

# **Profile of the Academic Specialized Field "Management"**

## ***Specialized Field includes the following components:***

The academic specialized field “Management” incorporates a group of research areas that review the problems that arise when managing different objects in various spheres and at various levels.

These are the following areas of research:

- General Management Theory;
- Management in Social and Economic Systems;
- Project and Programme Management;
- Innovation Management;
- Business Administration;
- Human Resource Management;
- Management in Regional Systems;
- Logistics and Supply Chain Management;
- Environmental Management;
- Marketing;
- Organizational and Economic Methods and Management Models; Anti-Crisis Management;
- Quality Assurance Management;
- Real Investment Management;
- Quantitative Methods and Models in Management.

The research subjects in this specialized are as follows: methods, models, mechanisms, technologies and procedures, conditions, factors and practices of management of organizational systems, their elements and characteristics, as well as managerial relationships arising in the course of formation and development of organizational systems.

Objects of study are as follows: business structures, profit and non-profit organizations, industries, regions.

## ***Research Areas:***

### **1. General Management Theory (scientific basis and evolution of management theories)**

Aspects of the research area: identification, analysis and resolution of problems of formation and development of theory and practice behind

management of organizations as social and economic systems for the purpose of revealing consistent links and patterns that determine nature and subject of such problems as well as line of thinking and mechanisms employed to resolve them. In particular, study of trends and patterns in the fields of general and strategic management, innovation management, human resource management, modern production systems.

Object of study: system of management bodies and institutions; types of commercial and non-commercial organizations, regardless of their forms of ownership; separate subdivisions of such organizations as well as their internal processes; staff; groupings of organizations (associations, unions, finance and industry groups, networks and etc.), as well as the patterns for their functioning with respect to the impact of external realities.

Research areas:

1.1. Development of problems of the given academic field and its cognition methods. Theoretical views on nature, substance and development of administration. Modern trends in theoretical and methodological developments in management. Academic and interdisciplinary foundations of management.

1.2. Features of design and implementation of mechanisms, methods and technologies for the development and implementation of public-private partnerships.

1.3. Management of changes in economic systems. Theory and practices of management of integration entities and processes of business integration.

1.4. Organization as control object. Theoretical and methodological foundations of organizational management. Functionality of management. Structures of organizational management. Organizational management by stages its life cycle.

1.5. Designing organizational management systems. New forms of operations and development of organizational management systems. Information systems in organizational management. Quality assurance of organizational management. Methodology for the development of business processes. Development of methodology and methods for corporate innovation system management.

1.6. The process of managing an organization, its subsystems and its functions. Goal-setting and planning in organizational management. Control, monitoring and benchmarking. Mechanisms and methods of making and implementation of management decisions. Project management, programme management, project portfolios management in the organization. Corporate project management systems in the organization. Knowledge management. Risk management. Production Management. Modern production systems.

1.7. Evaluation of management of organizations as social and economic systems. Criteria for evaluating management efficiency. Methods and indicators for evaluating management performance.

1.8. Organizational behavior, socio-psychological aspects of management. The group and behaviour of the group in the management process. Modern theories of team-building, intergroup relations in the management process.

1.9. Organizational culture. The impact of organizational culture on the economic and social behavior of people. Socio-cultural, socio-political and socio-economic factors of organizational culture development. Methodological problems of organizational culture study.

1.10. Strategic management, methods and forms of its implementation. External and internal environment of the organization. Process and methods for strategy design and implementation. Development of forms of strategic partnership. Aspects and methods of strategic control. Corporate strategies, company size optimization and vertical integration, diversification strategies. Formation and management of value chains. Business competitiveness. Creation and retention of key competencies. Strategic resources and organizational abilities of a company. Strategic project management. Project- and programme-based management. Balanced scorecard as a tool for implementing organizational strategy. Building the balanced scorecard system (BSS). Advantages and disadvantages of using BSS in Russian realities. Organizational health management.

1.11. Organizational Management in the international business context. Organization and management of an international company. International business strategies. Management of international projects. International alliances and networks of firms. Mergers and acquisitions in international business.

1.12. Corporate governance. Forms and methods of corporate control. Project- and programme-based management of company value. Stakeholders' role and influence on the company. Company's mission. Corporate social responsibility. Social and environmental responsibility of businesses. Management of social responsibility projects of businesses.

