

Moscow State University

Faculty for Global Studies

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**PEOPLE MANAGEMENT
IN THE GLOBAL WORLD**

(Lecture and seminar course)

Moscow 2018

Abstract.

The manual “People Management in the Global world” is intended for bachelors and Master’s students of the Faculty for Global Studies (FGS) at the Lomonosov Moscow State University (MSU), who specialize in the global economy and management, as well as for the MSU students of inter-faculty courses on topical issues about modern staff management.

The topic on staff management is a part the course "Global Management", which is studied by the first year FGS Master’s students and the second year Master’s students of Higher School of Policy in Culture and Management in the Sphere of Humanities.

This course, which is innovative, aims to reveal the necessity for a new approach to modern staff in strategic human resource management within effective corporate culture. The course explains the new educational challenges, posed to training of a new type of employees – intellectual employees (that are innovators, not just implementers), as well as the importance of socialist experience of the PRC for the transition to a new paradigm of management in terms of development knowledge based economy.

Keywords: strategic staff management, staff management – where employee is regarded as a professional individual instead of an ordinary implementer; leadership in modern management, intellectual employees; effective corporate culture, employees’ emotional and intellectual involvement, 5th and 6th technological orders.



The Author's Profile

Maslov Vladimir, Ph.D. (profmaslov@gmail.com), is Professor of Human Resource Management (HRM) at Moscow State University, 119992, Moscow, Leninskije Gory, block 1, Faculty for Global Studies. In addition to his writing of numerous scholarly articles, monographs and chapters in Russia and abroad, he has authored five books in the area of HRM, Industrial Relations and Corporate Culture. He has also authored a 287-page textbook "Strategic human resource management under the effective corporate culture" (Moscow, 2004) and the 205-page book "Management in the epoch of Globalization" (Moscow, 2009).

Professor Maslov lectured at the University Regensburg, Bamberg, Osnabrueck, Freie Universitaet Berlin, University of Bonn, Hamburg, Vienna, Klagenfurt, St.Gallen, Chemnitz, Frankfurt/Main, Gelsenkirchen, Freiburg, Karlsruhe. In the past years he is Visiting Professor at the Southwestern University of Finance

and Economics (Chengdu, China) and at the Yunan University of Finance and Economics (Kunming, P.R. China).

Professor Maslov is a consultant for the HRM by “Siemens” (Moscow).

Professor Maslov participated in the organizational and preparatory work and as a speaker in panel, symposia and conferences at both national and international levels. He is Member of Russian Academy of cosmonautics after K. E. Tsiolkovsky, Member of the board of International Association for Cross-Culture Competence and Management (Vienna), member of the editorial Board of "Cross Cultural studies" (Vienna); Corresponding member of “Journal for East European Management Studies (JEEMS)” (Germany), member of the editorial Board of "European Journal of Cross-Cultural Competence and Management" (ISSN 1758-1508).

Main research areas: Industrial democracy and participation; Cross-cultural management; Human Resource Management; Management; Corporate Culture in modern Management; Crisis of the modern civilization; Economic reforms in Russia, People Management in the Global World.

Moscow, February 7th 2016.

List of competences formed as a result of mastering the
discipline

In the process of studying the academic discipline master student can acquire competences that will be useful to him in future professional activities and personal life.

In accordance with the Federal State Educational Standard of the Higher Professional Education for the educational programme 220100, master student must have the following competences:

Code	Content of competence
	<i>General cultural competences</i>
GCC-1	Ability to improve and develop intellectual and general cultural level

GCC -2 Ability to independently learn new research methods, to change the scientific and research and production profile of professional activities

GCC -3 Ability to freely use Russian and one of foreign languages as business communication means

GCC -4 Ability to use in practice skills in the organization of research and project work, in the staff management

GCC -5 Ability to take the initiative, including situations of risk, to assume full responsibility

GCC -6 Ability to apply new knowledge and skills in practical activities, including new areas of knowledge not directly related to the management of intellectual employees

