

## MBA Start Program

*Module "Tracking Methods in the  
business".*

Topic: "Process, types, strategies,  
methods and objects of managerial  
research. Qualitative research".

## SECTION 1. THE PROCESS OF MANAGEMENT RESEARCH

### Task 1.

Define the object and subject of the study, for the following problems to be solved:

- What should be the pricing strategy for a new product
- Should the level of spending on print advertising be increased?     advertising
- Should we strengthen promotion for existing products
- Should the storage space be expanded
- Should the compensation scheme for sales staff be changed?
- Should banking services for electronic payments be reconsidered

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### Task 2.

In each of the following situations, identify the main source of problems or opportunities; the problem to be solved, the problem resulting from the main problem or opportunity; and the problem to be investigated.

- Apex Chemical Supply is a manufacturer of pool care products. Recently, malfunctions in the equipment that moves the chemical that prevents the formation of algae led to the release of a product that not only stops the growth of algae, but also gives the color of the water a beautiful light blue shade (without the unwanted side effects).

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- "A long time ago, the state university official in charge of recruiting MBA students decided to increase the number of applicants and made an offer to 20 talented students. Only five offers were accepted, whereas previously about 90% of offers were accepted. A survey of students who declined such an offer showed that the main reason for refusal was too "restrictive" conditions of the course.

- Montgomery Candy achieved success in a small regional market. Management attributed much of this success to a unique distribution system that guaranteed delivery of fresh goods to the grocery stores at least twice a week. The company's directors planned to expand Montgomery's geographic market, provided the twice-a-week delivery mode was not changed.

## SECTION 2. SCIENTIFIC METHODS USED IN MANAGEMENT RESEARCH

### Task 3. Case

Twister's Pizza is a local pizza chain that specializes in pizza made to unique recipes, such as the vegetable pizza popular in the Middle East or the so-called "Parisian sourdough". The company's high sales volume, recorded immediately after opening, has fallen steadily over the past few months. The drop in sales coincided with the end of Twister's television advertising campaign.

Twister's management is confident of the connection between these two simultaneous events and intends to launch a new advertising campaign. During it, the same commercials that have been run before will be used. The company's management believes that the new wave of TV commercials will change the situation for the better.

#### Assignment:

Twister's has hired you as its lead consultant to get an independent perspective. Do you approve of the decision to roll out a new television advertising campaign without conducting prior research? If yes, state your recommendations. If you do not approve of the decision, list the information needs that are not being met, and therefore should be reflected in the research. Then, considering each of the needs, explain why you believe it is necessary to collect information to meet that need, and indicate the approaches you would take to collect the information.

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### SECTION 3. ETHICS IN MANAGEMENT STUDIES

#### Assignment 4: Cases of the s§irme

In the course of your research, you discover that a company is doing something illegally. For example, you were doing research in a small factory in an area of chronic unemployment that employs a hundred people. You find that the machines do not meet safety standards, but you suspect that upgrading the equipment will bankrupt the company and leave the workers unemployed. What action will you take?


### Assignment 5. Privacy

It is considered the norm to promise confidentiality to participants in the research process. This encourages more open and honest answers. However, it can be a problem for you if you plan to give the information you have learned to someone else. For example, you have studied the reasons for the high level of losses in the production process. And in the intervals you have analyzed that some of the losses are due to the fact that one of the workers steals goods. Will you do this?

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### Task 6: Informing research participants

In any study, it is considered ethical to inform potential participants of the purpose of the study and to obtain their consent to participate. This can pose a problem in terms of accessing information and obtaining informed responses. For example, if you tell participants in a laboratory experiment about the purpose of the study, they may change their behavioral responses, which would skew your data. You may be collecting data by observing participants. In business research, this can be accomplished if you become a full participant in the work group and participate in all of its activities as a regular employee. But you are not an ordinary employee, because the purpose of your joining the group was to study some aspect of their work. Will you tell them that you are a researcher, at the risk of misrepresenting the data, or will you continue to mislead them?

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## MBA Start Program

Human Rights Management *Module*  
*resources."*

Topic: "Introduction to Management  
staff"

WORKBOOK





## Section 1: Human Resource Management System

### Task 1.

What functions of personnel management are distinguished in modern organizations?

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### Task 2.

Analyze which functions are highlighted in your organization's HR system today? Which HR functions do you think would be worth developing or adding to the current set? Why?

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Selecting и staff selection		
Staff training		

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### Assignment 3.

What determines the value of the services provided by the human resource management service? If you are not an HR employee, formalize your main expectations of the HR department in your company, if you are an employee of the HR service, try to formulate expectations of the main beneficiaries in your company.

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### Assignment 4.

What roles in your company are played by human resources specialists? human resources?

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## Section 2. HR strategy

### Task 5.

How can company strategy and HR strategy be interconnected? What is the relationship between business strategy and HR strategy in your organization?

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### Task 6.

Try to determine at what stage of development, according to Greiner's model, your organization is at. What HR tools does it currently use? Which HR tools do you consider to be effective, and which require revision? Why?

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For assignments 7 and 8, refer to the electronic benefit.

Task 7.

Have you encountered manifestations in your practice that illustrate the negative characteristics of the psychological contract in your organization? Analyze what methods you could use to reinforce the positive characteristics of the psychological contract in your organization or in your unit.

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Task 8.

How does the psychological contract in your company affect the knowledge management system?

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Task 9.

Which factors in the company's external environment have the greatest influence on your organization's HR strategy? Why?

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## Section 3: Evaluating the effectiveness of the HR system

### Task 9.

Decompose the strategic goal "Increase employee competence" into more manageable SMART objectives by referring to the practices of your organization. Select indicators that will help you determine whether your organization is making progress toward this HR goal.

**Task 11.**

Take the case study "Compensation policy in the bank's HR strategy" and answer the suggested questions.

**Compensation policy in the Bank's HR-strategy**

DeltaCredit Bank is engaged in mortgage lending and is one of the largest players in this market. The bank has developed a business strategy for 5 years, which is aimed at further capturing the market. Personnel management was tasked with developing its functional strategy. Until recently, the bank's HR department believed that the current compensation system was the foundation of the company's brand in the staffing market. The alarm bell rang when the HR department decided to conduct a survey to find out how loyal employees were. A survey of employees showed their confidently positive perception of DeltaCredit: 91% of specialists said they understood what the image of the bank is based on, 87% are confident in their loyalty, and 72% have no questions about the work processes. The last place in the level of positive response was compensation system - 54%. Thus, the indicator is close to the 50% mark, the crossing of which signals that the company has big problems in this area.

**Company info**

DeltaCredit Bank is one of the leaders in mortgage lending in Russia.

"DeltaCredit" began independent banking activities in 2001 after acquiring a license for the Moscow division of a commercial bank

"J.P. Morgan. To date, the bank employs about 200 people. The Bank provides mortgage lending in the market of primary (under construction) and secondary (completed) housing in Moscow and the Moscow region, St. Petersburg and the Leningrad region, Nizhny Novgorod, Samara and Togliatti. In these cities DeltaCredit opened offices. In addition, the bank provides mortgage loans throughout Russia through an extensive regional partner network.

**Bank policy in the field of personnel management**

The bank has a remuneration system based on a differential system of staff motivation. According to it, all potential employees are divided into three categories - A, B and C. The criteria for assignment to one or another category are compelling - a combination of competencies and work experience. The rules of hiring are strict: only people of category A are hired. That is, those who have a high level of experience and competence according to the results of incoming interviews.

However, once at DeltaCredit, the employee is promoted to the first evaluation, which takes place once a year. It takes the form of a personal conversation between the supervisor and the employee. The supervisor evaluates the results of the employee's work: whether or not the goal was reached and whether the work was done qualitatively and on time. Besides, the manager finds out whether the employee has developed his or her key competences - client orientation, focus on results, professionalism, initiative, teamwork, risk management, leadership (only for managers). For example, an employee can receive the score for initiative in one of three cases: if he or she treats their work with the responsibility of an "owner"; if they constantly look for new opportunities to improve processes; and if they themselves generate ideas for the improvement of work. In fact, this is the evaluation of the employee's behavior during half a year. A high appraisal allows you to qualify for a significant salary increase.

This approach was supposed to create an effective compensation system in the bank, based on which the employees would receive fair remuneration. The last research of the employees' loyalty showed confidently positive perception of DeltaCredit: 91% of the specialists said that they understand what the image of the bank is based on, 87% are confident in their loyalty and 82% have no questions about the working processes. The last place in the level of positive reaction was the compensation system - 54%. At the same time the results of the study showed that 60% of employees understand the general principles of salaries and bonuses, but only 44% understood why some employees have higher salaries than others.

Thus, the study revealed problems in the compensation policy of the bank, the failure to solve which could lead to a decrease in staff performance and staff attrition.



The bank decided to revise the system of incentives for employees and to analyze the current situation.

The head of the personnel department assumes that in spite of the complexity of the personnel evaluation in terms of competencies, the lack of understanding of the motivation system by the employees is not atomic. The majority of employees agree with the results of the personnel assessment, but atom there is a misunderstanding and lack of agreement with the remuneration of labor. Atomic company held training seminars, but their results showed that many employees are interested to hear why exactly they do not get a salary increase, but not how the salary is increased in general.

The bank tried to solve the problem in three ways:

First, a rule was imposed not to discuss salary with colleagues, q so as not to exacerbate the annoyance of the differential pay system. A letter was sent out detailing the harms of such conversations.

Secondly, the company decided to hold regular meetings of the HR-department with employees, which explain in detail how and why remuneration increases.

Finally, in "Delta Credit" with the help of training the managers mastered the skills of feedback with employees - the ability to inform the subordinate about his successes and failures in the work, so that he did not have the feeling that the reason for increasing the salary of colleagues is a personal favor of the manager. It was recommended to praise publicly, hot on the heels of a particular case, at at atom to show interest (ask how the result was achieved) and to avoid "a spoonful of tar". And also look for new ways to encourage and pass praise from other people. DeltaCredit managers can also criticize employees on hot footsteps, but without witnesses. It is recommended to talk to the subordinate only about the facts and actions, explain the seriousness of his mistakes and be sure to find a solution.

However, the company finds it difficult to assess the effect of these measures.

1. To what extent is the bank's human resources management strategy integrated with its business strategy?

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2. How well aligned are the instrumental strategies for assessment, reward, etc.? What problems of misalignment can you identify?

3. State the main disadvantages of the bank's compensation policy.



4. Suggest an "ideal", in your opinion, human resource management strategy for the bank.

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5. What do you think management needs to do to develop a coordinated human resource management strategy?

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## MBA Start Program

### *General Marketing Module*

Topic: "Fundamentals of marketing and  
the modern marketing concept



## "SECTION 1. BASIC CONCEPTS OF MARKETING. MARKETING CONCEPT

### Task 1.

Name one critical difference between the marketing approach concept and the concepts of production improvement, product improvement, and commercial intensification. Think about which one is most effective in the short term? Which concept do you think can provide lasting, long-term success?

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### Task 2.

Provide three examples of marketing campaigns that you think are social in nature. If possible, provide examples of advertising and packaging that would support the sociality of these campaigns.

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### Assignment 3.

According to economist Milton Friedman, "There are few trends that can thoroughly undermine the very foundations of our free world, and one of them is the assumption by corporate officials of social responsibility other than the responsibility to get as much as possible

of money for their own possessions. Do you agree with Friedman's statement? What are the disadvantages of the concept of social-ethical marketing?

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#### Assignment 4.

Give examples of "wild" marketing from your own consumer experience. What tools would you suggest to discourage companies from such practices?

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#### Task 5.

Is the advertising of unhealthy products unhealthy? Tobacco companies claim that their advertising is not designed to increase demand for cigarettes, but simply to capture their market segment before competitors do. How sincere is this claim?

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### Задание 6.

Name the factors that drive the development of global marketing.

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### Task 7.

Suppose you support the concept of responsible marketing. To what extent will the new idea for your company affect your marketing strategy and product, distribution, communication and pricing policies?

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### Task 8.

What are the differences between the following three lines of business philosophy: "marketing orientation," "customer orientation," and "market orientation"?

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## SECTION 2. MARKETING COMPLEX AND MARKETING CONCEPT

### Task 9.

Is marketing applicable to a company operating in a developing country? What is the relative importance of each marketing tool (the four P's) in this environment?

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### Task 10.

Which of our marketing mix options is more suitable for your company n  
Why?

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### Task 11.

Analyze the activities of your company and make up "your" marketing mix.

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### SECTION 3. COMPETITION AND MARKETING

#### Task 12.

What strategies and/or policies should guide companies operating exclusively in domestic markets to be competitive in the emerging European market?

#### Task 13.

In your opinion, what competitive advantage does your company have over its competitors?



#### Task 14.

List your company's main competitors. What are their main messages?

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### ASSIGNMENTS FOR THE ENTIRE COURSE

#### PRACTICAL TASKS

##### Task 1.

You have been assigned to conduct an audit of the marketing function of a company operating in the market for high-tech industrial goods. Prepare questions for the firm's management with which you will assess the firm's customer orientation.

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##### Task 2.

Does marketing create barriers to market entry or, conversely, remove them. Describe how a small manufacturer of kitchen cleaners could use advertising to successfully compete with the market leader who holds the majority of the market.



### Задание 3.

Write out five main categories of stores, such as department stores, shoe stores, bookstores, women's clothing stores, and grocery stores. For each category, write down five locations and visit them to observe the trade and the style of operation. Appreciate their interiors. Observe the customers.

- Does each of these institutions have its own face, or can one be replaced by the other without any consequences?

- Evaluate the behavior of the customers you've been following. Were some customers clearly enjoying their purchases? Were there any people who looked bored?