1.13. Leadership in the organization. Types and models of leadership. Dialectics of leader and followers relationships. Conflict management. Types of conflicts in the processes of organizational management, forms and methods used to overcome them. Ways and methods of preventing labor disputes and resolving them. Leadership for project and programme management.

1.14. Managers: role and place within the management system. Formation, training and development of managers. Career and promotion management. Methods of incentivizing for senior executives.

1.15. Human resource management as a particular type of professional activity: goals, functions, principles, evolution of approaches. The essence of economic and social tasks for staff management for enterprises and organizations. Staff competence and company competence. Staffing policy: design and implementation. Innovations in working practice and personnel management. Organization and exercise of personnel management. Project human resources administration.

1.16. Staff members' performance. Relationship between efficiency of personnel management and performance of each employee. Evaluation of personnel and their performance. Organization of social and labour monitoring, analysis of labour indicators. Controlling and auditing staff, planning and projecting. Budgeting staff-related expenses.

1.17. Social development and social partnership as a key direction in the regulation of social, labour and socio-economic relations in a market economy. Labour relations and their regulation through social partnership (general, sectoral, territorial agreements and collective bargaining agreements); mechanisms for regulating labour relations under various forms of ownership; motives and incentives to work, their relationship with the labour behaviour of employees and job satisfaction.

1.18. International aspects in personnel management. Problems of cross-cultural interaction and cross-cultural team management. Activities of international organizations relating to personnel management issues.

1.19. History of managerial thinking. The origin and development of views on management by various scientific schools. The relationship between the development of theoretical understanding of management and processes occurring in economic systems. Project management history and methodology.

1.20. Historical development of management systems. The logic of development of control systems, factors determining the dynamics and direction of evolution of control systems. Comparative analysis of control systems in various sociocultural and political environments. Historical experience in the development of management systems in various countries.

1.21. Managerial consulting. Role and place of managerial consulting in practice of management systems development. Aspects, forms and methods of managerial consulting. Formation and development of managerial consulting personnel.

1.22. Theory and practice of management of non-profit organizations.

1.23. Theory and practice of anti-crisis management.

1.24. The development of anti-crisis management models.

## **2. Management in social and economic systems<sup>1</sup>**

Content of the research area: problems of design and implementation of methodology of management theory with respect to managerial tasks within social and economic spheres, including the areas of education, law, defense, health care and environmental protection, problems of analysis, modelling, optimization, improvement of management and decision-making in organizational systems for the purpose of enhancing the efficiency of their operations. The main aspects of the specialized area include theoretical and applied studies of system connections and patterns of functioning and development of objects and processes in economy and society with respect to industrial characteristics oriented at management enhancement through development and use of methodology of control theory and decision-making. Importance of resolving scientific and technical problems within the given specialized area for the national economy consists in development of new and improvement of the existing structures, mechanisms and models of management of complex socio-economic systems for the purposes of increasing their efficiency and reliability of their functioning.

Research areas:

2.1. Development of theoretical foundations and methods of management theory and decision-making in social and economic systems.

2.2. Development of methods for formalization and setting managerial goals within social and economic systems.

2.3. Development of description and evaluation models for efficient problem-solving and decision-making for the purposes of management in social and economic systems.

2.4. Development of methods and algorithms for problem-solving and decision-making for the purposes of management in social and economic systems.

2.5. Development of methods and algorithms for analysis and synthesis of organizational structures.

2.6. Development of systems of problem-oriented management, decision-making and optimization of economic and social systems.

2.7. Development of methods and algorithms for intellectual support for managerial decision-making in economic and social systems.

2.8. Development of methods and algorithms for prediction of efficiency, quality and reliability assessments of organizational systems.

2.9. Development of new information technologies in managerial problem-solving management and decision-making in social and economic systems.

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<sup>1</sup> The concentration does not include research in the following areas: control systems for technical and technological processes; design automation systems; systems of mathematical modelling; data protection systems.

2.10. Development of managerial methods for complex systems. Methodology of system management of systems. Management of complex projects and programmes. Development of the system dynamics methodology of complex projects and programmes.