GCC -8 Ability to understand the essence and importance of information in the development of the modern information society, to understand the dangers and threats arising in this process, to comply with the basic requirements of information security, including the protection of state secret

Профессиональные компетенции
Professional competences

PC-1 Ability to discover the mathematical, scientific and managerial nature of problems arising in the course of professional activities, to conduct their qualitative and quantitative analysis

PC -2 Ability to set research objectives, choose methods of experimental work, interpret and present research results

PC -3 Ability to analyze, synthesize and critically summarize information

PC -4 Ability to issue, submit and report the results of work accomplished

PC -5 Ability to develop practical recommendations on the use of research results in the field of staff management

PC -6	Ability to organize the work of executors, the executive decision-making in the context of a range of opinions, to determine the order of work implementation
PC -7	Ability to apply advanced methods of system analysis and decision-making for the study of staff management problems on the basis of global trends in the development of systems analysis, management and information technologies
PC -9	Ability to set technical tasks and participate in the development of hardware and / or software tools of expert systems supporting the adoption of optimal solutions
PC -12	Ability to take a direct part in the academic work of the departments and other educational units in the direction of "Strategic management of modern staff"
PC -13	Ability to lead developers of hardware and / or software tools of expert decision support systems

Preface

I believe that because knowledge capital has emerged as the one and only competitive resource for organizations and HR practitioners are experts in dealing with that resource, the HR function has the potential to become the single most important leadership role in organizational settings today and in the future. As in Japan, where senior HR executives are often the future chief executive officers in training, HR practitioners are ideally positioned to demonstrate the strategic, operational, and tactical leadership necessitated by the significant competitive challenges posed by business today.

In the future HR leaders will be HR champions¹. "They have the vision, self-confidence, stamina, and influence to chart a course based on their expert knowledge of HR and people issues and to unify that course with the

¹ Ulrich, D. Human Resource Champions: The Next Agenda for Adding Value and Delivering Results. Boston: Harvard Business School Press, 1997

organization's strategic objectives," writes William J. Rothwell². "They are capable of making *people* the organization's strategic resource and acting accordingly, leading the rest of management team to see the wisdom of their vision and the opportunities presented by it" (p. xvii).

In the Management of the modern epoch of Globalization the problem of the Human Resource Management is called on to play the key role. It is stipulated by the change of role and core of HRM in conditions of transition to knowledge based economy, when employee, just an object for management, is turning into the object-subject (and then, in future, into the subject-object). We have to recognize, that it is necessary to realize the new approach to personnel: ***human being management***.

The knowledge-based economy drastically changes the attitudes of employees to their managers. According to Jonas Ridderstrale and Kjell Nordstrom, the boss is dead. We no longer trust in managers who are always right and pretend to know more than we know. Management by means of numbers is left far behind in the past. Fear-based management works no longer. **If management is first of all about people then the art of management must turn into the art of *People Management*³. Better to say: Human being Management.**

Today the PM is turning out to be more important and at the same time more complicated for successful company performance. The person's attitude to work greatly depends on mutual relationship between people as individuals, not as producers. Thus it impels to lay stress on social and psychological aspects of people management. The problems and objectives of personnel administration are changing, the status of personnel department is enhancing: now in the most corporations HR managers are presented on the board.

² Rothwell, W. J. Strategic human resource leader: how to prepare your organization for the six key trends shaping the future. Davies-Black Publishing, Palo Alto, California, 1998, p. xvi - xvii

³ G. Fidelman, *ibid.*, p. 98.

In my opinion, the new society with the core as *intellect, information and interest* is coming into being. The conception of this society was brought about by the Third industrial revolution commenced in 80-s of 20 century. Due to the above, the role of management of professional and corporative personnel adaptation is becoming greater under conditions of speedy changes either in enterprises and society on the whole.

