Optional Courses						
1	Academic Writing in English (offered in a foreign language)	O	2,00			2,00	UC-4
2	English (offered in a foreign language)	O	14,00	8,00	6,00		UC-4
	Data Culture		4,00		4,00		
1	Independent Programming Test. Intermediate	C					GPC-1, UC-1
2	Independent Data Science Test. Intermediate	C	1,00		1,00		GPC-1, UC-1
3	Introduction to Data Science	C	3,00		3,00		GPC-2, GPC-5, GPC-6
4	External Examinations on Digital Skills. Entry-level	C					GPC-5
5	External Examinations on Digital Skills. Intermediate Level	C					GPC-5
6	External Examinations on Digital Skills. Final Level	C					GPC-5
7	Independent Digital Literacy Test	C					GPC-1, UC-1
	Final State Certification (FSC)		2,00			2,00	
	Thesis Work		2,00			2,00	
1	Presenting of Graduation Thesis	C	2,00			2,00	GPC-2, GPC-4, UC-1, UC-4
	State Examinations						

Curriculum agreed:

Academic Supervisor	KNATKO D.M.	12.05.2022
Dean	KATKALO V.S.	13.05.2022
Head of Centre for Educational Model Design	LEPESHKIN I.A.	18.05.2022

* Subject type:

Compulsory course	C
Elective course	E
Optional course	O