### **3. Project and programme management**

Aspects of research area: theory, methodology and problems of project, programme and project portfolio management. Functional knowledge areas in project management. Systems, processes and tools for project management.

Object of study: organizations, their divisions and individual project and programme management processes, regional and state project systems, cluster systems; self-sustained projects and programmes.

Research areas:

3.1. Theory and methodology of project, programme and project portfolio management. Project, programme and portfolio as control objects. Structures of project, programme and project portfolio management.

3.2. The evolution of the theory and methodology of project and programme management, project management principles. Project management schools, evolution of approaches within individual schools.

3.3. Models and tools for project, programme and portfolio management. Success criteria and the problem of project, programme and portfolio performance assessment at all stages of their life cycles.

3.4. Research methods in project, programme and portfolio management.

3.5. System approach and system analysis in project and programme management. System dynamics in project management. Activities of international organizations in project, programme and portfolio management.

3.6. Processes and methods of project portfolio management. Connection of project portfolio with company's strategy. Strategic project portfolio management. Methodology of formation and optimization of the project portfolio. Project management by life cycle stages. Project portfolio management models.

3.7. Knowledge management in projects and programmes. Knowledge management systems in projects and programmes.

3.8. Project management maturity assessment. Organization of project and programme management office. Organizational project management culture.

3.9. Project team management. Formation of competencies of manager and team members of the project, programme and project portfolio. Management of cross-cultural teams. Problems and management models of virtual project teams.

3.10. Risk management for a project, programme, or portfolio. Building risk management systems for projects in a company, or in a group of companies. Project risk management models.

3.11. Development of project and programme planning methodology. Managing project and programme value and budget. Optimization of project and programme cost and duration.

3.12. Management of project, programme and portfolio resources. Conflict of resources management and optimization of resource utilization in projects.

3.13. Management of project and programme quality assurance. Management of contracts and supplies related to a project and programme. Kanban and lean project management. Flexible project management.

3.14. Management of large-scale, international and national projects. Features of corporate project management systems in different countries. Management of complex projects.

3.15. Management of geographically distributed and cluster projects and programmes.

3.16. Project and programme management across various economy sectors. Management of investment and construction projects, innovative projects and programmes. Project management of integrated development of territories, development of the property complex, development of enterprises, management of environmental and social projects and programmes.

3.17. Project management in public sector of the economy and in public authorities, including in the regions. Management of state projects and programmes. Organization of management of targeted comprehensive programmes. Management of cluster projects and programmes.

3.18. Models and information technologies for project and programme management.

3.19. Corporate project management systems. Problems of building and efficiency assessment of corporate systems.

3.20. Development of consulting methodology for designing corporate project management systems. Role and place of managerial consulting in project management practice.

3.21. Development of project monitoring and auditing methods, programmes and project portfolios.

#### **4. Management of innovations**

Aspects of this research area are as follows: identification, analysis and solution of problems typical of innovation-driven development of the national economy, management of main parameters of innovation processes in the modern

economy, academic, technical and organizational renewal of socio-economic systems, as well as methods and tools for assessment of the outcomes of innovation activities.

Object of study: the processes of formation and organization of effective functioning of the innovation-driven sphere of the national economy, including the totality of innovations created and implemented by regions, industries and enterprises as a result of innovation activities; mechanisms for its investment, information, resource and organizational support; methods and tools for justifying areas and efficiency assessment of innovative development of economic systems.

Research areas:

4.1. Development of theoretical and methodological provisions of innovation activity; improvement of forms and methods of researching innovation processes in economic systems.

4.2. Development of methodology and methods for assessing, analyzing, modelling and prediction of innovation in economic systems. Development of methods for scientific and technological forecasting, including long-term scenario analysis and foresight studies, to determine future changes in social and economic systems.

4.3. Formation of innovative environment as a vital condition for the implementation of effective innovations. Identification of approaches, forms and methods of creating favourable conditions for implementation of innovation activities. Ways to improve the innovation climate.

4.4. Study of integration processes in innovation environment. Concepts of renovation and forms of their practical implementation.

4.5. Features of design and research of national innovation systems: principles of construction and development, structures and functions, performance assessment.

4.6. Features and problems of formation of small innovative enterprises, including those affiliated with state-funded scientific and educational organizations.