Today we can speak about the Fourth Industrial Revolution. There are three reasons why today's transformations represent not merely a prolongation of the Third Industrial Revolution but rather the arrival of a Fourth and distinct one: velocity, scope, and systems impact. The speed of current breakthroughs has no historical precedent. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

The Fourth Industrial Revolution, finally, will change not only what we do but also who we are. It will affect our identity and all the issues associated with it: our sense of privacy, our notions of ownership, our consumption patterns, the time we devote to work and leisure, and how we develop our careers, cultivate our skills, meet people, and nurture relationships. It is already changing our health and leading to a "quantified" self, and sooner than we think it may lead to human augmentation. The list is endless because it is bound only by our imagination.

PEOPLE MANAGEMENT IN THE GLOBAL WORLD

(Lecture and Seminar Course)

Lectures

1. The End of Management

The Fourth Industrial Revolution. Change in the purpose of production. New role of employees in organization. Change in the place of employees. Need for a new approach to personnel in an innovative company. Reasons for the ineffectiveness of traditional staff management.

2. Strategic People Management

Essence of strategic people management. Place of staff management in the unified concept of strategic management. Concept of *vision*, as the goal of the development of the company and staff within the framework of an effective organizational culture. "Cube of People Management" of M. Hilb (Switzerland). Conditions for obtaining a synergistic effect in the staff management.

3. Leadership and the First Leader

What is leadership? Essence of leadership management, its difference from classical management. The First Leader - who is he? Difference between the First Leader and the First Head. Difference between the team and the working group. Conditions for the formation of an effective team by the leader.

4. Intellectual employees in the modern economy

Contemporary employees: who are they and where are they? Difference of intellectual employees (according to P. Drucker) from intellectuals. Staff involvement. Values of modern employees-innovators. Only 15% of employees in Russia are involved in the work process and are ready to "put their souls into their work". (The lowest rate in the world!). New tasks of staff management. Main features of the knowledge-based economy. Basis of the knowledge-based economy: intelligence, interest, information. Main characteristics of the knowledge-based economy. Motto of the innovative company: "New and different."

5. Corporate Culture in the modern Management

Essence of corporate culture and its role in the modern management. Typology of corporate culture. Components of the corporate culture. Influence of cultural features of the country on corporate culture.

6. Methods to form an effective Corporate Culture

Study of existing corporate culture (the method of G. Hofstede and D. Bollinger). Additional methods of studying corporate culture. Methods for the formation of an effective corporate culture (assessment of the culture of the organization and the prospects for its development from above and below).

7. Specific feature of Corporate Culture in Russia

Factors affecting corporate culture in Russia. Analysis of the corporate culture of a particular organization using the method of H. Hofstede. Evolution of national culture in post-Soviet Russia (1991 - 2015) and its

impact on the corporate culture of organizations. Types of cultures of organizations (organizational cultures) in modern Russia.

8. New demands for education in the era of globalization

Strategic role of education in the past century and in the present. Main shortcomings of education in the West. Decline in the level of the Russian education system since the beginning of the 1990s. Main factors that determine the current requirements for education. Conditions for the formation of a new education system in Russia and the world: 1. Change in cultural values of society (creation of labor society instead of a consumption society); 2. Overcoming intellectual degradation of society.

9. Socialism in China and its importance for the modern world.

Why is it necessary to reform and develop the socialist system in the PRC? Foundations of modern socialism in China. Main priorities in the socio-economic policy of the PRC. World economic crisis and situation in the PRC. Results of the development of the PRC in the last 30 years. China's lessons for the world.

Case study

- 1. Modern trends in human resource management strategies**
- 2. Leadership in Siemens Russia**
- 3. Mr. Brown is the director in Moscow company**
- 4. Corporate Culture at the Company Instrum-Rand (Russia)**
- 5. Management systems in USA, Japan and your country**
- 6. Who is responsible for your future?**

Case study 1

Modern trends in human resource management strategies.

Analyze the experience of the most successful companies in the U.S. and *give your opinion on the following questions:*

1. Does this experience meet the requirements of the "knowledge-based economy"?
2. Which of these lessons are applicable to your country, and under what conditions?
3. How would you formulate 13 lessons of successful companies in your country today?

