

**Lomonosov Moscow State University**  
**School of Public Administration Master's program**

**Subject Area «Management»**

**Admission Exam Program «Public and Corporate Management of Human Capital Development»**

**MODULE 1. Decision-making and Evolution of Management.**

Basic Characteristics of Managerial Decision-making. The two systems of decision-making in the brain. The difference between programmed and nonprogrammed decisions. How a manager can improve the quality of decision-making. Management in the ancient world. How the Italian Renaissance affected the progression of management theory. Industrial Revolution and of management theory. Taylor-Made Management. Administrative and Bureaucratic Management (Henri Fayol, Max Weber). Human Relations Movement (Elton Mayo). Barnard and the “Zone of Indifference”. Follett and Conflict Resolution. Contingency and System Management (Joan Woodward). Modern Management.

**MODULE 2. External and Internal Organizational Environments and Corporate Culture.**

The Organization's External Environment (Economic forces, Government and political forces, Sociocultural environmental forces, Natural disaster and human induced environmental problems). External Environments and Industries (Organizational Complexity). Different types of organizational structures and their strengths and weaknesses (Mechanistic organizational structures, Organic organizational structures, functional structure, horizontal organizational design, Divisional structures, geographic structure, Matrix structures, Networked team structures, Virtual structures and organizations). Relationship between the Internal Organization and External Environments. Hofstede's model of national culture.

**MODULE 3. Human Resource Management and Human Capital as a Key Competitive Advantage to Companies. Leadership.**

Human Resource Management and Compliance. Performance Management. Influencing Employee Performance and Motivation. Talent Management, Talent Development and Succession Planning. The Nature of Leadership. Leader versus Manager. The Leadership Process. Types of Leaders and Leader Emergence. Paths to Leadership. The Trait Approach to Leadership. Behavioral Approaches to Leadership. Situational (Contingency) Approaches to Leadership. Path-Goal Theory. Influence-Based Leadership Styles. The Tannenbaum and Schmidt Continuum. Theory X and Theory Y Leaders. Transformational, Visionary, and Charismatic Leadership. Leadership Needs in the 21st Century. Approaches to Human Capital Development. Human Capital and Economic Growth. Human Capital and the Labor Market.

**MODULE 4. Ethics, Corporate Responsibility, and Sustainability.**

Ethics and business ethics. Dimensions of Ethics: The Individual Level, Terminal and Instrumental Values, Ethical dilemmas. Ethical Principles and Responsible Decision-Making. Utilitarianism, Universalism, Rights, Justice, Virtue Ethics. The Common Good. Leadership: Ethics at the Organizational Level. Compliance and Ethics. What value CSR (corporate social

responsibility) programs offer to organizations and society/ CSR and stakeholder management. Identifying and Influencing Major Stakeholders. Ethics around the Globe. Emerging Trends in Ethics, CSR, and Compliance. Moral Entrepreneur: A New Component of Ethical Leadership.

#### **MODULE 5. Managerial Communication.**

Work Motivation for Performance. Motivation: Direction and Intensity. Managing Teams. Teamwork in the Workplace. Team Development. Opportunities and Challenges to Team Building. The Process of Managerial Communication. Major Influences on Interpersonal Communication. Interaction Involvement. Factors Affecting Communications and the Roles of Managers. Managerial Communication and Corporate Reputation. The Major Channels of Management Communication.

#### **MODULE 6. Strategic Analysis and Strategic Management, Planning and Controlling.**

Strategic Analysis: Understanding a Firm's Competitive Environment. Using SWOT for Strategic Analysis. A Firm's External Macro Environment: PESTEL. A Firm's Micro Environment: Porter's Five Forces. The Internal Environment. Generic Business-Level Competitive Strategies. Strategic Positioning. Types of Plans. The Planning Process. Developing an Awareness of the Present State. Establishing Outcome Statements. Premising. Determining a Course of Action (Action Statements). Formulating Supportive Plans. Goal Setting and Employee Job Satisfaction. The Strategic Management Process: Achieving and Sustaining Competitive Advantage. Firm Vision and Mission. The Role of Strategic Analysis in Formulating a Strategy. Strategic Objectives and Levels of Strategy. The Grand Strategy. Planning Firm Actions to Implement Strategies. Goal Setting. The Planning Process. Scale Levels of Planning (Strategic planning, Tactical planning, Operational planning). Measuring and Evaluating Strategic Performance. Controlling as an Organizational Activity. A Control Model. Characteristics of Effective Control Systems. Management by Objectives: A Planning and Control Technique. The Control- and Involvement-Oriented Approaches to Planning and Controlling.

#### **MODULE 7. Management of Technology and Innovation (MTI).**

MTI's Importance. Change Managing as a part of MTI. Common Change Models. Lewin's Change Mode. Kotter's Change Mode. The Appreciative Inquiry (AI) model. Complex Adaptive Systems. Planning a Change Management Process. Definition and features of Innovation. Developing Technology and Innovation. External Sources of Technology and Innovation. Internal Sources of Technology and Innovation. Management Entrepreneurship Skills for Technology and Innovation.

#### **MODULE 8. Public Administration.**

Definition of Public Administration. Theoretical Approaches to Public Administration. Important characteristics of Public Administration. Scope of Public Administration. POSDCORB Perspective. Woodrow Wilson, L D White's perspective. Administrative theory. Organizational Theory. Behavior and Public Administration. Role and Importance of Public Administration. Political functions. Legislative function. Financial functions (Defense, Social welfare administration, Economic Administration, Foreign administration). Political Economy. Some Developments in the Study of Market Choice, Public Choice, and Institutional Choice. Changing nature of Public Administration. Evolution of Public Administration. Theory of Bureaucracy (Max Weber). New Public Management, Herbert Simon on Administrative Behavior, Evaluation of New Public Management, Features of Good Governance. Globalization and Public Administration. The Evolution of Information Technology in the Public Sector.

Strategically Managing Information Technology: Challenges in the e-Gov Era. Ethics and accountability in Public Administration.

### **Sources and literature.**

1. An Introduction to Public Administration  
[https://archive.mu.ac.in/myweb\\_test/SYBA%20Study%20Material/pol\\_sc-III.pdf](https://archive.mu.ac.in/myweb_test/SYBA%20Study%20Material/pol_sc-III.pdf)
2. Bersin, Josh, et al, "2017 Global Human Capital trends", Deloitte Insights, February 28, (2017).
3. Handbook of Public Administration/ editors. Jack Rabin, W. Bartley Hildreth, and Gerald Miller/ - 3 ed. (2007)  
<https://hostnezt.com/cssfiles/publicadmin/Handbook%20of%20Public%20Administration%20By%20Jack%20Rabin.pdf>
4. Principles of Management. OpenStax Rice University, Texas (2019)  
<https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>
5. Schein, E. Organizational culture and leadership, 5th ed., Hoboken, N.J.: John Wiley & Sons(2017).
6. Son, Hyun H., Human Capital Development (October 1, 2010). Asian Development Bank Economics Working Paper Series No. 225, Available at SSRN: <https://ssrn.com/abstract=1695806> or <http://dx.doi.org/10.2139/ssrn.1695806>
7. Weiss, J.W. (2014), Business Ethics, A Stakeholder and Issues Management Approach, 6th edition, Barrett-Koehler Publishers, Oakland, CA.
8. Weller, A. (2017). Exploring Practitioners' Meaning of "Ethics," "Compliance," and "Corporate Social Responsibility" Practices: A Communities of Practice Perspective, Business & Society, pp. 1-27,  
<http://journals.sagepub.com/doi/pdf/10.1177/0007650317719263>