4.7. Study of life cycle of innovations: cycle parameters, tools and technologies for managing life cycle parameters, balanced development of innovation and investment cycles in economic systems.

4.8. Assessment of innovative potential of organizational and economic systems.

4.9. Evaluation of innovative activity of businesses for the purposes of ensuring their sustainable development. Innovative aspects of sustainable development.



4.10. Identification of directions, forms and methods of projected development of innovation infrastructure. Principles of design and organization of functioning of innovation infrastructures at the micro-, meso- and macro levels.

4.11. The study of forms and methods of organizing and stimulating innovation, modern approaches to setting of innovative strategies.

4.12. Development and improvement of institutional forms, structures and systems of innovation management. Evaluation of innovation effectiveness.

4.13. Development of theory and methodology for formation, management and efficiency evaluation of innovation market performance. Methods and technologies of introducing innovative products to the market, improving strategies for the commercialization of innovations.

4.14. Study of directions and means of development of a new technological mode of economic systems. Development of methodological approaches to the identification and analysis of revolutionary technological changes and their subversive effects in the global digital economy.

4.15. Ensuring a balanced development of innovation and investment activities of economic systems.

4.16. Development of theory, methodology and methods of venture investment of scientific, technical and organizational renewal of economic systems.

4.17. Strategic and Conceptual development of perspective innovative and investment policy of economic systems with regard to the accumulated global research experience.

4.18. Strategic management of innovation development programmes for enterprises of various forms of ownership. Methods and mechanisms for implementation of corporate innovation strategies.

4.19. Improvement of ways and forms of innovation investment, with regard to expansion of opportunities to attract private and foreign capital, including implementation of joint investments in innovative programmes and projects.

4.20. Development of project management methodology for innovative development of business systems.

4.21. Theory, methodology and methods for efficiency assessment of innovative investment projects and programmes.

4.22. Development of methodology for quality assurance and competitiveness of innovative projects management.

4.23. Strategic management of innovative projects. Concepts and mechanisms for strategic management of innovative project parameters and its investment structure.

4.24. Development of intellectual property management methodology and methods for value assessment of the intellectual component of an innovative product.

4.25. Structure, identification and risk management of innovation activity at different life cycle stages of innovations.

4.26. Identification of directions, forms and methods for development of organizational innovations of businesses.

4.27. Theory, methodology and methods of informational support of innovation.

4.28. Improvement of methodology of human capital management for the purposes of innovative development.

4.29. Methods of pursuit of innovation activities in enterprises and organizations.

4.30. Innovative ecosystem, factors that influence its development.

4.31. Innovative clusters, theory and practice of their creation and development.

## **5. Business management**

The aspects of this research area are as follows: patterns and trends in evolution of a business system built on an initiative, risk-based basis for the purposes of obtaining business income; methodology, theory of formation and development of entrepreneurship; forms, methods, methodological support and business management as one of the strategic resources and domestic sources of development of the national economy and its business structures.

Object of study: the process and patterns of formation, functioning and development of business structures of various forms, types and areas of economic activity.

Research areas:

5.1. Development of methodology and theory of entrepreneurship; development of business management methods for various forms of entrepreneurship.

5.2. Entrepreneurship in the unity of its core components: personal (entrepreneurial abilities for innovative risk-taking activities), economic (efficiency), organizational and managerial (innovative management style).

5.3. Formation and development of various business forms: organizational and legal; by the scope of business activity (small, medium, large business); by business areas (production, trade and finance, mediation, etc.), by business functions.

5.4. Formation and development of business infrastructure support system.

5.5. Economic risks in business activities (essence, types, risk management); main directions of building a risk management system in the field of entrepreneurship.

5.6. Methodology, theory of ensuring the competitiveness of business structures. Forms of modern competition and their impact on the subject of entrepreneurial activity.

5.7. Technology of design process and managerial decision-making in business structures.

5.8. Formation and development of corporate business environment.

5.9. Strategic planning and business forecasting.

5.10. Organization of system of interaction between large and small businesses. Formation and development of business networks.

5.11. Organization and management of joint entrepreneurship.

5.12. The state and prospects of inter-country, national and regional entrepreneurial systems.

5.13. Theoretical, methodological and methodical principles and foundations of cultivation and development of entrepreneurial culture (motivation, ecology, social and public criteria), ethical norms of entrepreneurship.