- "The main goal of marketing is maximum consumer satisfaction. Analyze the activities of the retail establishments you visited and tell me to what extent they realize this goal.

## ANALYSIS SITUATION

*"Nike is everywhere!"*

Just for the sake of interest, try to count how many times you see the logo "Nike" when you flip through sports magazines, watch tennis, basketball, or watch golf on TV. "Nike has turned its logo (the wing of Nike, the Greek goddess of victory) into the most famous trademark on the planet. The brand is so famous that the company name "Nike is hardly ever mentioned in advertisements. In fact, you will be surprised to find that your Nike sneakers, caps, and tennis shoes bought yesterday do not bear any brand name other than the logo.

The degree of prominence of this trademark attests to Nike's exceptional achievements in the use of marketing. The company's proven strategy of providing its high-quality products to celebrity athletes has changed the face of sports marketing forever. Every year Nike spends hundreds of millions of dollars on celebrity endorsements, large-scale branding events and an endless stream of eye-catching advertising. Over the years Nike has been associated with the names of sports stars. No matter what sport you

You guess it's very likely that your favorite athlete wears Nike.

This company knows that well-organized marketing will be more effective than the most promising advertising campaign. Good marketing means providing consumers with the right, high-quality products at all times. Nike's initial success was due to the superior performance of its running and basketball sneakers, provided to professional athletes who lamented the lack of innovation in sports equipment. Today, Nike leads its industry in product upgrades and innovation.

"Nike offers its consumers more than just good sports equipment.

"Nike owns the truth, and it is not limited to sneakers alone, the truth is where those sneakers will take you," is what the company declares on its Web pages. In addition to clothing, shoes and equipment, Nike offers a lifestyle, a culture of sport, its motto: "Just do it. When you lace up your Nike sneakers, it is as if you associate yourself with the Nike world and athletes who are gripped by a real passion for sport, showing disregard for convention, hard work and grandiose athletic results.

"Nike is athletes, athletes are sports, Nike is sports.

The company's marketers form a holistic world of relationships between athletes and consumers. For example, one advertisement in a magazine for tennis players depicts just a pair of tennis sneakers with a red company logo and a toll-free phone number. By calling this phone number, readers hear famous tennis player Jim Courier talking drums with his favorite drummer Randy Coss of the band Toad the Wet Sprocket. Call the phone number listed in a similar basketball commercial, and you'll overhear a funny phone conversation in which Guido Sarducci talks Michael Jordan into investing in the latest invention: edible bicycles.

"Nike cares equally about the mental and physical well-being of its customers. The company is concerned not only with increasing sales, but also with promoting sports for the benefit of all. For example, an advertising campaign called "If You Let Me Play" aims to promote greater participation

Women's sports, it shows the benefits that girls and young women get from playing sports. "Nike also invests in the development of less popular sports, even though the profit opportunities there are much smaller. Promotions like these reinforce the perception that Nike is not only a manufacturer of quality sports equipment, but also a company that cares about its customers.

Caring for consumers returns a hundredfold to Nike. Incredibly, over the past 10 years the company's profits have increased by 21%, the return on invested capital has averaged 47%. In 1996 alone, gross revenue increased by 36%. "Nike clearly dominates the global athletic footwear market. The company's share is 27%, which is twice as much as the share of "Reebok", Nike's main competitor .

Phil Knight, founder and president of Nike, has boldly declared that his company will double its sales in the next five years. To realize this ambitious goal in a stable U.S. athletic footwear market,

"Nike is persistently exploring new products, new sports and new regions. Nike's revenues from sportswear alone have risen dramatically over the years and now account for nearly a quarter of the company's annual sales. "Nike now puts its logo on everything from sunglasses and soccer balls to baseball gloves and hockey sticks. The company has recently shown interest in new sports such as baseball, golf, ice hockey, field hockey, speed skating, rock climbing, and hiking.

Achievement of these goals depends directly on sales in other countries. To become a global leader, Nike has to get involved in soccer, the most popular sport in the world. Previously, the company virtually ignored the market for soccer equipment, the volume of which is estimated by astronomical figures. The share of goods for this sport in Nike sales was only 3%. Today, soccer is the company's priority. Staying true to tradition, Nike is going to become a leader in the manufacture of shoes, apparel and equipment for soccer. Of course, it will not be easy for Nike to work its way to the top. In world soccer

For a very long time Adidas, which claims to have 80 percent of the world market in soccer equipment, has been in power. "Nike has to create in a few years what Adidas has been creating for 50 years. Employing a classic offensive marketing strategy, Nike is spending hundreds of millions of dollars on a massive attack on its competitors. Its limitless spending has stunned the soccer world, and the firm's vast resources are changing the near-football economy at a rapid pace. For example, the company has paid a record amount in

200 million dollars over 10 years to wrest the right to sponsor the world championships and the Brazilian national team from Umbro.

Winning in the global market for soccer gear or in other areas will mean more than just getting a tidy check. Some observers are concerned that Nike's large-scale expansion, along with the company's invasion of new sports and the development of new products, will lead to consumer satiety with the Nike brand. They fear that the emblem may one day become boring. To prevent this, Nike will have to constantly maintain a company image that provides superior quality, innovation, and lower prices than its competitors. The company will have to earn trust and respect in each individual country, becoming part of the national culture of each new market.

Competitors can only hope that Nike will snap, but only a few of them count on it. So far they can only marvel at Nike's marketing prowess. As for soccer, rival Puma thinks Nike's strategy is heavy-handed, but still has little doubt that Nike will excel in marketing. The company's president decisively states: "Nike will control the world of soccer.

### Questions:

1. What is your understanding of the term "marketing"?

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2. What, in your opinion, are Nike's "outstanding marketing abilities"?

3. How does Nike use these abilities to compete? Why

"Is Nike spending hundreds of millions of dollars to promote its brand? Who are Nike's customers? What are their main needs?"

4. Explain how, by putting marketing theory into practice, Nike meets the needs of its customers. Don't forget the company's wide range of products and the geography of its consumer markets.



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## MBA Start Program

### Human Resources Management" *module*

#### Topic: "Planning and Recruitment

## WORKBOOK



## SECTION 1. THE MAIN STAGES OF THE BUSINESS PROCESS "PERSONNEL SEARCH, SELECTION AND RECRUITMENT". DISTRIBUTION OF FUNCTIONS

### Task 1.

Draw up a responsibility matrix for your company and determine what you will do in the selection process and what the other employees involved will do.

Stage of the selection process	Manager		
1. need definition in human pecypcax.			
2. analyzing and designing vacancies/positions			
3. analia и choice OPTIMALLY ESTONIQUES. workforce			
4. Primary selecti on applicants			
5. Interview/meeting c Applicant			
6. Study/checking information received about Applicant			
7. The direction of the applicants Confirmation of terms of employment and date of employment (job offer)			
8. Preparing working of a new employee's position			

### Task 2.

Company N is engaged in the wholesale of consumer goods. The average age of the company employees is 27-35 years old, the team is young, active and ambitious. Recently, the company plans a significant increase in sales through the use of new schemes of product sales and introduction of new brands to the market. The strategy for the implementation of the plans is being developed by the company management. The company's management has already had several meetings about this issue, but it did not move any further than the talks. It was decided to hire a new, more experienced sales manager, who, in turn, will develop a new system of motivation for employees involved in sales, linking the results of sales to the wages of employees. Due to these changes, the company began to have internal problems. Since it's still unclear how salaries will change and whether they will decrease due to the innovations, the employees are in a stressful situation. Disagreements between departments have begun, some employees have left. To implement the plans, it was decided to hire a payroll accountant without career growth to service the sales department.

Based on the description of the situation in company N, make up the requirements for the positions: head of sales and payroll accountant.

CERTIFIED PUBLIC ACCOUNTANT	HEAD OF SALES
WAGES	
General requirements x competence of the applicant	
Professional/qualification requirements	



Personality traits	
Special requirements	

### Assignment 3.

Analyze the most frequent job openings at your company or in your division. What selection tools are used in your company now, and which would you recommend using in the future as a result of the course material? Why?

The most common opening vacancies in my division	Selection tools staff, currently in use	Selection tools personnel who It is appropriate to use in the the future



#### Assignment 4.

Try to determine the requirements for the \_\_\_\_\_ initial and \_\_\_\_\_ secondary selection for the planned vacancies in your unit.

Name and brief description of the police	
Requirements for the primary selection (not more than 5 most essential requirements for applicants )	
Secondary selection requirements (those qualities of the job seeker, which you yourself must evaluate during the interview)	

#### Task 5.

Determine for yourself, what \_\_\_\_\_ allows you to determine a secretary applicant's response to the following questions.

Question	
A visitor came to negotiate 15 minutes earlier than scheduled time. What do you do?	
One of your tasks is to filter incoming _____ calls _____ to _____ to supervisor. Describe, how You will do it	
At the same time, your supervisor and his _____ deputy _____ request _____ o several actions included in the Your responsibilities. Parallel to their it is impossible to do, but both ask	

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make them as possible as quickly as possible. What do you do?	
You are asked to perform actions that do not entering в You know that no one will be able to do the job right now. Your actions.	
Three phone avonka avouchat at the same time. What do you do?	
Your supervisor should be in In Amsterdam in a week, and a visa to Holland is done within 21 days. What do you do?	

### Task 6.

During the interview with the applicant and according to the results of the test

Your HR manager briefly described the job seeker portrait as follows:

Motivation of the applicant	Ideal team dgia the job seeker	What an employee should be in this position: the vision of the applicant	What a leader should be: an opinion Applicant
<ul style="list-style-type: none"> <li>• desire</li> <li>• competition</li> <li>• remuneration</li> </ul>	<ul style="list-style-type: none"> <li>• credibility</li> </ul>	<ul style="list-style-type: none"> <li>• mobile</li> <li>• Creative</li> <li>• flexible</li> </ul>	<ul style="list-style-type: none"> <li>• operative</li> <li>• democratic</li> <li>• knows how to set goals</li> <li>• trusts</li> </ul>

What kinds of activities, и features corporate In your  
opinion, does this description correspond to the corporate culture?

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## SECTION 2. MODERN NR-STRATEGIES IN ATTRACTING AND RECRUITING PERSONNEL

**Assignment 7:** Determine for yourself what the word "Attractive Employer" means to you. Try to formulate why exactly these factors are attractive to you today.

Characteristics of the company-attractive employer	Why ato so?

### Task 8.

Try to predict what is attractive in your company as an employer for one of your Bawix subordinates or colleagues. Discuss with him/her how close to the truth your prediction is; if you are wrong, clarify what factors are significant for your subordinate.

Characteristics of the company-an attractive employer for my subordinate is my assumption	Characteristics of the company-attractive employer as judged by my colleague/subordinate




### Task 9.

Analyze exactly which workers you could offer more flexible working conditions in your unit. How could you do this so that other workers do not feel unfairly treated by their colleagues?

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## MBA Start Program

*Module "Research Methods in the Forest*

Topic: "Quantitative Research.  
Using statistical tools."

Workbook

### Case BSP (Big Ambulance).

*Semyon Embayev, a recent graduate of the Stanvard Business School and newly appointed director of VSP, arrived at his workplace on Saturday, September 6, 2003. He had a lot to think about in relative silence: the company he had run since July was showing rather disappointing results. However, even those very modest sales, which had been achieved through blood and sweat (after all, the company's main activity was the provision of emergency medical services - hereinafter referred to as ER), were literally on the verge of collapse.*

The company BSP was created to provide services to the insured by a whole group of different insurance companies in 1992. As a result of a succession of changes of shareholders, the company became a 100% subsidiary of Big Insurance Company (hereinafter - BSStrakh). During incomplete 11 years BSP has formed 3 main lines of activity: SMI, assistance to traveling abroad (B3P) and roadside assistance (AP).

By the turn of the millennium, BSStrakh was the main tient, a company steadily ranked among the five most fragile insurance companies. BSStrakh's police force as the main consumer of services and sole shareholder left plenty of opportunities to put pressure on BSP. By Semyon's calculations, during the company's existence, he was 11th director. The fact that one of our directors lasted three years and the other two and a half years left eight of them with five years. For all of them; that is, on average... About seven months. "So there's still five months. But what to do?"

The AP was not of particular concern - it was only because of its rapid growth. BSStrakh, implementing its strategy of attracting upper-middle class clients, has recently begun to offer a number of services aimed specifically at this market segment; at the same time, the AP load was growing literally like a snowball - from 100 hits in April 2003 to 300 in September.

B3P \*s\* tokyhye arenii Semen is an interesting and useful segment. With its pronounced seasonality, B3P almost inevitably compensated for the dip in the company's revenues resulting from the decline in SMP turnover. Semyon believed that the combination of the three biannets gives the company a fairly significant advantage - firstly, due to the comprehensiveness of services (one-stop shopping), and secondly, due to the maintenance of current liquidity. The need to maintain the latter, however, could only be talked about hypothetically: BSStrakh, being a large enough company, was ready to maintain the short-term liquidity of the BSP at any time.

Semyon was most concerned about the ambulance.

Traditionally, ambulance workers (both private and public) prefer a daily schedule. However, the distribution of calls by time of day is very uneven: the "rush hour" starts at 8 am; the number of calls increases, reaching a maximum around 10-10:30. Then it decreases slightly; the second peak is around 8 p.m. Then (at 10:23 p.m.) the number drops off fairly quickly, reaching zero around 3 to 4 p.m. Since the Labor Code requires an increase in wages at night (from 23 to 7), many SMP companies raised the cost of wages at that time.