According to the experience of the most successful and fast-growing companies of the U.S. the following lessons are of crucial importance:

Lesson 1. All the people involved in creating a prosperous and fast-growing company are able to tell what they want to achieve in the long run.

Lesson 2. Successful entrepreneurs are always filled with unquenchable optimism.

Lesson 3. Executive managers of the most successful companies do their best to create a feeling of a small team or even a family in large companies.

Lesson 4. Every fast-growing company adheres to the strategy of expanding its market share, it is always focused on increasing its sales.

Lesson 5. Every successful company is convinced that the quality of its products or services is the highest.

Lesson 6. All successful and fast-growing companies pay close attention to customer service.

Lesson 7. Fast-growing companies know better on how to focus on the key aspects of their activities.

Lesson 8. Many fast-growing companies keep a tight lid on their patents, software and technological advances. They do not hurry to share their discoveries and license them.

Lesson 9. Fast-growing companies have an ability to attract and retain talented people.

Lesson 10. Most of the fast-growing companies demonstrate an increasing flexibility in management and organization of production process.

Lesson 11. Most of the fast-growing companies in the U.S. demonstrate a strong desire to share benefits, especially the increase of profits, with their employees.

Lesson 12. Fast-growing companies offer their employees attractive conditions.

Lesson 13. Fast-growing companies take into account what is happening inside and outside of the company.

Case study 2

Practical work

Questions:

- 1. Which main factors brought to success at the Company Instrum-Rand?*
- 2. Which indexes of corporate culture has the Company?*

I would like to draw your attention to the corporate culture of Russian-American Instrum-Rand (city Pavlovo, Nizhegorodski Region).

Instrum-Rand, formerly an average enterprise, has become a leading Russian manufacturer of pneumatic tools, its customers including General Motors, Ford, Mercedec-Benz, and Formula'1. Presently Instrum-Rand exports over 80% of its products.

The success stemmed rather from changes in principal values of the corporate culture, than from a cutting-edge technology or high wages. The company managers are convinced that a really sound product may only be manufactured after the style and culture have been altered of the people who make it. A worthy life, the absence of fear, the joy of surmounting difficulties

and meeting challenges faced by each employee and forbearance from repressive management (Deming principle) were proclaimed principal values of the corporate culture. The highest priority was assigned to the involvement of all employees in the search for the ways of product upgrading. Every employee was gradually becoming a partner in business management. In fact the “power distance” (G. Hofstede) has been minimized. It has become the company’s rule to provide for continuous training and development of every one employee.

Generally the company has formed a corporate culture featuring a relatively low “seeking for avoidance of uncertainty” index and dominated by the values of cooperative corporate culture. The latter is typical of effective self-learning organizations with a high level of motivation. As a general rule innovative entities have cooperative culture.

Finally, the Instrum-Rand “manliness-womanliness” index shows that a basically “female organizational culture” has been developed appreciative of the quality of life, solidarity, extension of aid to associates, equality (“employees are partners in business management”).

Generally the best Russian organizations realize that the global change of values requires the development of a new corporate culture. Each nation will become even more multinational, personnel of both global and many national organizations will inevitably become even more diversified. Employees will have different expectations, experiences, and origins. Creativity and innovation can only result from diversity — diversity of people, their prospects, ideas and value system. The HRM objective is to create a corporate culture channeling such diversity into the attainment of the organization's current and strategic goals.

Case study 3

Practical work

Questions:

1. Does this situation need to change systems of HR management? If "yes", why?
2. Suggest your own HR management system for the organization.

Mr. Brown

Mr. Brown is the director of the Moscow branch of a multinational pharmaceutical company. This branch was formed on the basis of the local plant, acquired by the company. One of Brown's priorities is to create a system of human resource management. His company is known worldwide as a leader in the application of new methods of human resource management - psychological testing, pay for knowledge, a 360-degree assessment.