5.14. Organization of interaction between power structures and business structures.

5.15. Patterns and special features of development of economical connections of entrepreneurial structures.

5.16. Ensuring sustainability of development of entrepreneurial structures in the conditions of economic crisis.

5.17. Development and evaluation of entrepreneurial potential: human potential; regional potential; state potential; potential of companies.

5.18. Theory and methodology of state management of business activity at all hierarchy levels of state administration, namely: state, individual industries, regions and markets.

## **6. Human Resources Management**

Aspects of this research area are as follows: organizational science focused on the study of trends and consistent patterns of working practice; social and labour relations; reproduction of labour resources and manpower; legal, organizational and socio-economic mechanisms of labour management.

Object of study: employed workers, labour teams and employers; labour market, employment and unemployment; organization and regulation of labour; incomes and wages in the Russian Federation, its regions, industries and enterprises of all organizational and legal forms; progressive international norms

and standards in the field of labour economics as well as social and labour relations.

Research areas:

6.1. Theoretical and methodological foundations of human resource management; theories and concepts of development of social and labour relations (theory of employment, labour market, labour management, etc.).

6.2. Theoretical and methodological problems relating to labour and social and labour relations.

6.3. System of relations "person-production" (types, subject, division, cooperation, specialization of labour, etc.); patterns and new trends in formation, distribution, exchange and use of work force; mechanisms for increasing their effectiveness within social market economy; ways to effectively use existing and create new jobs.

6.4. Stimulation and remuneration of employees; organization of wages and ensuring its relation with the qualifications of staff and production performance; reproductive and motivational function of wages.

6.5. Problem of manpower quality and training; problem of cultivation of professional competencies, retraining and advanced training of employees; cultivation of competitiveness of workers; professional orientation of population; staff mobility.

6.6. Rationing, organization and humanization of labour, their specifics typical of various fields of activity and categories of employees.

6.7. Productivity and labour efficiency, evolution of criteria, measurement methods, factors and reserves of performance improvement and productivity management programmes.

6.8. Occupational health and safety, conditions.

6.9. Social and labour relations: system, structure, types, subjects, regulatory mechanisms. International labour relations and role of the International Labor Organization. Regulation of social and labour relations - federal, regional, municipal and corporate aspects to such regulation; extensive influence of social and labour relations on economy and its industries development.

6.10. Problems of social security, social insurance and social protection of population, types and forms of security; pension system and its long-term development.

6.11. Social policy, its strategy and priorities; social status of workers and their socio-professional and socio-territorial groups; social development of economic systems and social security.

6.12. Inconsistencies in social and labor spheres: ways to prevent and resolve them.

6.13. Conditions and growth factors of labour productivity – goals, functions, methods, principles, evolution of approaches.

6.14. International practices for regulation of social and labour relations and the prospects for their implementation in the Russian Federation.

## **7. Management in regional systems**

Aspects of the research area: patterns and features of functioning of special zones, large economic regions, clusters, urban agglomerations and other spatial formations; rational spatial distribution of economic resources; regional policy and mechanisms for its implementation; management of sustainable regional development, project management and regional development programmes.

Object of study: organizational mechanisms for regulating the spatial social and economic development on regional and municipal levels; research methods of spatial systems and their interactions; interregional and regional production, social and institutional infrastructure; natural and economic resources and their effective use.

Research areas:

7.1. Spatial distribution of resources, including innovative resources; theoretical, methodical and applied aspects of allocation of corporate structures, small and medium businesses, clusters, enterprises of societal sector, households.

7.2. Spatial organization of the national economic; the formation, functioning and modernization of regional clusters and other spatially-localized systems.

7.3. Spatial features of national innovation system management. Challenges of cultivation of regional innovation subsystems. Regional investment projects: goals, objects, resources, efficiency.

7.4. Problems of sustainable regional development; monitoring of regional sustainable development.

7.5. Tools for developing prospects for managing development of spatial socio-economic systems. Forecasting, foresight, indicative planning, results-based planning, target programmes, strategic plans.

7.6. Development of analysis methodology and methodology for assessing efficiency of corporate structures management, small and medium businesses, public-sector enterprises and non-profit organizations administration in the regions and municipalities.