The SMP as a business emerged in the early 1990s. From the moment of its emergence, private ambulance was a success and literally rested on a cushion of very high prices; however, in 2001 and especially - in 2002-2003, a number of new, still little-known companies appeared. As a rule, such companies had 2-3 cars, often not new, and, as usual, a keen desire to dump prices in order to attract customers (they had no other way to diversify). The worst thing was that one of such companies was created by the former director of BSP Gusev, the one who had lasted 3 years, i.e. had both experience and a wide circle of contacts. With his departure, BSP lost about 80% of "third-party" (i.e., not from BSStrakh) SMP calls.

BSP's "ambulance" assistance was established before Gusev's arrival; the latter, however, managed to raise it to a new level. In 2001, the Miesen plant in Germany purchased six Volkswagen T4-based vehicles with 57 kW diesel engines. The cars were equipped with everything they needed - up to and including air conditioning - and were among the best SMP vehicles in the capital. Some of Semyon's displeasure was their cost - \$86,000 each (had they been bought in Russia, it would have been no more than fifty, Semyon thought), and the fact that they had been purchased on credit. Despite the fact that the loan was from a friendly bank, the need to pay the interest due (about

The \$10,000 per quarter) and especially the annual repayment amount (\$80,000) were, figuratively speaking, a sword of Damocles. For a company with an annual turnover of just over a million and a half dollars, the amounts were very substantial. Moreover, the loan was denominated in dollars, and even minor fluctuations in the exchange rate caused considerable variation in the company's profits.

The departure of charismatic leader Gusev took the company by surprise - about Sixty people and the SMP units. The best drivers, the most efficient paramedics, the most competent doctors. Elena Sherwneva, a candidate of medical sciences and a graduate of the Main Financial Academy, was appointed director and faced an enormous shortage of personnel. She had to make enormous - and very successful - efforts to keep the company from collapsing in the face of plummeting revenues and a shortage of competent specialists. However, as Ombiayev now understood, in the process of negotiating transfer prices, Sherwneva overstepped the limits of "acceptable defense" and was replaced by him. (To be fair, Sherwneva was interested only in SMP; AP and B3P were essentially abandoned to their fate - which, however, is quite understandable in the circumstances).

There were enough people willing to "push" the suddenly weakened BSP. Competitors - including the Ameriseive company founded by Fusev - did not doze off, spreading rumors about the pre-bankruptcy state, the lack of personnel, and the shortage of basic medicines. The rumors had absolutely no basis in fact, but the appeals from outside companies continued to decline.

"But what's the point of thinking about everything at once?" Semyon decided to deal first of all with increasing the operational efficiency of the ambulance service. There was plenty of data (thank God no one of us "statistics lobbyists" had guessed it). "consolidate," rejoiced Semyon); the only question was how to use them.

Note.

The data for the case is in the Materials folder in the file BSP.xlsx

Questions:

1. Check if the average load is different for each day of the week  
What are the statistics of the anachymen?

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2. Suggest ways to improve ambulance crew utilization.

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Additional questions and video lectures

- How good is the aggregate data?

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- What conclusions can we draw from them?

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- What is the seasonality, and how does it affect business operations?

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- How can you turn accidents, if not to your advantage, then not to your detriment?

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Noscov  
Business School

## STAP MBA Program

### *General Marketing Module*

Topic: "Finding "Your" Customer. Managing the relationship with the consumer".

## WORKBOOK





**Assignment 1.** What are the main mistakes that are made in the formation of sales channels?

**Assignment 2.** What is a market segment? Give a definition and justify it.

## Workbook

## SECTION 2. TYPES AND MODEL OF PURCHASING BEHAVIOR

**Assignment 3:** A person who buys a computer may not know what its technical features such as "RAM memory 32 Mbytes." "monitor resolution", "hard drive capacity". Such details mean nothing to the buyer until he himself understands them.

Identify the consumer behavior described here. Justify your choice.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

**Assignment 4.** Outline 7 questions that a company must answer to build a model of purchasing behavior

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SECTION 3. CONSUMER VALUES

Assignment 5. At an example of your company Identify consumer characteristics of the product (service)

Characteristics	Features	Benefits	Benefits	Proof
Consumer  (Price, reliability, simplicity, quality, design etc.)	What features stamps best way reflect these features	What benefits (favor) provides consumer using goods	What are the choices you can derive from features and benefits products for consumers	The argument for evidence

SECTION 4. SELECTING KEY CUSTOMERS

Assignment 6. State the basic steps for identifying key customers.



## SECTION 5. CUSTOMER RELATIONSHIP MANAGEMENT: BUILDING LOYALTY

**Task 7.** Based on the above criteria, conduct an assessment of your company's customer loyalty. Draw conclusions and make recommendations based on the results of the assessment.

Measurement and analysis of customer loyalty to the company

Characteristics	Yes (5)	Often (4)	50/50 (3)	Someti mes (2)	No (1)
1. Internal support and capabilities					
Do you have the support of a higher authority?					
Does your key account team have the ability to clients with authority?					
Do functional units?					
Whether working with KK is accepted as an approved business - process?					
2. Dynamics team By work with key customers					
Team members have goals, work plans, and metrics output efficiency					
Communications with key customers are fine-tuned					
Proven intra-company communications between units					
Employees have the necessary skills to work with key customers					
3. customer relations					
You clearly know the information about the client and the key decision makers					
You share the client's values and know what technology he uses in his work					
There are joint goals with key clients, planning and information					
There are joint processes or projects with key clients					
4. Key supplier status					
Are you considered a key supplier by the key clients					
Your status is growing					
The client gives you a significant position, and you confirm					
The range and quality of products (services) are satisfactory client					

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

## MBA Start Program

### *Module "Tracking Methods in the Business".*

### Topic: "Making Rational and Creative Decisions"



## SECTION 2. MAKING DECISIONS UNDER UNCERTAINTY

### Task 1.

The situation. In the 1950s Switzerland was practically a monopolist in the world market for watches. In order to maintain its competitive edge, Swiss businessmen, who determined the business policy of watchmaking firms, decided to prohibit the export of equipment for the production of watches to other countries.

*Volros. Do you think their decision is the right one, provided you have information about the dynamics of demand in the global watch market to date?*

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### Task 2.

Situation: You are a marine loss adjuster. You are

We need to minimize the possibility of losing the cargo of the three barges that sank off the coast of Alaska yesterday. Each of them is carrying cargo



valued at \$200,000, which would be ruined if not picked up within 72 hours.

The owner of a local wreck salvage company offers two options that will cost you the same amount of money:

1) to salvage the cargo of one of the three barges worth \$200,000.

2) The cargo of all three barges with a total value of \$600,000 (one chance in three) is saved, but that leaves two chances that nothing can be saved at all.

*Volros. Which of these options would you choose? Justify your answer.*

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The owner of another local wreck salvage company also offers two options that will cost you the same amount of money:

1) to lose the cargo of two barges out of three for a total of \$400,000.

2) lose the cargo of all three barges totaling \$600,000 (two chances out of three), leaving one chance in three that you lose nothing.

The cargo of all three barges with a total value of \$600,000 (one chance in three) is saved, but that leaves two chances that nothing can be saved at all.

*Volros. Which of these options would you choose? Justify your answer.*

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### Assignment 3.

Situation. The question of buying a passenger car is being decided. Each object can be evaluated according to many quality indicators. For a passenger car, such criteria could be:

- gasoline consumption per 100 km of travel (average);
- reliability (average repair cost per year);
- The speed of 100 km / h after the start of driving; the maximum speed to be reached;
- how long the interior temperature remains positive when the outside temperature is low and the engine is off;



- weight, etc.

Volros. *Is it possible to put the scores on these indicators together?*

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### SECTION 3. RATIONAL DECISION-MAKING TECHNIQUES

**Assignment 4:** Think of a situation that would require the use of the Equivalent Exchange Method. Formulate a problem and four possible alternatives. Apply the Equivalent Exchange Method, reducing the number of possible alternatives to two.

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## SECTION 4. CREATIVITY TECHNIQUES

**Assignment 5.** Think of a situation that would require the use of Disney's "thinking chairs" method. Formulate a problem and a possible solution. Apply Disney's method of "thinking chairs" to analyze the solution from the perspective of the dreamer, the critic, and the realist.

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The MBA program STAY

MOdu'l "GENERAL MARKETING"

The topic "The life cycle and product positioning.  
Product Portfolio (Product)

WORKBOOK

## SECTION 1. TOBAP: CONCEPT, FORM, CHARACTERISTICS

**Assignment 1.** How would you classify the goods offered by a restaurant: as durable goods or as services? Why?

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**Task 2.** Recently many American and European automobile manufacturers have been trying to reposition many of their brands. Thinking about examples of such repositioning, describe how this or that brand moved into the upper (or lower) segment of the market. How easy was it for the manufacturing companies to reposition their brands? What more could they have done to change how customers view their cars?

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**Assignment 3.** Why do most people prefer branded goods to nonbranded ones? Justify your arguments.

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## SECTION 2. RELATED SERVICES

**Assignment 4.** Think back to an expensive product (service) you recently purchased. What types of related services did you notice during the purchase?

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## SECTION 3. TOBAPOB LIFE CYCLE AND MARKETS

**Assignment 5.** Less than one-third of new product ideas reach the customer. This low percentage conflicts with the philosophy of the marketing concept "find a need and meet it"? Justify why.

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**Task 6.** Recent studies have suggested that consumption of oatmeal, especially with the addition of oatmeal, lowers cholesterol levels. Explain what effect this healing property might have on the life cycle of oatmeal and oat-based products.

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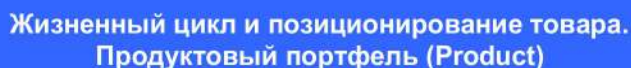
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## KEYS about "Revlon "

*Revlon sells its products - cosmetics, toiletries and perfumes - all over the world. This company is a leader in the moderately priced sector of the perfume market. In fact, Revlon perfumes are just a carefully selected blend of beautifully scented oils and chemicals. But the company knows very well that, it sells not just bubbles of incense, but the miracle that these fragrances will create with the women who buy them.*

*In reality, perfumes come from "perfume houses" in large, unremarkable drums. And although the cost of a bottle of perfume priced at 100 pounds may not exceed seven, for the consumer spirits are something much more than just an inexpensive fragrance mixture.*

*The allure of perfume depends not only on the ingredients, but also on so many other things. In fact, scent may be the last thing people think about.*

*Revlon began by gathering women's impressions of themselves, then developed and tested a new perfume concept to match women's changing life values, desires and lifestyles. Having discovered a promising concept, Revlon creates a bouquet of fragrance and gives it a name that reflects the basic idea. For example, research conducted by the company in the early '70s showed that women then had a desire to compete more with men and aspired to find their own individuality. So for women in the '70s, the company created Charlie, the firstborn among the lifestyle-defining perfumes. Thousands of women embraced Charlie as a bold symbol of independence, so the perfume quickly became one of the world's best-selling brands.*

*Studies conducted in the late 1970s testified to a new shift in women's priorities - "women had already passed over the idea of equality to which Charlie's perfume appealed. Now they are hungry for feminism." Now*

*They wanted subtle, not shocking fragrances. With that in mind, Revlon changed Charlie's stance: the perfume still proclaimed "independent lifestyle," but now it was joined by an elusive touch of "femininity and romance." In addition, for the women of the 80's the company released new*

*Jont'ue, whose main emphasis was precisely on romanticism.*

*Revlon still continues to refine the Charlie position: now the target is the woman of our time who is "able to do everything, but smart enough to understand exactly what she wants to do in reality". That's how, thanks to numerous but imperceptible adjustments of the position, Charlie for almost 20 years remains one of the best-selling perfumes on the mass perfumery market.*

*The name of the perfume is one of the most important properties of the product. With such brands as Charlie, Fleurs de Jontue, Ciara, Scoundrel, Guess and*

*Unforgettable Revlon creates images that support the market position of each brand. Competitors offer perfumes with such names as Obsession, Passion, Uninhibited, Oriit, Joy, White Linen and Eternity. The names themselves suggest that these perfumes give the wearer more than just a fragrance. Oscar de la Renta's Ruffles perfume began with a name chosen because it creates an image of a capricious, young, dazzling and feminine beauty - just the thing for a market where the consumers are young, stylish women. And only then was the scent chosen to match the name of the product and its position.*

*In addition, Revlon has to pay a lot of attention to the packaging of its perfumes, because for customers the bottle and the box are the most tangible symbols of the perfume and its image. The bottle should be convenient, easy to open and, moreover, it should look favorably on the store shelf. And most importantly, it should support the concept and image of the perfume.*

*So when a woman buys perfume, she buys much, much more than a bottle of perfumed liquid. The image of the perfume, the hidden promises, the fragrance, the name and packaging, the manufacturing company and even the store where it is sold, all become part of the whole perfume product. By selling perfume, Revlon sells more than just material goods; it sells lifestyle, self-expression and uniqueness; achievement, success and position; femininity, romance, passion and fantasy; memories, hopes and dreams.*

#### Questions:

1. The main quality of the product in this case is the name of the perfume. How can Revlon decide on an appropriate brand name for its perfumes?

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2. What are the key decisions that Revlon marketing managers make during the process of creating a new brand?

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3. Revlon distributes its perfumes all over the world. What problems must be solved when entering foreign markets?

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## MBA Start Program

### *Human Resource Management module*

### Theme "Adaptation of personnel"

## WORKBOOK



## Section 1: The role of adaptation in a company's human resources system

### Assignment 1

What is the purpose of implementing staff adaptation programs? Describe it in your own words.

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### Assignment 2

Describe the characteristics of employee adaptation in a company at the stage of intensive growth.