Having worked for two weeks from 9 a.m. until 9 p.m., Brown was trying to study human resource management system that existed at the factory. But his great efforts have led to quite poor results - it turned out that the factory had little formal (embodied in procedures) methods of human resources management, and the few that existed, were fundamentally different from that of Brown's own view of modern HR management. Brown found out that the selection of new employees has been accomplished solely by recruiting friends and acquaintances; at the plant there was no idea of career planning, testing of the personnel, training of reserve managers. Vocational training was not planned, but was organized when it was necessary for the heads of divisions. Factory workers got piecework wages, and administration officials - salary and monthly bonuses, up to 40% of salary. The actual amount of the premium determined by the Director of the plant and for the 95% of employees was 40% of salary. Indexation of wages was made by the director at a time when, in his words "it's impossible to wait any longer".

During some friendly talks with the factory's administration, which was suffering from significant losses, Brown tried to raise the issue of changes in the field of HR, but received no support - his interlocutors preferred to discuss the transfer of technology, offering to "leave things as they are, until better times" in the field of HR management putting forward as the main argument some "specific local conditions." Discussing the situation at the factory with his French counterpart from another company working in Moscow for two years, Brown received similar advice "not to get involved in a bad job."

Case study 4

Practical work

Management systems in USA, Japan and your country

Task:

1. Please, name the current features of the management system in your country.
2. What management system is needed for the development of innovation economy in your country?

Introduction:

Jack Welsh, the general director of the American corporation General Electric has successfully determined 6 main principles of management⁴:

1. to perceive the reality as it is, not as it used to be or as it is wished to be
2. not to control but to direct
3. to be sincere with everybody
4. to implement changes before they become compulsory

⁴ Lillich R.B. The Diplomatic Protection of Multinational Corporations// The New Sovereigns; Multinational Corporations as World Powers/Ed. by A.A.Said and L.R.Simmons. - Englewood Cliffs, - 2005. - P.117.

5. not to start competition without competitive advantage
6. to have control over your interests otherwise it will do somebody else

National models of Management (Japan, USA and your country)

Japanese model	American model	Model in your country	
		Existing	Effective (innovative)
Collective decision-making on a basis of unanimity	Individual type of decision-making		
Collective punishment	Individual responsibility		
Non-standard, flexible system of Management	Well-defined management structure		
Informal organization of control	Clearly formalized procedure		
Collective control	Manager's individual control		
Deffered employee performance evaluation and career development	Smart performance evaluation, rapid promotion		
Manager's essential quality is the ability to coordinate actions and exercise control	Manager's essential quality is professionalism		
Group-oriented management	Individual-oriented management		

Management performance evaluation on the basis of team harmonization and collective result	Management performance evaluation on the basis of individual's results		
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Case study 5

Practical work

Who is responsible for your future?

Task: Please, give your opinion on the following questions:

(choose A or B)