7.7. Management and special economic and legal conditions of regional and local development. Economic zones, industrial districts and other territorial "points" of industrial and innovative development.

## **8. Logistics and supply chain management**

Aspects of this research area are as follows: planning, organizing and managing the flow of material, informational, financial and human resources for the purposes of their rationalization.

Object of study: material (commodity) and accompanying information and financial flows, both in the national economy and in the regions, in the supply chains and at individual enterprises.

Research areas:

8.1. Theoretical and conceptual problems of logistics and supply chain management, their national economic significance.

8.2. Principles of design and operating of logistics systems at the micro-, meso- and macro levels; identification of purpose and criteria for systems assessment.

8.3. Methodology of logistic integration in supply chains.

8.4. Interfunctional and inter-organizational logistic coordination methodology.

8.5. Directions of public regulation of logistic processes in supply chains by economic methods for the purposes of appropriate combination of estimated regulatory mechanism and market mechanism.

8.6. Development of theoretical aspects of logistics infrastructure management. Modelling and designing logistics systems of distribution for industrial and trade enterprises.

8.7. Theoretical and methodological aspects of the study of logistics functional areas: supply logistics, production logistics, distribution logistics, reverse logistics.

8.8. Integrated planning in supply chains.

8.9. Theoretical and methodological issues of inventory management in logistics systems and supply chains.

8.10. Study of logistics costs in supply chains; contribution of logistics costs into market pricing, their impact on the competitiveness of products on the market.

8.11. Analysis and efficiency assessment of investments in development of logistics systems and supply chains.

8.12. Modelling of network structure of supply chains and configurations of logistics networks.

8.13. Logistics risk management methodology in supply chains.

8.14. Logistic service, its types, level, efficiency; impact of the logistics service of commodity flows on business final outcomes.

8.15. Problems of building global logistics systems and supply chains of transnational corporations and finance and industry groups.

- 8.16. Theoretical foundations for establishment of logistics centers (LC). Research models of public-private partnership in LCs establishment.
- 8.17. Modelling and optimization of logistics-related business processes parameters in supply chains.
- 8.18. Storage management methods.
- 8.19. Control methodology and efficiency assessment of processes in supply chains following on the construction of balanced scorecard.
- 8.20. Procurement management of material resources. Rationalization of material and technical support of various sectors of the national economy.
- 8.21. Optimization and management of operational logistics activities (warehousing, transportation, order management, packaging).
- 8.22. Logistics in R & D system, technology parks, clusters.
- 8.23. International logistics systems: economic evaluation, performance evaluation and global supply chains.
- 8.24. Development of logistics methodology in the services sector (e-commerce, banking and stock exchange, customs clearance, information business).
- 8.25. Outsourcing logistics activities in supply chains. Development of 3PL- and 4 PL-providers market.
- 8.26. Logistics in the services sector.
- 8.27. City logistics. Intelligent transport systems in logistics.
- 8.28. Environmental problems of logistics. "Green" logistics.
- 8.29. Digital logistics and supply chain management. Development and application of digital technologies: Big Data, Internet of Things (IoT), Blockchain Distributed Registries, Cloud Services, e-SCM (electronic supply chain management), 3D printing and others.
- 8.30. Automation and robotization of production and logistics processes in enterprises of various economy sectors. Study of the potential for implementation and development in industrial enterprises of automatically-controlled vehicles and robocars-AGVs type, as well as promising PAN-Robots with 3D visualization; laser guidance systems and monitoring of industrial vehicles; robotic technological systems for transporting and storing products in production; utilization of robots for large-scale logistics services - RaaS technology (Robotics-as-a-Service: robots as a service).
- 8.31. Research in automation of warehousing and cargo processing at enterprises of various industries, including wholesale and retail trade, prospects for creation of fully automated and robotic warehouse complexes, distribution centers, cross-docking terminals, etc. The use of technology "virtual reality" (VR) for material flows management with the use of self-driving cargo vehicles (vehicles,

drones, warehouse handling and technological equipment, etc.). Study of prospects for the use of modern storage and cargo processing technologies.