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## Section 5: Assessing the Effectiveness of Adaptation Processes

### Assignment 3

List the methods for auditing the adaptation system.

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#### Задание 4

How can we conclude that this organization's adaptation system is not working?

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#### Assignment 5

Complete a practical assignment that will help you to analyze the adaptation system in your organization.

Who is responsible for the adaptation process of a new employee in your company?

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Who is responsible for the adaptation process of an employee in a new position?

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How do you prepare for the arrival of a new employee?

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What criteria do you use as the head of the department to make a decision about appointing a mentor for a new employee?

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Who, how and when summarizes the work of a new employee during the probationary period?

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How is the effectiveness of the adaptation measures evaluated by whom?

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How are new employee onboarding functions divided between human resources, the manager, and mentors?

Personnel Service Functions	Functions of a new employee's supervisor	Functions of the mentor (if there is one)

In your opinion, how should the functions of adaptation of new employees be divided between the personnel management service, managers, and mentors in an ideal situation?

Service Functions staff	Functions of a new employee's supervisor	Functions of the mentor (if there is one)




Outline an action plan to improve the effectiveness of your organization's adaptation system.

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STAI MBA Program

Module "GENERAL MARKETING" MODULE

Theme "Pricing"

WORKBOOK



## SECTION 1. PRICE. FACTORS AND STAGES OF PRICING

**Task 1.** Owning and using a certain "low-cost" commodity that requires some energy and high operating costs can cost much more than owning and using a commodity that sells for a higher price.

Describe how manufacturers can use this information in establishing

"real value of the product" to achieve a competitive advantage in pricing and sales promotion of their products.

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**Task 2.** When making pricing decisions, companies must take into account both internal firm factors and external environment factors. Malaysia's Proton Saga is a relatively new company in the automotive industry. It seeks to position itself as a manufacturer of products for the general public, for which it maintains low production costs and low prices for its vehicles.

What pricing method does this manufacturer use? Is this approach appropriate when considering the key factors the company must consider when pricing its products? Justify your answer.

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**Assignment 3.** A high-tech pharmaceutical company called Genetech has developed a drug designed to treat blood clots called TPA that relieves heart attacks. Using TPA keeps people alive, reduces hospital stays, and improves cardiovascular function. The drug had a starting price of \$2,200 per package.

What pricing method did the company use? Is demand for this drug elastic?

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**Assignment 4.** Choose a cosmetic product that you use regularly (shampoo, cream, shaving foam, etc.). What is the price of this product? What are its benefits? Does the price reflect these benefits? Does the price mean good quality? Do you think the manufacturer is undervaluing or overvaluing this product? What is the best approach to pricing this product?

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## SECTION 2. PRICING STRATEGIES

**Assignment 5.** Determine which strategy - skimming or solid market penetration - is appropriate for the following situations:

- (a) Procter & Gamble's new Ariel Future laundry detergent;
- (b) Reebok's new athletic shoes;
- (c) American Dieter, which opened a new restaurant right across the street from McDonald's in the mall.

Why are these strategies right for these companies?

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**Assignment 6.** A leading brand of air freshener costs \$2.50 (150 ml bottle). A competitor has introduced a similar air freshener at \$1.99 for a 300 ml bottle, which has become the No. 1 brand.

What are the psychological aspects of this pricing strategy?

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**Assignment 7:** The chemical formula for bleach containing chlorine is essentially identical for all brands. Clorox has assigned premium mark-ups to this product and is still the undefeated leader in some markets. Explain what inference follows from this about the meaning of the brand name. Analyze the ethical issues raised by the use of this pricing strategy.

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**Assignment 8.** A Bodum coffee maker is sold in a London department store for under £20. Tang's department store in Singapore sells it for £80. What justifies this difference in prices? Name the goods that follow the same pattern of international pricing.

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**Task 9.** Manufacturers of clothing, confectionery, tableware, and other consumer goods often face the problem of by-products of production: defective goods whose quality is not ideal and which do not meet the requirements of retailers or consumers. However, there is also a market for such defective goods.

What pricing strategy should be used for such goods?

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**Assignment 10.** Visit your local department store or grocery store. Examine several product categories. Note the sizes and prices within the product categories.

Determine if the package sizes (weight per package or number of items contained) of different brands are comparable. Find examples where the manufacturer made the package smaller in order to (a) lower the price and (6) raise the price. Are there examples where (a) a surcharge is taken for a larger quantity and

(6) do they discount for larger quantities? Why have manufacturers chosen these strategies? Are they effective? When will they be effective?

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**Assignment 11.** You are probably familiar with seasonal sales held at the same time of year. Examples would be a "summer sale," "Christmas sale," "New Year's sale. Why do retailers hold these sales every year? Maybe it's more efficient to hold sales outside of traditional times to differentiate yourself from the competition? Why? How effective are discount and offset pricing strategies in general?

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### CASE

The Times' price cut from 45p to 30p in July 1993 shook the UK's mainstream newspaper industry. The News International, owned by Rupert Murdoch and publishing The Times with a circulation of 360,000 copies, declared war on other dailies: The Daily Telegraph (circulation 1.017 million copies), the Guardian (circulation 403 thousand copies), the Inderdeint (336 thousand copies) and the Financial Times (288 thousand copies). This was not the first time News I nteratoinal (NI) had waged a price war. NI, which owns five national publications in Great Britain as well as many foreign publications, had already once reduced the price of the Sun, a small-format newspaper, from 25 to 20 pence.

This move confirmed the Sun's lead and increased its circulation from 3.43 million to 4.1 million copies a year. During the same period, sales of the Sun's main competitor, the Daily Mirror, dropped from 2.67 million to 2.5 million copies. Readers are very attached to their favorite daily newspapers, and



Many of the authors believed that a different political orientation of the authoritative Gaayet makes them not sensitive to changes in u,âí. But the NI company thought quite differently. Gus Fisher, the company's executive director, said: "It's quite obvious that our aim is to increase the circulation of The Times to the level of the Telegraph and beyond.

But it soon turned out that NI was right. By April 1994 circulation of The Times had reached 478,000 copies, while most other newspapers had fallen: the Telegraph to 999,000 copies, the Guardian to 397,000 and Independent to 271,000. The Guardian, a left-wing political orientation, and the Telegraph, a right-wing orientation, were not at all affected by this; but the sales of the Guardian, which was increased to 50 pence in response to the decrease in the price of The Times, dropped by 20%. The sales of the medium-circulation dailies (Today, Daily Express and Daily Mail) have stabilized, and the Sun and The Times are no longer affected by the drop in their prices.

Before the decline of u.n., the major publications fought the market in other ways. In the 1980s, their strategy for improving the product was to add new columns. As one man said: "Every year the market for dailies was shrinking. We paid too much attention to sales promotion, and it gave our customers a chance. We hoped that the high volume of articles would attract our readers more. But for the reader, "more" is not the same as "better. Expanding the family of trade marks (aka apps z Gaetas) increased only retama revenues, not the appeal of the Gaetas to readers. In offering "high quality and effectiveness" to the readers, the publishers paid no attention to circulation data. Attracting new readers did not make readers happier. The increase in the number of pages led to a rise in paper costs, and readers were annoyed that they could not read a newspaper in one sitting. Before the drop in the price, the Times' readership was in decline, but the real extent of that decline only became known later. An analysis by Taylor Nelson AGB Mediaspan found that the publication loses or gains at least 20% of its "committed readers" every year, which doesn't include those who read the paper now and then, but those who "always read a certain edition". Floclé





The Times had far fewer readers. While the number of its regular readers increased by two-thirds in 1993, by 1994 there were already one-third fewer of them. A later analysis using the RSGB method in May 1994 showed that about half of the readers of any major newspaper are "stable" (medium to high adherence to the publication) and the rest are "unstable" (reading newspapers infrequently and changing them frequently). This analysis also revealed that The Times has fewer "steady" readers than other publications.

After The Times dropped in price, major publishers had to fight fiercely for their customers. The Telegraph offered free books to people who collected a certain number of coupons from the newspaper. Independent, which was having financial difficulties, organized an advertising contest, the winner of which was paid a prize equal to his income tax. But Independent's declining circulation was taking its toll and the publisher's finances were exhausted. When a newspaper's circulation drops, its two main types of income decrease: income from advertising and income from sales. The lower the readership, the lower the advertising quotient of the newspaper. The newspaper Independent was the newest and most financially weak of all the major publications. It was founded by the brilliant entrepreneur and editor William Smith, the largest shareholders were the Italian newspaper La Repubblica and the Spanish El Pais, which were also not particularly wealthy. After an initially successful assault on the market, the publisher made the mistake of spending a lot of money to promote a Sunday newspaper, the Independent on Sunday, and in addition failed to take over another Sunday edition, the Observer.

To survive in this "circulation war," Independent needed money. Oddly enough, a newspaper facing a price war had three potential partners willing to cooperate with it. They were Irishman Tony O'Reilly, chairman of Heinz, Canadian Conrad Black, owner of Independent Newspapers, owner of Telegraph, and Newspaper Publishing, the publisher of the Daily Mirror. After assuring the board of Independent that the paper would have editorial independence, Newspaper Publishing bought the paper, and the war continued.

After the first price cut on The Times, Conrad Black kept the price on the Telegraph unchanged for 8 months, and on June 22, 1994, he reduced it from



48 to 3

" which matched the price of The Times. In turn, The Times in determined not to miss out on 150,000 new readers, it quickly responded by reducing the price to 20 pence two days later. On the same day Whittam Smith put his editorial on the front page of Independent, accusing The Times of setting predatory prices. "Two right-wing ideologues, Rupert Murdoch and Conrad Black, are intent on destroying the market for reputable publications," he resented. NI was believed to be losing £45 million from the initial price cut on The Times and Sun. The lost profits from The Times were estimated at £17 million. An additional price cut to 20p would have resulted in a cost of £12 million a year at the current retailer rate of 17p per copy and a printing service cost of 13p per copy. Shareholders were also unhappy with Telegraph's actions: the total market value of the publishing house fell by 800 million pounds, the stock value fell by 200 million pounds. Financial circles were particularly outraged that Conrad Black's Hollinger Group had sold 12.5 million shares in less than a month before the price drop, raising £73 million for them. In August 1994, the newspaper Independent gave up and lowered the price. By that time sales were as follows: Telegraph - 1.010 million copies, The Times - 510,000, the Guardian - 400,000, Independent - 280,000. After a trial price cut to 45p and later to 40p, the Independent reduced the price to 30p, exceeding financial expectations. Publisher NI stressed that this price would not remain constant, as it would incur a cost of 14 million pounds a year. "It seems to us that the first-class quality that Independent is aiming for will provide a premium on the price in the long run," the board of the paper said.



## Case

assignments:

### Assignment 1.

What effect did the price war have on the sales volume of publications (number of copies sold) and on the sales value (newspaper sales revenue) of competing publishers?

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### Task 2.

What did The Times want to achieve by starting such a costly price war?

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### Assignment 3.

Why did The Times' competitors follow suit?

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Assignment 4.

When is it profitable for a company to set prices below the industry average?

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Task 5.

B which industries industries more often most used  
price competition?

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Task 6.

Should the government intervene and prevent aggressive price wars?

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## MBA Start Program

### *Human Resource Management module*

The topic "Evaluation and Assessment of Personnel. Personnel performance management".

WORKBOOK



## SECTION 1. PERSONNEL EVALUATION AS A MANAGEMENT TOOL

**Assignment 1.** Why is personnel appraisal an essential tool in some business organizations and not used at all in others? Explain.

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**Assignment 2.** What are the differences between the assessment of current personnel in an organization and the assessment of candidates for employment?

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**Assignment 3:** What is an audit of human resources? What is the purpose of an audit?

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**Task 4.** What is the difference between the Expert Assessment Center (EAC) technology and other personnel assessment technologies? What is it used for?

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Task 5. How can appraisal serve to motivate employees?

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## SECTION 2. PERSONNEL EVALUATION TECHNIQUES

Task 6: What steps should be taken when selecting technology and specific methods of personnel assessment?

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Assignment 7. What indicators can be evaluated?

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Assignment 8: What determines the choice of indicators for evaluation?

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Assignment 9.  
effectively  
management technology by objectives?

In which organizations most  
use

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Task 10. What is the main idea of the system of key performance indicators  
as a method of management?

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### SECTION 3. PERSONNEL ASSESSMENT METHODS

Task 11. What are the 4 categories of employees' role (job) positions in terms of nx  
performance evaluation?

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Assignment 12. Explain the principle of reasonable sufficiency of the number of  
performance evaluation criteria. What number can be considered optimal? Which  
criteria are necessary?

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**Task 13.** Why should you use not only achieved indicators, but also their dynamics over time when evaluating performance?

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**Assignment 14.** What rules should be followed when developing tests and tasks?

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**Assignment 15.** What is the difference between cases and tests and problems?

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## SECTION 4. PLANNING AND ORGANIZATION OF PERSONNEL EVALUATION

**Assignment 16.** List \_\_\_\_\_ and explain the criteria for the effectiveness of personnel evaluation \_\_\_\_\_ in the company.

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**Assignment 17.** Why \_\_\_\_\_ After conducting a personnel evaluation at hompanp decisions need to be made on the implementation of the nx?

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**Assignment 18.** Formulate and explain the main criterion for the proper setting of personnel evaluation goals.

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**Assignment 19.** What are the procedural and documentary support for personnel evaluation? What documents are needed?

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**Task 20.** In what cases is it necessary to provide employees with Which evaluations require "feedback," and which do they not? Explain your answer.