1. Successful career is the result of:

A. Fortune

B. hard work and study, as well as the ability to be at the right place at the right time.

2. What, in your opinion, is the best description of the labor market for creative people?

A. Intense competition and a few good vacancies.

B. A few people manage to get a job, and I will definitely get.

3. Do you feel strong or helpless?

A. My life is controlled by other people.

B. My actions and decisions determine my life.

4. Can you influence your future?

A. Yes, if I follow the advice of clairvoyants.

B. Yes, if I set a goal and plan how to achieve it.

5. How do you see your life in two years' time?

A. No point to plan my future. I might die tomorrow.

B. I will be able to make money doing what I like.

6. My career prospects are...

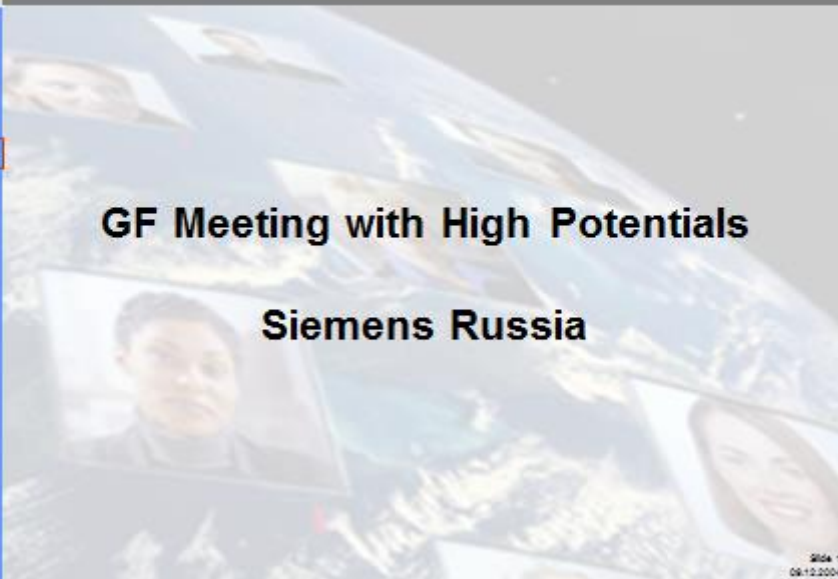
A. Wait, I would like to call my astrologer.

B. I have found out that career is very promising, because I am working at the sector that is growing rapidly. However, this year I will have to learn some new software products to keep up with the times.

Case study 6

Practical work: Leadership in Siemens (Moscow)

(The official document of Siemens Russia)



Leadership Excellence fosters top Results

Challenge
Situation
SLF

GF Meeting with High Potentials
Siemens Russia

HR Moscow

Slide 1
09-12-2004

Task

Challenge
Situation
SLF

1. Which factors leads to leadership in Siemens and in the Company in Russia?
2. Which main principles of HRM are necessary for motivation of employees in Siemens and in the Company in Russia?

HR Moscow

Slide 2
09-12-2004

S

Leadership Excellence fosters top Results

Leadership behavior accounts for around 70% of employee motivation.
(IES Report 355 "From People to Profits", 1999)

Successful business

Convinced customers

Highly motivated employees are **≥ 2 times more productive**
(Seven Pillars of Visionary Leadership, Cox and Rock)



Excellent Managers and Employees



Convinced customers



Successful business

Challenge

Situation

SLF

HR Moscow

Slide 3
09-12-2004

S

Our external Leadership image was poor!

To what extent do the employer characteristics apply to the preferred companies?

Challenge

Situation

SLF



Characteristic	Importance (%)	Siemens (%)	Nokia (%)	SAP (%)
Prospects for international career	65	75	70	65
Flexible working hours	70	70	65	65
Attractive qualification prospects	75	70	65	65
Motivated, dedicated employees	85	70	65	65
Modern, cooperative leadership	85	55	60	65
Good working atmosphere	85	65	60	65
Smooth cooperation	75	60	55	65
Good earnings potential	70	65	60	65
Fostering independent working	85	65	60	65
Personal freedom	60	55	50	65
Reference for future career development	65	75	70	65

HR Moscow

Data bank: Survey of 341 High Potential
Source: Siemens UK/OKW Kooperationsmodelle MarktCare/ Berlin, 1999/2000
Slide 4
09-12-2004

S

Clearing the Hurdles - Targets and Solutions

Targets

Solutions

Challenge Situation
SLF

A We have a common understanding of Leadership Excellence and measure it comprehensively. ➤ Siemens Leadership Framework

B Our Leaders demonstrate exemplary Leadership behavior. ➤ Company wide Rollout

HR Moscow Slide 2
09-12-2004

S

Clearing the Hurdles - 3 Fundamentals of ...

... Siemens Leadership Framework

Challenge Situation
SLF

We have a common understanding of Leadership Excellence and measure it comprehensively. ➤

Dialogue and Commitment - our overall Leadership Principle

Leadership Results - what Excellent Leaders achieve

Leadership Capabilities - what Excellent Leaders need

HR Moscow Slide 3
09-12-2004

Siemens Leadership Framework

Dialogue and Commitment - Why?