## **9. Environmental management**

Aspects of this research area are as follows: management problems related to the rational use of natural resources and socio-economic efficiency of their use, forecasting scenarios for socio-ecological-economic systems development, improvement of methods for environmental management and environmental protection.

Object of study: system of relationships between natural living conditions of society and its socio-economic development at the intergovernmental level, at the level of the country, region, and enterprise.

Research areas:

9.1. Sustainability and efficiency of socio-ecological-economic development. System of indicators of sustainable organizational development for the purposes of enhancement of managerial techniques.

9.2. Development of methods and programmes to boost interest of enterprises in the implementation of ecologically-significant activities.

9.3. Launch of programmes aimed at improvement of efficiency and sustainability of company operations by way of their greening.

9.4. Development of mechanisms for investment projects management for the implementation of technologies for the utilization of greenhouse gases.

## **10. Marketing**

Aspects of this research area are as follows: supply and demand, market structure and development, their research and segmentation, market positioning of products and companies, competitiveness and competition, marketing concepts, methods and forms of marketing management at a contemporary level of development of the Russian economy and globalization of markets.

Object of study: industry, regional and global markets; commercial and non-profit organizations of various industries, areas and scope of activity; products and services being goods on the markets (tangible, intangible, intellectual and virtual), external (customers and customers) and internal (personnel) consumers.

Research areas:

10.1. Theoretical foundations and modern trends in development of companies market policies with a focus on the concept of marketing.

10.2. Methodological foundations, content, forms and techniques of strategic and operational marketing.



10.3. Marketing management, directions and forms of marketing organization and their adaptation to evolving market conditions of the Russian economy and on global markets.

10.4. State and development trends in external and internal realities of marketing activities, market segmentation and identification of market niches.

10.5. Intra-organizational marketing, its goals, methods and impact on the final results of the organization. Relationship marketing as an element of corporate strategy; internal and interactive marketing.

10.6. Process of building long-term, mutually beneficial relationships with key partners of the organization (customers, suppliers, distributors, staff).

10.7. Design and development of marketing information integrated systems, customer relationship management, including that based on loyalty programs.

10.8. Methods and technologies of marketing research.

10.9. Methods and models of marketing analytics.

10.10. Competitors analysis, its use in company's marketing policy; benchmarking.

10.11. Boosting competitiveness of goods (services) and companies, factors of competitiveness under various market conditions.

10.12. Strategies, forms and methods of price and non-price competition on modern markets for goods and services.

10.13. Factors and motives of consumer behaviour: research methods, evaluation and use for marketing purposes.

10.14. Product and assortment policy within company's marketing, marketing aspects of project management.

10.15. Pricing in marketing, development of a company's pricing policy: pricing strategies and methods for their implementation under various market conditions.

10.16. Marketing aspects of product and services life cycle management.

10.17. Problems of commercialization of innovations; marketing of innovations, forms and methods of their market positioning and use. Strategies and systems for commercialization of innovative products.

10.18. Strategies and methods for building marketing channels for distribution of goods.

10.19. Formation of effective system of goods distribution in a company, sales management under present-day conditions of competitive market environment.

10.20. Development of distribution and dealer networks for product sales; wholesale and retail networks, network marketing.

10.21. Modern methods of cultivating company's image as an element of marketing strategy.

10.22. Development of positioning system and market promotion of trademarks, brand building and brand management.

10.23. Techniques for direct marketing and terms for their application.

10.24. Development of virtual markets; marketing technologies in the organization of electronic commerce and the promotion of goods and services on the Internet.

10.25. Socio-ethical marketing in enhancement of social responsibility of businesses.

10.26. Development and effective use of marketing communications in a company.

10.27. Development of modern forms and methods of advertising, organization and efficiency assessment of advertising in marketing communications system.

10.28. Management of promotion of goods and services, including exhibition activities management.

10.29. Territory marketing as an aspect of socio-economic development, increasing investment activity and cultivation of a favourable image of a territory.

10.30. Formation and development of the market of marketing services for organizations and institutions.

10.31. Marketing of non-profit organizations.

## **11. Organizational and economic techniques and management models; anti-crisis management**

Aspects of this research area include: theory, methodology and problems of socio-economic methods and management models development.

Object of study: organizations, their units, teams, employees.

Research areas:

11.1. System of organizational and economic management mechanisms. Designing organizational and economic management mechanisms.