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## Case: Personnel Assessment at Blue Buffalo



### Information about the company

The company Sinpy Boulevard (city of Onsk) specializes in the design and installation of temporary structures (pavilions, stands, podiums, etc.) and elements of advertising. It serves festivals, exhibitions, sports and other events. In addition, special orders for the design of shop windows, summer cafes, interior equipment of commercial sites are carried out.

The company has been operating on the market for over 10 years and has the main market share in its sector in Ensk and Ensk region (over 1 million inhabitants). Due to the activation of the economy, the number and volume of orders of the company has increased significantly, in connection with which the staff number of the company has increased by 2.5 times, and now it consists of over 120 people.

The sole owner of the company is its General Director.

The organizational structure of the company is not clear-cut. The following structural units can be distinguished:

- Marketing and sales: search and attraction of clients, PR and advertising of the company (about 20 people);
- Project implementation department (the department includes: project managers, designers, designers, purchasing managers, installers, drivers, warehouse employees, etc.) (over 90 people);
- The following departments and positions: HR manager, accounting department, and lorists (10 people).



## How the evaluation was conducted

Recently the company has been experiencing more and more failures in project work. Customers are increasingly expressing dissatisfaction, some of them have gone to a competitor.

Due to the fact that with the growth of the company, the CEO no longer has the opportunity to see the work of each employee, he decided to conduct an annual staff evaluation procedure in the company. This year the first evaluation took place.

The main goal of the evaluation was *to assess the effectiveness of employees' work in order to then improve the effectiveness of each person through training, as well as to build a transparent system of motivation*. Dismissals were not planned: the CEO decided that if a person cannot cope with his duties, he should not be fired, but an adequate place in the company should be found for him.

HR-manager (woman, 27 years old, educator-psychologist by education, 1.5 years of work experience in the field of personnel management; special training in this area - several trainings) was appointed responsible for the evaluation. She works alone: there is no HR department and assistants.

The evaluation was conducted by annotation: employees evaluated their own work and the work of their colleagues, and managers, in addition, evaluated their subordinates. The context of the evaluated persons: all company staff, except for workers; 80 people in total. The appraisal sheet and questionnaire are given in appendices 1 and 2.

At the insistence of the employees themselves, who insisted that they "weren't going to write anonymously," all the questionnaires were signed.

The evaluation resulted in very general answers to all questions on the questionnaires (e.g., *"I fully cope with the responsibilities assigned to me"*). In addition, practically all employees received as a result of the evaluation "outstanding personalities."

The General Manager categorically disagreed with these results and the results were annulled. The CEO unanimously decided to raise the salaries of several employees on a voluntary basis, regardless of the results of the evaluation.



## Assignment

- I. Identify the main reasons for the failure of personnel evaluations at Blue Buffalo.
- II. Suppose you are an HR manager at Blue Buffalo and you need to reevaluate your staff next year. What actions would you take?

### **Answer the following questions to complete the assignment:**

- 1) Given the background and the current situation, how appropriate is it to start solving the company's problems with the assessment of personnel? What other actions should be taken?
- 2) How clear and constructive are the goals of the evaluation?
- 3) How well does the Blue Buffalo event meet the criteria for an effective personnel evaluation system?
- 4) How would you characterize the evaluation technology used at Blue Buffalo? What technology should have been used? Why?
- 5) Why did the company's employees and managers treat the evaluation so formally? What actions by the evaluators could have avoided the formalism?
- 6) Give your assessment of the methods used (Appendices 1 and 2). How do they meet and how do they fail to meet the assessment objectives?
- 7) How should the format and content of both questionnaires have been changed?
- 8) How might the results and consequences of last year's personnel evaluation affect next year's evaluation? What needs to be done to make the second attempt a success?



Blue Buffalo Company scorecard (for evaluating executives  
subordinates and peer evaluations of each other)

## Attestation

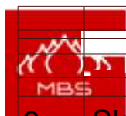
Division: \_\_\_\_\_  
The name and title of the person being evaluated: \_\_\_\_\_

The questionnaire was filled out: \_\_\_\_\_  
Date: \_\_\_\_\_

Evaluate the *employee according to* the following *criteria*:

1. How satisfied are you with the performance of the appraiser (underline as appropriate)  
Satisfied Not  
satisfied  
Results exceeded expectations
2. What specific results of the performance of the appraiser and why would you emphasize? (Both positive and negative).
3. What tasks, assignments \_\_\_\_\_ does the appraiser handle easily, quickly, and well? Why do you think so?
4. What work \_\_\_\_\_ performed by \_\_\_\_\_ c Difficulties? \_\_\_\_\_ How Do you think, **Why?**
5. What tasks, and for what reasons, is it better not to entrust the applicant with them?
6. In what position do you think using this employee would be most effective?
7. What does he need to learn in order to perform better? What topics must be taught this year?
8. Do you have any difficulties in communicating with the evaluator? What kind and how do you overcome them?
9. Does the behavior of the person being evaluated affect the overall "climate" in the department? If so, how? How does it affect the work of the department?
10. Please evaluate the following criteria by entering the appropriate comments in the right-hand column opposite each question (please provide detailed answers).

1.	Ability _____ organize _____ own labor, independence in work.	
2.	Ability to take responsibility in decisions on production issues.	
3.	Hard work and efficiency.	
4.	Quality of work results.	
5.	Professional _____ literacy drafting documents.	
6.	Speed of assignments.	
7.	Degree of initiative (waiting for reminders or actively "promoting" the issue himself).	
8.	Ability _____ find _____ original solutions to problems that arise.	



9.	Skill of proving, in a reasoned way, one's point of view.	Appendix 1
10.	The ability to quickly and clearly articulate the essence of the problem.	
11.	Ability to perceive position interlocutor, find mutually acceptable solutions.	
12.	Ability to negotiate and cooperate constructively with outside organizations.	
13.	Objectivity of peer evaluation.	
14.	Attitude toward criticism from the outside.	
15.	Self-criticism in evaluating one's actions AND POST PCs.	
16.	Resistance к stress situations, the ability to solve tasks in crisis situations.	
17.	Aspiration к to improve the professional level (В What expressed?).	
18.	Style of behavior (with colleagues, employees of other departments in the Company, customers): Friendliness, composure and tactfulness in all circumstances, friendliness, a disposing manner of communication.	
19.	Company Loyalty.	
20.	Willingness to help colleagues.	
21.	Culture of speech.	
22.	Appearance: neat, trim.	

11. What tasks do you set for the current year?

(Indicate what the employee needs to change in his or her behavior, attitude toward work and colleagues, what he or she needs to learn and in what time frame, and what new tasks he or she needs to perform.

to be performed-).

12. What more Do you would like to inform o this employee, or recommend him or her?



## Questionnaire

Surname, first name, patronymic \_\_\_\_\_

Division: \_\_\_\_\_

Date: \_\_\_\_\_

1. Make a report on your accomplishments this year.

(Indicate the specific results of the work done, the reasons that influenced the result (any: related to the availability of knowledge, experience, amount of work, number of tasks, etc.). Which of the results are most important to you?)

2. How satisfied are you \_\_\_\_\_ satisfied with your work for the year (underline as appropriate).

Satisfied Not  
satisfied

The results exceeded expectations Commentary:

3. Evaluate your professional \_\_\_\_\_ level \_\_\_\_\_ according to \_\_\_\_\_  
in accordance with the position they hold.

4. Which of your tasks can you perform easily and confidently? Why?

5. Which of the problems are difficult to solve? Why?

6. What are some of the tasks you are working on, and for what reasons would you not like to work on?

7. What functions could you confidently take on additionally? What is it related to? What prevents it?

8. What could or should be changed in the organization of your work? Terms of responsibilities, deadlines, \_\_\_\_\_ specification of tasks, volume of tasks, technical equipment, provision of materials and means, possibility to obtain information, etc.)

9. Which departments are easy to work with, and which are difficult to work with? Why?

10. How much of your potential is currently being used? If your potential is not being fully utilized, what do you think needs to be done to make the most of it?

11. What would you like to learn in order to improve your professional level?



12. Please list 2-3 accomplishments from any area of your life, which characterizes you as a mature person.
13. If you can, name your strategic goals for 2-3 years from any area of your life.
14. What basic values (from those that you have or would like to have) are relevant to you at this stage of your life (I mean intangible values associated with both personal qualities and work)?
15. Are you satisfied with the existing remuneration system in the Company? If not, why not? Justify it.
16. Are you interested in this kind of reward for good work, such as providing a corporate club card for sports activities? If yes, what activities are you interested in (games, gym, pool, etc.)?
17. What tasks do you set for yourself this year? How do you plan to achieve them?  
(Specify exactly what results you want to achieve, in what time frame, what and how you will do to achieve these results).
18. How do you evaluate the organization of work in the Company? Do you have any suggestions for improving the organization of work and improving the company as a whole?

## MBA Start Program

Human Rights Management *Module*  
*resources."*

Topic: "Human Development and  
Staff Training

## WORKBOOK

### Task 1.

Determine, according to the already studied methods and approaches, to which type or level in motivational models this type of motivation of your employees belongs, such as TRAINING. Explain the answer.

<i>Motivation Theory</i>	<i>Type or level motivational learning</i>	<i>Explanation of choice levels</i>
<i>Maslow</i>		
<i>Alderfer</i>		
<i>HepuDepz</i>		
<i>McClelland</i>		

### Task 2.

Formulate the goals of training, select categories of employees, determine the main topics of the programs and the format of training in accordance with the strategic goal of the company "Increase the profitability of the business.

Target companies	Goals Training	Categories employees	Topics programs	Format Training
<i>Enlarge business profitability</i>				

### Assignment 3.

Select from the proposed list of competencies that are acceptable to the company and its employees those that are not formulated correctly. Mark them with a "-" in the far right column.

Effective management system	Effective employees	Correctness
Skills of effective delegation	Ability to take responsibility for the result	
Ability to develop subordinates	Decency	
Efficient workflow organization	Initiative	
Organized	Striving for personal and professional development	
Understanding your own role in the organization	Business communication skills	
Ability to build business relationships	Commitment	
Positivity Understanding business	Professional expertise and self-development	
	Purposefulness and persistence Result-orientation	
Understanding intra-organizational processes	Focus on quality Creativity Self-mastery Responsibility	

### Assignment 4.

Complete the table presented in the presentation and in the outline with examples of the types of training used in Russian companies that you think could be successfully applied in your company. Explain why you have chosen them.

<i>Type of training</i>	<i>Individual</i>	<i>Group</i>
On the job place		
Outside of work places, but "inside" the Company.		
Outside of work places, "outside" the Company		

#### Task 5.

Try \_\_\_\_\_ on your own \_\_\_\_\_ give \_\_\_\_\_ a definition of \_\_\_\_\_ of the concept "Corporate University."

Corporate University is....

#### Task 6.

Spell out goals and objectives for the coming year, including learning and development objectives for one of your subordinates according to the scheme:

"the goals of the company - the goals of the division - the goals of the employee, including his or her own development.

Company goals	Unit Objectives
1.	1.
2.	2.
3.	3.
Personal employee plan	
Expected results, objectives for 200X year	Self-development goals, achieve which are necessary to ensure results
1.	1.
2.	2.
3.	3.

#### Task 7.

Form the structure of the training costs budget

Level unit (specialist)	Volume unit Training	Number of units	Price per unit	Amount
TOTAL				

### Task 8.

According to the levels of the Kirkpatrick model, list the main methods or techniques for assessing learning effectiveness for each of the four levels.

<i>Level 1 - reaction</i>	<i>Level 2 - learning</i>	<i>Level 3-behavior</i>	<i>Level 4 - Result</i>

### Task 9.

Calculate the ROI for the project of long-term training of the company's top managers if

- annual marginal revenue of the company = \$6,348,800
- Average salary with bonuses for one top manager per year = \$120,000
- number of trained top managers per year = 20 people
- cost of training one top manager = \$4,000/year

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## STAP MBA Program

### *GENERAL MARKETING module*

#### Theme: "The Place of Distribution"

## WORKBOOK



## SECTION 1. Trends Today and the Future of Distribution Systems

### Task 1.

What is a marketing channel?

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### Task 2.

Identify the main trends in the development of distribution channels

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## SECTION 2. Key strategies for developing sales channels

### Assignment 3.

Describe the

main points

"Turbulence" stage

Justify the correct answer.

strategic goalsof the company andthe  
of the marketing program at the

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#### Assignment 4.

The main activity of the company is the provision of printing services (self-adhesive labels, bulletins, corporate catalogs). The company has purchased new equipment for offset printing, which allows printing on complex material: laminate (soft packaging for creams, toothpastes, etc.). The main market for this service is cosmetics companies, household chemicals and the food industry.

Define the company's sales strategy in two areas: printing services and print on laminate. Justify your answer.

#### Task 5.

What is the essence of an exclusive distribution strategy?

## Section 3. Sales network development technology

### Task 6.

Use the example of your company to work out the method of selecting target segments and make a commercial offer for each of your target segments.

Market segments
1.
2.
3.
4.
5.

Criteria	Weight	1	2	3	4	5
1. Number of customers in the segment (real)						
2. Number of customers potential						
3. Segment volume (rubles)						
4. Dynamics of change (growth, stagnation, decline)						
5. Segment Availability						
6. Segment Stability (Influence of seasonality)						
7. Profitability						
8. Level of competition						
9. Protection from competition						
10. Advertising opportunities of the firm in the segment						
11. Service capabilities in the segment						
SO:						



Weight: from 1 - low importance, 2 points - medium importance, 3 points - high importance

важность

Rating in bugs: from 1 (low attractiveness) to 10 (high attractiveness)

Commercial proposal options based on segmentation

Предложение для дилеров, дистрибуторов, оптовиков			
Общее для всех сегментов			
Сегмент_____	Сегмент_____	Сегмент_____	Сегмент_____



### Task 7.

Determine the sequence of development of the regional sales network.