Challenge Situation SLF

- A frank and open dialogue culture is attractive to highly qualified people!
- Transparency fosters goal oriented and independent decision making!
- Merging employees and company interests is the base for motivation and initiative!

> **All Leadership systems, tools and activities have to be aligned.** <

HR Moscow

Slide 7
09-12-2004

Leadership Framework at a glance

Excellent Leaders achieve Excellent Results with their Excellent Capabilities!

The core Leadership Principle is Dialogue and Commitment

HR Moscow

Slide 8
09-12-2004

S

Corporate Criteria for measurement of Employees' Enthusiasm and Commitment

Challenge Situation SLF

HR Moscow

Financials	Employees
Customers	Processes

- 1 The mission/purpose of my organization makes me feel **my job is important**.
- 2 I know how **my work contributes to the overall targets** of the organization.
- 3 I know exactly **what is expected of me** at work.
- 4 My manager attaches great **importance to my opinion**.
- 5 I have the **information and the equipment I need**.
- 6 I have the **opportunity and freedom to do what I do best** everyday.
- 7 In my team we are **committed to doing quality work**.
- 8 My manager has given me very **helpful feedback lately**.
- 9 I see good **perspectives to develop** in the company.
- 10 My manager **cares about me as a person**.

Slide 9
09-12-2004

S

Everything comes together in Staff Dialogue

Challenge Situation SLF

HR Moscow

F Financials	E Employees
C Customers	P Processes

Evaluation of Results Pay	Analysis of Capabilities Development
Potential Statement Career	

Slide 10
09-12-2004

Readings

The following are for general references. Specific readings will be assigned as the class goes on.

1. Hofstede G. Cultures and Organizations. Software of the Mind –McGraw-Hill, New York, New Delhi and other, 2005
2. Stephen R. Covey. The 8th Habit: From Effectiveness to Greatness. – Free Press: New York, London etc, 2004, p. 27
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4. Peter F. Drucker. Managing in the next society. St.Martin's Press, New York, 2002
5. Business Journal, April 22, 2014
6. How Employee Engagement Drives Growth. – Gallup Business Journal, June 20, 2013
7. The Second World Cultural Forum, China, on 18th – 19th May, 2013 (Taihu, China) www.thffc.com
8. Highly talented entrepreneurs. – Business Journal, January 22, 2015.
9. Jim Hart, Senn Delaney President and CEO. Creating a culture of agility should be the CEO's top strategy. – www.senndelaney.com, July 15, 2013
10. Patrick J. Buchanan. (2001). The Death of the West: How Dying Populations and Immigrant Invasions Imperial Our Country and Civilizations. Dunne Books.

Lecture and Seminar Course

The structure and content of the course "People Management in the Global World"

Number of hours – ECTS - 1,5

(46 hours of lectures and seminars).

№	Course section	Term	Week	Types of academic activities, including self-education and ECTS (in hours)			Forms of monitoring of academic progress (weekly)	Forms of interim appraisal (terms)
				lectures	seminars	Self-education	Analysis of concrete situation	
1	Topic 1. The End of Management			2	2	2	Case-study	
2	Topic 2. Strategic Human Resource Management.			4	2	2	Case-study	
3	Topic 3. Leadership and the First Leader			4	2	2	Case-study	
4	Topic 4. Intellectual employees in the modern economy			4	2	2	Case-study	
5	Topic 5. Corporate Culture in the modern Management			4	2	2	Case-study	
6	Topic 6. Methods to form an effective Corporate Culture			4	-	2		

7.	Topic 7. Specific feature of Corporate Culture in Russia			2	2	2	Case-study
8.	Topic 8. New demands for education in the era of globalization			4	0	2	
9	Topic 9. Socialism in China and its importance for the modern world.			4	2	2	Discussion
	Total			32	14	18	Total course: 46 hours

Exam – at the end of the course