11.2. Management accounting as an element of organizational management. Creation of incentivizing mechanisms based on implementation of managerial accounting at a company and its divisions. Indicators of units assessment and subsequent construction of incentivizing mechanisms.

11.3. Planning and budgeting related to an organization. Company development prediction in managerial decision-making system.

11.4. Organizational financial management. Financial technologies of organizational management. New forms of attracting financial resources and

organization management. Development of financial performance indicators for management purposes.

11.5. Methodology of anti-crisis management and organizational aspects of financial recovery of a company. Bankruptcy prediction for the purposes of managerial decision-making. Development of organizational and economic mechanisms of bankruptcy of organizations of various types.

## **12. Quality Assurance Management**

Aspects of this research area include: present-day state and quality assurance management projection with the use of organizational and economic mechanisms for standardization, certification, metrology and quality assurance management systems, management of products (services) and enterprises (organizations) competitiveness.

Object of study: all forms of enterprises (organizations), their groupings.

Research areas:

12.1. Development of theory, methodology and practice of quality management (TQM).

12.2. Organizational and economic problems of formation and monitoring of quality assurance management systems of an enterprise (organization).

12.3. Analysis and efficiency and productivity assessment of quality assurance management systems of an enterprise (organization).

12.4. Methodical bases of audit of quality management systems of an enterprise (organization).

12.5. Analysis of state and organizational and economic aspects of metrology for management of products (services) quality.

12.6. Organizational and economic foundations of ensuring self-assessment of enterprises with respect to management of products (services) quality.

12.7. Ensuring quality and competitiveness of products (services) based on technical regulation.

12.8. Problems of relations between enhancement of products (services) quality and competitiveness and anti-crisis management, bankruptcy and sanitation of enterprises).

12.9. Theoretical and methodological foundations of innovative quality assurance management at an enterprise.

12.10. Economic incentives aimed at improving quality of products (services).

12.11. Personnel management in quality management system of an enterprise (organization).

12.12. Investment problems of technical regulation, standardization and quality assurance management of products (services).

12.13. Standardization and quality management of products (services) in socio-economic systems.

12.14. Managing competitiveness of enterprises (organizations) through improvement of products (services) quality.

12.15. Organizational and economic aspects of perfecting tools of ensuring products (services) quality.

### **13. Managing Real Investments**

Aspects of this research area include: theory, methodology and problems of managing investments in the creation of real assets within production and non-production spheres.

Object of study: organization of production and non-production areas.

Research areas:

13.1. Investment processes and investment strategies. Development of methodology and organizational-economic mechanisms for investing in real assets creation.

13.2. Development of investment decision-making techniques for organizations of various types.

13.3. Development of methods for valuation of real investment for the purposes of organizational management. Uncertainty management in investments valuation. Risk management of real investment.

13.4. Organization of investment processes in real estate.

13.5. Valuation and organization of investments in public-private partnership.

13.6. Investment management in businesses.

13.7. New forms and mechanisms for financing investment processes. Project investment financing. Mortgage financing.

13.8. Method of real options in investment valuation and management. Methodology for assessing real options and managerial decision-making.

### **14. Quantitative methods and models in management**

Aspects of this research area include the following: development of new models and techniques for solving problems of managerial analytics and managerial decision-making at organizations of various types.

Object of study: organizations, organizational systems, subsystems of all types and management processes in them.

Research areas:

14.1. Development of analytical methods and models for efficiency assessment of organization's management systems.

14.2. Analytical methods for setting and evaluation of key performance indicators of organizational systems.

14.3. Development of models and methods for optimizing company's business processes.

14.4. Development of models aimed at optimizing the parameters of organizational systems.

14.5. Development of decision support systems for the purposes of rationalizing organizational structures and optimizing organizational management. Building expert systems and artificial intelligence systems aimed at supporting managerial decision-making.

14.6. Application of decision-making theory to the study of organizational systems and effective management decision-making.

14.7. Creation of stochastic models and databases containing the evolution of organizational systems that mimic the work of real-life organizational systems.

14.8. Development of models of system dynamics of evolution of organizational systems.

14.9. Formation of intellectualized management systems: databases; methods and models of their processing; interfaces adapted to various management decision-making tasks.