Arrange the order of actions (from 1 to 11).

1 Analysis of proposals in regional advertising. Identifying intermediaries	
2. Formation of the "Mediator" DB	
3. selection of mediators (according to the methodology of mediators' selection).	
4. Advertising in the regional media. Analysis of reaction to advertisement.	
5. Conclusion of short-term mediation contracts services	
6. Study of competitors' sales networks. Identification of competitors' intermediaries.	
7. Work at regional wholesale exhibitions and fairs. Conclusion of Protocols of Intent.	
8. Establishing contacts with potential mediators to obtain information.	
9. Conclusion of long-term contracts and work on a permanent basis.	
10. Trial deliveries. Additional selection.	



11. Development of a model contract. Development of a discount matrix.



## Section 4: Modeling company sales

### Task 8.

Name some of the ways you know of to increase sales. Which of them does your firm use the most? What recommendations would you give to increase sales in your organization? Justify your answer.

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### Task 9.

Which respondents are involved in the survey when developing a forecast of the extension by the reference group method?

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## Section 5. Sales network analysis and efficiency control

### Task 10.

Describe briefly the situation of your business and make basic criteria for multi-criteria evaluation of sales channels. According to the indicated





Evaluate your company's sales channels. Draw conclusions and make recommendations based on the results of the evaluation.

Criteria Estimates				Final score	Profitability channels
Channel 1					
Channel 2					
Channel 3					
Channel 4					

### Conclusions and recommendations

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### Task 11.

What criteria are used to assess the overall attractiveness of sales channels?

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Leadership Energy

## MBA Start Program

### *Module "Marketing".*

Subject: "Promotion" (*Promotion*)

WORKBOOK

**Assignment 1.** This is classified as BTL (Below the Line) and ATL (Above the Line)?

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**Assignment 2.** State the reasons for the high growth of companies' expenditures on BTL.

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**Assignment 3.** List the main criteria that apply when assessing the prospectiveness of a communication channel.

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**Task 4.** Deni Ltd. manufactures and installs equipment for the production of food products. The main customers are large enterprises producing confectionery, dairy products and groceries.

Identify the main means of communication policy for the promotion of this equipment. Justify your choice.

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Assignment 5. Name the main functions of PR.

Assignment 6. List sequentially the stages of development of PR activities

Task 7. The company employs 300 people, 40 of whom are managerial staff. Production is organized in two workshops:

- Brewing shop;
- shop for the production of soft drinks and food products.

The volume of production is constantly growing. Now it practically corresponds to the production capacity of the enterprise. The financial situation of the company has improved, salaries are regularly paid to its employees, but financial problems, according to the managers, remain in the foreground.

**The goal set for the company** is to develop a new line of business - the purchase of a line for bottling "Live beer", which has a combined filter Shen, which will produce live beer with a long shelf life to ensure the dynamics of growth of turnover up to 80% within 2 years.

Sales of "Live beer" with a long shelf life (up to 14 days) are planned for the following sales channels:

& 10 thermal kiosks (ppm kiosks) for selling bulk beer - 5%

turnover

Rustic stores - 8 % of turnover Restaurants and cafes - 60 % of

turnover

Wholesale companies for sales in satellite cities - 27% of the turnover.

Need to determine:

1. Objectives of stimulation by sales channels
2. Suggest appropriate types of stimulation (list)

[illegible]

**Task 8.** The company has a situation of overstocking the warehouse with glazed curds by 30% more than the established norm, the shelf life of which ends in 20 days.

It is necessary to work out a program to stimulate the trade swen aimed at the realization of accumulated stocks. Bithe budget for the action is 10

% of turnover (amount of sales)

Sales of glazed curd cakes are carried out through the following sales channels:

- Company dealers - 46% of turnover
- chain outlet -23% of turnover
- kiosks and pavilions - 31% of turnover

Suggest appropriate types of incentives. Justify your answer.

Assignment 9. Name the main tools of direct marketing.

Assignment 10. Characterize effectiveness of direct marketing. What is the most effective tool of direct marketing predominantly used by your companies?

Task 11. What indicators are used to determine the effectiveness of the actions taken?



**Task 12.** The company carried out a promotion by reducing the price of coffee grinders from 1000 rubles to 850 rubles. The sales volume increased from an average of 2,000 (before the promotion) to 4,000 per week. The promotion was announced by special price tags and an advertising poster at the entrance to the store. Total communication costs for the campaign amounted to: 40000 rubles. It is necessary to calculate the effectiveness of the campaign.

Indicator (example)	Value of the indicator
Sales volume (revenue) without incentives, rubles.	
Costs (cost of production) 75 %, rubles.	
Marginal income without 25 % incentives, rubles.	
Sales volume (revenue) with incentives (forecast), руб.	
Marginal income including incentives, rubles.	
Sales volume from incentives, rubles.	
Marginal income from incentives, rubles.	
Communication costs for incentives (advertising activities), rubles.	
The marginal revenue from incentives, taking into account costs of incentives and price reductions of 15%, rubles.	
The economic effect of incentives: Determination of the share of costs in additional turnover, % ( <b>COSTS. ADVANTAGES. SALE</b> )*100	
Determining the share of costs in the additional marginal income, %	

**Task 13.** In order to stimulate sales there is a company developed for dealers: for the purchase of increased volume of products by 25% (cumulatively for the month) relative to the previous month a bonus in the form of free product in the amount of 3% of the purchased lot in real terms of the same assortment is offered. For example: a company bought 100000 boxes of cookies last month, if its purchases will be at least 125000 boxes, then the bonus will be 3750 boxes. The base price of 1 box of cookies for dealers is 200 rubles. Forecast for the growth of sales volume was made on the basis of available statistics and is estimated as 2500000 boxes. Without the action the turnover per month was 1800000 boxes with 20 dealers that take part in the action. The promotion was communicated to dealers through a mailing list. Total communication costs for the campaign





shares (free product) is projected to be: 75000 boxes or 15000000 rubles. According to the results of the campaign turnover rose to 2770000 boxes.

Calculate the predicted value of the effectiveness of the action and the final efficiency.

Indicator (example)	Value indicator
Sales volume (revenue) without incentives, rubles.	
2. Costs (production cost) 67 %, rubles.	
3. marginal income without 33% incentives, rubles.	
4. sales volume (revenue) with incentives (forecast), rubles.	
5. Marginal income with incentives, rubles.	
6. Additional sales volume from stimulation, rubles.	
7. Additional marginal income from incentives, руб.	
8. Communication costs for incentives (advertising activities), rubles.	
9. The marginal revenue from incentives with communication costs, rubles.	
10. economic effect of incentives (projected): Determination of the share of costs in additional turnover, % $(COST \quad OF \ SALES) * 100$	
11) Determining the share of communication costs in additional marginal income (forecast), %	
12. the economic effect of incentives (final): Determination of the share of costs in additional turnover, %	

## STAP MBA Program

### Topic: "Compensation System: Building a Compensation System in a Modern Company

## WORKBOOK



## SECTION 1. LABOR INCENTIVES: THE CONCEPT AND PLACE IN THE ENTERPRISE MANAGEMENT SYSTEM

Task 1. Explain the meaning and relationship the concepts: *motivation, incentive, compensation and compensation plan*.

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Task 2. How are moral and material work incentives interrelated?

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Task 3. What characteristics can be used to judge how effective the system of labor stimulation at an enterprise is?

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Task 4. How is the staff incentive system effective?

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- 1) public opinion of the employees of the enterprise, the organizational climate;
- 2) the situation in the labor market;
- 3) the market sector in which the company operates, the situation in the industry.
- 4) the economic situation of the company;
- 5) macroeconomic environment;
- 6) personnel policy of the enterprise;
- 7) the production and business technologies used;
- 8) labor and tax laws, actions of federal and local authorities;
- 9) the stage of development of the organization.

[illegible]

**Task 6.** Which of the factors affecting the wage system in the enterprise can be considered the main factors? Justify the correct answer.



Assignment 7. Are wages always higher at large enterprises than at small ones? Justify the correct answer.

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Assignment 8. What characterizes the payment of labor in the early stages of the organization's development?

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Assignment 9. What questions does the company's personnel policy answer?

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Assignment 10. What determines the appropriateness of a cost-saving policy and a policy of investing in "human capital"?

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Assignment 11. Why can the labor market be characterized as a "reverse market"?

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**Task 12.** What features of the labor market should be primarily taken into account in the formation of the system of labor incentives at the enterprise?

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**Assignment 13.** What is the principle of noticeable difference in the incentive of labor?

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**Assignment 14.** Why should work incentives be managed collegially? Which officials should be involved and what is their role?

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## SECTION 2. INSTRUMENTS OF WORK INCENTIVES

**Assignment 15.** Name the four basic elements of a compensation plan.

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Assignment 16. How is the structure of the compensation plan determined?

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Assignment 17. Name two traditional forms of basic pay.

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Assignment 18. What are the disadvantages of the simple piecework wage form? In what cases can it be effective?

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Assignment 19. What is piece-rate progressive pay? In what cases can it be used?

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Assignment 20. What is the lump-sum wage system? What is it designed to do?

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Assignment 21. What is the labor  
is it used for?

participation rate (КТУ )? What

Assignment 22.  
wages What is it used  
time pay?

What is the time-based form of  
for? What are the disadvantages of simple

Assignment 23. What are the advantages of the grading system?

Assignment 24. Name the basic parameters of the wage grid. What is their significance?

Task 25: What is the main idea behind system KPI as





a

management method

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Assignment 26. B What peculiarity of the introduction of KPI for positions, of positions that do not provide for the achievement of counting results?

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Task 27. List the main functions of the social package as a method of incentivizing labor.

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Assignment 28. Name the ways distribution social package to the staff.

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Assignment 29. What is the "cafeteria principle"? What is it used for?

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### SECTION 3. COMPENSATION PLANS : INCENTIVE PROGRAMS

Assignment 30. List three steps in the process of developing an effective pay system.

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Task 31. What methods are used to evaluate positions? What are they aimed at?

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Task 32. Describe the algorithm for forming a wage grid using the point-factor method.

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Task 33. Does it make sense to develop and implement a unified grading system and wage scale for the entire company?

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**Assignment 34.** What are compensation forming techniques using coefficients and standards used for?

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**Assignment 35.** Write and explain formula for calculating salary using the benchmark and performance calculation.

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**Assignment 36.** Compile compensatory plans for the following categories of employees:

- for VIP - personnel (senior executives);
- for managers of 1 or 2 lines;
- for highly qualified specialists (not executives);
- for performing staff infrastructure of the executive staff of the infrastructure departments (office workers);
- for sales managers;
- For sales agents.

You need to consider all components the compensation plan, including the benefits package.

Your compensation plan assignment should serve as your guide: What do we want from the employee?

You will find the options for the correct answers in the electronic textbook, as well as in the final part of the video course.

## Нарпакха MBA Start

*Моòыzb "Кнраøneuue vexoøevecxuxiu pecыpcamu"*

Texa "Yнpaøne      He no xoxneTe  
(xacTep-xнacc)"

PABOBAH TETPAQß



Section 1. basic concepts: "competence", "competence model".

Task 1.

Describe in your own words what "competence" is

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Section 2. Developing a Competency Model Task 2.

Complete the following list of behavioral indicators for the "Problem Solving" competency based on your personal experience. Determine which category of worker each of them might fit, indicating the category number in the right column of the table:

1. for a poor performer or a newly hired employee;
2. For an intermediate level performer;
3. For the best performer.

№	Behavioral indicator	Employee category
a)	Passes up in the face of a problem that arises	
б)	Always reports a problem to a supervisor	
в)	Trying not to notice problems that arise	
г)	Tries to solve simple problems independently	
д)	Solves complex problems by, among other things, involving colleagues and outside experts	
е)	Solving a complex problem decomposes it into more simple tasks	



### Assignment 3.

Try to describe the behavioral indicators essential to the officer in your position. Formulate key competencies for your police force.

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### Task 4.

Suggest behavioral indicators that would adequately describe the competence of "Loyalty to the employing company" for the organization in which you work.

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### Task 5.

Make a template of a structured interval to identify behavioral indicators (a list of questions) that you could use when developing a competency model for your company.

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### Section 3: Using the Competency Model

#### Task 6.

Construct a competency comparison matrix for your company's middle manager. Complete the list of competencies below based on your experience.

	Orientation to Result	Development of subordinates	Decision-making			Итоговый score
Results orientation						
Development of subordinates						
Decision-making						





Task 7.

Describe how you will conduct a competency-based assessment process in your company? Justify why, say, you intend to set up an assessment center, or if you will use 360° assessment or some other tool.

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Task 8.

Imagine yourself as the manager of a small business, for example, a rossnickel sales outlet. What critical competencies are important for the salesperson you plan to promote to the position of salesroom manager in the near future? Why? What individual development plan would you make for him/her? Justify your answer.

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## STAI MBA Program

Module "The Management of Human  
Resources"

Subject: "Selection of applicants.  
Tools of the manager"

### Assignment 1. Name the mistakes of interviewing.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

SECTION 2. Factors external and internal to the candidate. Interaction and internal recruiters.

**Task 2.** Create a profile of the person you want to work with.

Recommended sections:

1. job title, level of subordination;
2. description: tasks, main responsibilities;
3. professional requirements: experience (types of work performed by the candidate, achievements, his/her role in the implementation of tasks), skills (ability to negotiate, planning skills), knowledge (foreign language, special programs, knowledge of special equipment), basic and additional education;
4. personal requirements: independence, focus on results, flexibility, etc;
5. gender, age, etc.

### Effectiveness:

6. What results are expected from the new employee and when. How achievements and performance will be evaluated;
7. remuneration: salary, bonuses, bonuses, probationary period.

Prospects:

8. the employee's prospects for development in the position.

Restrictions:

9. which companies not to take candidates from.

[illegible]



## SECTION 3. CONDUCTING INTERVIEWS

**Assignment 3.** Formulate the reasons why the candidate should want to work in your company, in other words, your attractiveness as an employer.

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**Assignment 4:** Create 20 questions to assess the candidate according to the "wants-can-safe-manageable" scheme. We suggest using the candidate profile you created in Section 2 as a basis.

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## The study of the model "*Organizational LOVEDELPE*"

The Organizational Behavior module allows you to learn both the history of the discipline and the peculiarities of managing human behavior and perception, which will allow the modern manager to be more balanced in managing relations with his subordinates and partners.

At the end of the module you will be able to:

- a more balanced approach to managing other people, taking into account their psychological peculiarities, perceptual and learning abilities;
- diagnose how you can adjust the behavior of your subordinates, taking into account and meeting their needs;
- to take a more balanced approach to the design of the compensation system;
- to understand how people learn new things, and how to build a learning system in the organization;
- competently manage the work of the teams under your command;
- Use different leadership and leadership styles depending on the situation.

So, what are the specifics of working with the materials of this module?

1. Since the final assignment for this module is a case study from your practice, please DO read the approaches to **writing an essay** outlined in the MBA Start guidelines.
2. Some of the topics in the Organizational Behavior module complement those of the module "General Management", so it will be useful to study them not sequentially, but in parallel, for example, topics relating to aspects of motivation or introductory topics that reveal the stages of the formation of management and organizational behavior as interrelated scientific disciplines.
3. If you actively participate in discussions of problematic situations and articles suggested by the tutor in the forums for this topic in the CDS, you can receive an additional 4% on your failing test or two, provided you pass at least 60% of the test(s).



## MBA Start Program

### *Economics and Law Module*

Topic: "Fundamentals of Safety  
entrepreneurial activity"

### Task 1.

Give a definition of unfair competition. Give examples.

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### Task 2.

What are the threats to entrepreneurial activity? What are the most dangerous threats to small business?

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### Assignment 3.

Can the state act as a source of threat? Justify your answer.

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### Task 4.

Name the information sources of business intelligence.

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**Задание 5.**

Name the tactical and strategic objectives of business intelligence.

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**Task 6.**

What is the difference between industrial espionage and competitive intelligence. Give a legal assessment of industrial espionage.

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**Task 7.**

What is the work of the security service with the current employees of the enterprise?

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**Задание 8.**

Is this "hodgepodge"? Give me some examples.

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**Task 9.**

What actions should the security service take when hiring an employee admitted to work with confidential information?

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**Task 10.**

What is the SMICE method? What is the essence of SMICE method ideological verification?

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## Task 11.

What is a "greenmailer"? What is a greenmailer's arsenal?

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## Task 12.

What information might be of interest to an aggressor company?

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## Task 13.

What preventive measures should the target company take to protect itself from a hostile takeover?

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Task 14.

Is this economic terrorism? Give examples of

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Task 15.

List the methods of combating economic terrorism.

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Task 16.

Name the ataps of the R S E S method.

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## MBA Start Program

### *Manager's Personal Effectiveness Skills Module*

### Theme "Activities of a Manager: Functions, Roles, Competencies"

## WORKBOOK



## Section 1: Basic Functions of a Manager Goal- setting

Assignment 1. List the short-term non-economical goals of your organization/unit.

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Assignment 2. List the economic long-term goals of your organization/unit.

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### Assignment 3. Redefine negative goals into positive ones.

Achieve a 10% reduction in production costs in 2007.	
Reduce the cost of additional maintenance for tenants	
Reorder the goals of your organization:	
An example of your organization's purpose:	

### Assignment 4: Redefine fuzzy goals into specific SMART criteria goals.

Increase profitability construction company.  
 Increase the level of customer service.  
 Improve the level of management skills for employees marketing Department.  
 Expand the customer base.

## Planning

Session 5. As you know, the art of leadership is to assess problems in time and to chart a way to solve them. It is not in vain they say:

"He who does not foresee problems does not govern."

In your practical activity you constantly face and solve problems of organizational and managerial activity. In its essence, the algorithm of decision-making is similar to the algorithm of the planning process.

Now you are invited to present what you do in practice when solving problems in the form of an algorithm, that is, in a certain sequence of mental actions leading to a solution. Your task is to determine the sequence of the actions presented in the table

Next, in the "individual assessment" column, indicate the order in which you think the problems should be solved, starting with #1 through #14.

*"Algorithm of solving moral problems".*

№	Name of actions (stages) of adoption managerial decision	Individual Evaluation
1.	Problem Formulation.	
2.	Formulating decision. Activities to elimination problems.	
3.	Determining deviation actual state system from the desired one.	
4.	Setting the task to the performer.	
5.	Gathering information about the problem.	
6.	Development of options for solving the problem.	
7.	Choice of solution.	
8.	Assessment of the degree of completeness and reliability of information about problems.	
9.	Making connections with other problems.	
10.	The choice of criteria for evaluating solution options.	
11.	Organization implementation decision. Assignment responsible for carrying out the tasks.	
12.	Evaluation of solution options.	
13.	Monitoring the implementation of the decision.	
14.	Documentation of tasks. Prioritization of tasks, setting deadlines and indicators of achievement.	



## Organization

### Assignment 6. Organization function. Delegation.

An exercise for introspection. When setting tasks for subordinates, which style do you use most often?

Conducting Practice	
Secundancy, encouragement Delegation, partnership	

Assignment 7. Analyze your employees by their level of readiness and ability to perform the task at hand. On the right side of the table, list your employees to whom the tasking style from the left side applies:

Conducting (beginner)	
Training (Amateur)	
Seconds, encouragement (specialist)	
Delegation, partnership (professional)	

### Synopsis:

*Newcomer-an* employee who does not have enough experience to perform a particular task, but is strongly motivated

An *amateur* is an employee who has some experience and skills in a given task, but not enough information about the perspective of the work. Or an employee (beginner) who has already started to do the job and is not successful.

*Specialist-an* employee whose competence is medium to high, but whose interest in work and confidence in his or her own abilities can change frequently.

*Professional* - An employee who has a high level of competence, commitment, confidence, and intrinsic motivation.





## Control

Session 8. Think back on how you praise your employees. Analyze the most recent praise for one of them. Write your actions in the table. If the reality does not match the table below, write what you could have done.

Praise as soon as you notice a positive in work.	
To say exactly what the employee did OK.	
Prove by concrete examples that his successful work benefits the entire company.	
Stimulate to continue in the in the same spirit.	
Find the words For support, To continued in the same vein.	



Assignment 9. Recall how you reprimanded an employee. Analyze the last reprimand for one of them. Write your actions in the table. If the reality does not match the table below, write what you could have done:

Respond as soon as you notice an error in action	
To admonish in private. To say that exactly what is done wrong. Make it clear what you think about it unambiguously	
For one mistake to criticize only one times	
Give employee to speak out (why he did it this way and not that way; perhaps the task was not understood; there were not enough resources - time, people, finances, equipment)	
Declare reprimand only, by checking The facts	
Remind to the employee, that you him Appreciate.	

**Task 10.** Analyze the work content of each employee under your direct supervision. Calculate for each of them the Motivational Potential Score on a scale from 1 to 5. Consider what indicators could be used to increase it.

$$\text{МПБ} = \left( \frac{\text{Разнообразие работ}}{3} \right) + \left( \frac{\text{Законченность работ}}{3} \right) + \left( \frac{\text{Связь работ}}{3} \right) \times \left( \frac{\text{Автономность в работе}}{3} \right)$$

Criteria	Vasya	Petya						
Variety works								
Completeness works								
Significance works								
Autonomy at work								
Reverse LINK FROM work (as in task 9, 10)								
MPB								



Assignment 11. Determine the predominant motivation of the employees who are under your direct supervision:

Type of motivation	Vasya	Petya						
Instrumental								
Professional								
Patriotic								
Owner's								
Lumpenized								

Analyze how you assign tasks to each of your employees, how you give feedback, how you reprimand them. Do you take into account the type of motivation of your subordinates? If not always, then think about how you can do it differently. Then do it in practice.

This assignment will help you raise the emotional spirit in your team and allow you to work more efficiently.

## Section 2: Manager's Basic Roles

Session 12. Allows you to try on G. Mintzberg's ten roles. For this purpose it is necessary to refer to your own managerial experience and to those ways of management which are the most widespread in your current practice of management (for those who have not yet been a manager, we recommend simply to imagine yourself in the atomic position).

Each manager's role according to G. Mintzberg is reflected in one or two questions that must be answered by one of the two answers "Yes" or "Not yet". Therefore below are the names of the roles and the corresponding questions:

1. *Chief Executive Officer/Chief Executive Officer.* Do I take my symbolic responsibilities seriously enough?
2. *Leader.* Do I know what each of my subordinates expects from their work? Do I know what training each subordinate needs and wants?
3. *Liaison.* What contacts do I have with managers and specialists in other departments and organizations? Are these contacts sufficient to meet the information needs of me and my subordinates?
4. *Information Receiver/Observer.* Am I sensitive enough to manage my unit? Is enough information coming to me from my subordinates and from outside the unit (organization)?
5. *Information distributor/conductor.* Do I provide my employees and others in the organization with a sufficient amount of information?
6. *Representative/Orator.* Am I providing sufficiently accurate and complete information to people outside the organization?
7. *Entrepreneur.* Do I look for opportunities to improve my unit and the organization as a whole? Do I always decisively innovate to improve things and employees?



8. *Problem solver ("Fireman")*. Do I approach problem situations and crises in a constructive way? Am I able to take a different point of view?
9. *Resource Allocator*. Does each of my subordinates have everything they need to do their job successfully?
10. *Negotiator*. When I negotiate on behalf of my subordinates, my unit or the organization as a whole, do I always prepare well for them and then, during the negotiations, do I reflect the interests of everyone?

On the basis of your own answers to the questions for one or another role and taking into account the various factors of the situation in which you have to solve management problems, you can begin a self-analysis of your "role repertoire". For this purpose it will be extremely useful to answer the following questions:

- What managerial roles are particularly pronounced in me and where does this manifest itself specifically?
- Of the roles that I have underdeveloped, which ones need further development given the tasks I have to perform?
- What were roles of manager pronounced by my first-ever manager?
- What roles expressed sufficiently strongly by my The following are the most important things in my immediate supervisor, and which are not expressed to the fullest extent?
- If I am going to be promoted tomorrow, what roles will I have to develop additionally?

Answers to these questions will allow you to better track and analyze your own roles, pay attention to the role expression in other managers; identify the roles that you need more expression now and which you may need in the near future.



### Section 3. MAKING MANAGEMENT DECISIONS

Task 13. The easiest way to evaluate the effectiveness of a decision is to wait for its consequences. Unfortunately, an "after-the-fact" evaluation will hardly help you to change something when the decision you have already made has led to disastrous results. Therefore, before rushing to solve accumulated problems at once, try to think over the following questions:

Do I evaluate a job before I start it?

- Do I prioritize things according to their importance?
- Do I take the necessary amount of time to prepare for the decision, depending on the urgency and importance of the case?
- Often I postpone making decisions. Waiting until the issue resolves itself?
- Don't I spend too much time on small, unimportant matters or private matters?
- Are my subordinates wasting my time?
- Am I predisposed to do everything myself?

If you answered the questions positively, you probably have decision-making problems.

Think about how to organize your work differently. Maybe trust your subordinates more and delegate authority, prioritize properly, don't pay too much attention to trivialities and concentrate on the important.



Assignment 14. The Pareto Principle.

1. Assess the amount of really needed books in the closet, the amount of useful information in the newspaper, the share of needed files on your computer disk.
2. Evaluate which of your customers deserve the most attention (the 20% of customers who provide 80% of the profits).
3. Estimate what tasks and tasks you spend the most time on (80%). Is there a similar return on doing these tasks?



Assignment 15. Rate the level of your knowledge and skills on a scale of 1 to 5  
TI.

What is the duty to know in management  
u'iravlecheshozo rR^^^--  
(минимум)!

Concepts and tools	Self-Assessment				
	1	2	3	4	5
4 P and 4 S					
SWOT analysis. The basic concepts as. how to use the results of the analysis					
Analysis of disorganizing factors in company/unit					
Market capacity analysis					
Analysis of infostreams					
Problem Analysis					
Analysis of products and services					
Stakeholder analysis					
Business process audit					
Branding. The laws of brand building					
The vision of your company					
Decentralization					
Differentiating					
Life stage of the organization					
Product lifecycle					
Hierarchies of strategies					
IOM analysis					
Using indicators					
Distribution channels					
Key success factors					
Competitive Intelligence					
Competitive analysis					
Concentration and focus					

Leadership					
Marketing on the Internet					
Marketing research					
The BCG and Ansoff matrices					
Media planning					
Mission					
Outdoor advertising					
Training and "brainwashing" in organizations					
Organizational risks					
Sales organization					
Planning					
Sales planning					
Positioning					
Statute of the department					
Mission Statement					
Goal setting					
Principles of grouping the organization					
Principles of control					
Principles of labor coordination					
Principles of monitoring					
Principles of the division of labor					
Principles of decision-making					
Negotiating					
Conducting meetings					
Customer profiles					
Psychotyping in management					
Product development					
Dissemination of information					
Prioritizing					
Advertising. Effective methods.					
Segmenting					
Compliance of the structure with the external					



environment



Core competencies					
Control Styles					
Sales promotion					
Strategies (brand, market, competitive, advertising, etc.)					
Time Management					
Targeting					
Types of customers					
Types of organizational structures					
PR management					
Distribution management					
Quality of service management					
Conflict Management					
Marketing management					
Management of organizational changes					
Customer relationship management					
Sales management					
Project Management					
Managerial accounting					
Levels of task specialization					
Formation of demand					
Control functions					
Values					
Product value and consumer value value					
What is an organization					
Elasticity of demand					

*What a manager should be able to do and how to be obliged!*

	Self-Assessment				
	1	2	3	4	5
Analyze					
Quickly grasp the essence					
Quick read					
Be flexible					
To be inquisitive					
Being a mentor					
To be persistent					
Be discreet and unobtrusive					
To be intolerant					
To be functional					
To be a servant to your employees					
To be smart					
To be tolerant					
To be honest					
To inspire and encourage					
Perceive contradictions					
Speak					
To keep a grip on yourself					
Ask questions					
Control yourself and others					
Changing roles					
Dreaming					
Thinking					
Watch					
Find information					
Determine what information needed					
Organize people					
Select the required information					

Take responsibility for your actions and words					
To give instructions					
Write					
Plan					
Set an example for others					
Understanding and feeling people					
Encourage and praise others					
Make decisions					
Allocate resources and responsibilities					
Prioritize					
Synthesize					
Hear and Hear					
Gathering Expectations					
Team-building					
Set goals					
Count and calculate					
To be able to see everything as a whole					
To be able to stay out of other people's business					
To be able to work in time pressure and uncertainties					
To formulate thoughts					

The assessment for all criteria will help you better track and analyze your own skills, sand your own direction for further development, both in the field of knowledge and in the field of skills. For criteria with a score of 3 or lower, make a plan for your personal development.

The following questions will help you make a plan for further development:

- What knowledge of Table 1 will help me maximize the effectiveness of my work? (Pareto Principle)
- What skills and abilities in Table 2 will help me maximize the impact of my work?





## MBA Start Program

*Personal Effectiveness Skills module  
meledger".*

Topic: "TECHNOLOGY OF EFFECTIVE  
WORKING WITH INFORMATION."

Workbook



### Assignment 1

Highlight the basic elements of the information exchange process.

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### Assignment 2

Give some examples from your organization to illustrate who exactly was the main participant in the exchange of information, how and what information was transmitted.

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### Assignment 3

Name the stages of the information transfer process.

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#### Assignment 4

Name the types of information according to the way it is presented. Analyze which one you use most often in the workplace.

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#### Assignment 5

What forms of information structuring do you most often use in your practice? Give examples.

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#### Assignment 6

What information resources, information service tools and orientation tools in the structure of business information are involved in your enterprise?

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### Assignment 7

What information would you recommend as a trade secret in the first place at your company (no more than 3 positions)?

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

### Assignment 8

Evaluate the work of the information channel between departments at your company: how effectively information is exchanged, what shortcomings do you see that need to be done to eliminate them?

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### Assignment 9

List the main parameters you need to keep in mind when searching for documents (sites) on Internet search engines or internal database search engines.

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### Assignment 10

Make a 1-1.5 page analytical note to the CEO of your company about the information that you would like to be considered a trade secret in your company, following the recommended sequence of steps.

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# StaL MBA Program

## Manager's Personal Effectiveness Skills Module Theme "Business Person's Image"

### WORKBOOK

## SECTION I. IMAGE - WHY IS IT IMPORTANT?

### Task 1. Exercise Oriental for posture - breathing

1. Sit up straight: gluteal muscles, back straight, feet straight on the floor, hands free in front of you.
2. Taking a breath: nose, breathing through forehead, vertebrae, spine, gets to the lower abdomen, abdomen inflates, back straight
3. Hold your breath - press the root of your tongue against your palate
4. Draw your belly in: as hard as you can, your lungs open, your back straightens, your chest spreads out
5. Pause...
6. Exhale: through the mouth, pull the root of the tongue away from the palate, loosely with a slight "t" sound.
7. Pause, repeat...



### Assignment 2. Exercise West for posture - strengthening the muscles along the spine

1. Tighten the belly
2. Lower tailbone to the floor, buttocks tucked
3. Elbows bent, pressed to the torso
4. Bend forward with straight back, knees slightly bent
5. If everything is correct - we experience tension along the spine between the shoulder blades.
6. We move the elbows not too much, backwards and upwards, the tension increases
7. Repeat 5-7 more times.
8. Rest, repeat 5-6 times, rest, repeat 3-5 more times.

## SECTION II. DRESS CODE - THE CEKPET OF SUCCESS OR EMBARRASSING FRAMES?

### Assignment 3. "First Lady." Look

carefully at the picture:



Source: [Komsomolskaya Pravda](http://www.komsomolskaya-pravda.ru)

You see here 9 influential people from different countries. They gathered for the official First Ladies Summit in Paris (January 2007).

Task: Eight of these women made at least one mistake in the dress code (the official daytime code). Find these errors.

Their names (left to right):

1. Jolanta Kwasniewska is the wife of Poland's former president.
2. Laura Bush is the first lady of the United States.
3. Susan Mubarak is the first lady of Egypt.
4. Queen Sylvia is the queen of Sweden.
5. Bernadette Chirac is the first lady of France.
6. Queen Paola is the queen of Belgium.
7. Lyudmila Putina is the first Lady of Russia.
8. Margarita Barroso is the wife of the president of the European Commission.
9. Valentina Matvienko is vice-speaker of the State Duma.

#### Assignment 4. "Corporate Dress Code".

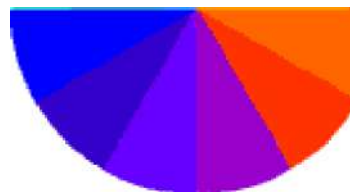
You are a business suit designer. You have been commissioned by a company that is the market leader in banking. Here are their corporate values (excerpt from corporate culture):

- Customer centricity
- Professionalism
- Security
- Legality
- Openness, full awareness
- Responsibility



Create a uniform for the front office (the staff that communicates with customers) that is consistent with these values. You can limit yourself to a detailed verbal description, or you can add a drawing.

#### Assignment 5. Your color portrait



### 5.1. Determine your color type by basic criteria

Table 1. Typical Characteristics of the Coloring of a Person's Appearance

Title Color Type	Eyes	Волосы	Leather
Winter <i>Natural</i> (typical)	Black, dark brown, Cherry brown, dark hazel eyes	Dark (black, brown, ash brown)	It's bluish, pinkish, earthy olive
Winter <i>KonfTipacmn</i> "	Blue, violet, blue	Chestnut, Plum, black	Alabaster, white- Beige, porcelain
Winter is bright	1) brown 2) blue, blue- green, violet	1) Ashy browns, Grayish 2) brown, grayish	Beige, pink, or blush
Winter is bright	Steel Blue, blue-gray, icy green, deep brown	Gray, dark or bright ashy-white. Bright gray	Porcelain, ashy. brown
Spring <i>Natural</i> (typical)	Greenish-blue, warm green, watery	golden	Ivory color with freckles, peach and porcelain
Spring <i>Contrast</i>	Heavenly blue, green,	Light brown, golden reddish	Porcelain, light golden with apricot blush
Spring is bright	The bright greenish- blue, clear blue or green	Golden, copper-colored. golden, blond with yellowing	<b>Beige,</b> Peach, ivory BONE
Spring is bright	Light blue, watery green,	Blond, blond. blond with yellowish, grayish.	Light peach, ivory, golden freckles.
Summer <i>natural</i>	Cepo is blue, greenish, nutty	Mouse-brown, medium-blond, mouse- brown	Pink, pinkish- Beige, light olive
Summer koltrastloe	Blue, green	Ash brown	Ivory



## 5.2. Learn the basic patterns or principles of color harmony

Table 2. Objective regularities or principles of color harmonies

1. Combining within the same color palette (range of colors)	<i>It is necessary to choose warm or cold colors in order to avoid combinations.</i>
2. Combining by principle the contrast between the primary and secondary colors. Contrasting colors placed next to each other reinforce the	<i>The colors are placed against each other in the color circle.</i> <i>For example: purple and yellow (cold color), or red-orange + splash-green (warm).</i>
3. The principle of the "triad" - a combination of related colors.	<i>Three colors next to each other (inside any quarter circle).</i> <i>For example: green + greens + blue (cool color) or oranges + oranges + yellows (teals).</i>
4. According to the vertices of the equilateral triangle and a combination of colors arranged at an angle of 90 degrees	<i>For example: red-orange + yellow-zel/yellow + Strong-purple (warm coloring) Under 90 - for a combination of two, three, or four colors - SF + 3 (cold) or LO + 3 (warm).</i>
5. Monochrome combinations	<i>One color and its different shades of lightness and saturation. For example: dark purple + bright purple + light purple (cool) or dark red-orange + bright red-orange + pastel red-orange (warm).</i>
6. Colors of one brightness level	<i>For example, the colors are the same in terms of lightness: blue + pink + spray.</i>
7. Achromatic Combination	<i>The combination of white + gray + black.</i>



### 5.3. Get to know the main color characteristics of the seasons

Table 3. The main color characteristics of the seasons

Characterist	Winte r	Lemo	Oscl	Paddles
Public signs	Cold, icy, <u>clear</u> , clean, loud, shrill, radiant	Cool, <u>matte</u> , delicate, <u>discreet</u> , <u>understated</u>	Warm, earthy, deep, <u>rich</u> , <u>but not bright</u>	Warm, <u>light, lively</u> , friendly, glowing
osce mOl	Royal blue - a saturated shade of SF color.	Smoky Blue	<b>Brick Red</b> (KO)	Yellow (warm)
Supplementary nuances	Purple (KF), LIMON, azure (bright blue), turquoise	Phlox (smoky pink-red), rosewood, moon yellow, unsaturated emerald	Blue-green tint (petrol), mustard, OLIVE, Eggplant	Amethyst, May greens, cornflower, apricot, Salmon
Main принцип color and color replication	Principle Contrast by color and lightness; by the vertices of an equilateral triangle; Colors, at a 90-degree angle.	The Triad Principle, monochrome combination, colors of the same brightness level (medium saturation)	Contrast: additional and primary colors, principle triad, combination of mildly saturated dark и contrast in lightness.	Principle triads, colors of a single brightness step

Table 4. Characteristic color shades for each season

£/vem.	Winter	Lemo	Autum n	Paddl es
<b>White</b>	Pure white, bubbly white, snowy, chalky, white lime, bluish white	Mixed White, ecru (with beige tint), unbleached wool, milky white, gray-white	Mixed shades, SLIVE, unbleached canvas, ivory, shell, champagne, vanilla	Ivory, the color of eggshells, LOTS of cream, vanilla, white wool
Gray	Anthracite (black and gray), steel, silver gray, ice, bluish gray, blue-violet	Silvery gray, gray- blue, ashy, smoky	Yellow filter present: siliceous gray, mossy gray, beige gray	Granite gray, beige gray, yellow gray
<b>Black</b>	Blue-black, black-black. brown, purple and black	Replacement with graphite	No	No
<b>Beige</b>	Cepo-beige, white-sand, bluish-beige	Pinkish beige, Flint Beige, Old Rose, Dirty Beige	Brown and beige, camel, golden beige, cinnamon	Ivory, GOLDEN- beige, creamy beige
<b>Brown</b>	Black and brown, Cardovan (deep red- brown), stained oak (greenish hue), bitter chocolate" smoky pink-brown	Rosewood, coffee with milk, cocoa beige, smoky brown	Coffee brown, rust brown, brick red brown, copper	Nougat, terracotta brown, forest opex, caramel, GOLDEN yellowish-brown

<b>Yellow</b>	Metallic, lemon yellow	Moon yellow, chrysanthemum, young corn, straw yellow,	Golden yellow, champagne, golden honey, vanilla	Sulfur yellow, creamy yellow, rapeseed yellow, egg yolk, corn yellow, mustard, kari, buckthorn, PODSOLN'YH, Brass yellow
<b>Orange</b>	No, because this is the only color that does not have a cold hue	No	Orange-red, copper, brown-orange	Salmon, apricot, tomato orange
<b>Red</b>	Bright red, pure red, purple, ruby, crimson, burgundy, phlox	Transparent Scarlet, blue-red, crimson, wine red, cherry red, burgundy, red begonia	Tomato, orange-red, copper-red, rusty-brick-red	Poppy red, Coral red, flamingo, watermelon, yellow red
<b>Pink</b>	Cyclamen (red-purple), fuchsia, dusty-pink, caustic pink	Fuchsia, begonia, azalea, ashy pink, dusty pink, lingonberry, pink and лиловый	Peach, apricot, orange and pink	Pink salmon, apricot, peach, coral pink
<b>purple</b>	Black-violet, ink, purple-blue, purple-red, lilac, lavender	Lilac, violet, soft mauve, pale lavender, pale mauve, grayish lilac	Blackberry, plum, purple-blue, eggplant	Amethyst, mallow purple
<b>Синий</b>	Night Blue, sea blue, azure, ice blue, cobalt, indigo	A summer evening, smoky blue, denim, cepo blue, greenish blue	Petrol, kerosene, sea wave color, moray	Basil, turquoise, sky blue, wave blue
<b>Green</b>	Coniferous greenery, rich green, azure green, turquoise green, emerald green, bottle green	Smoky gray green, mint green, apple green, blue pine, emerald	Swamp, cane, olive, khaki, juicy pine, green peas	May greens, linden, yellow-OLIVE, mossy green, green peas

#### 5.4. Get to know the ratio of shades for colortypes

Table 5. Correlation of shades for colortypes

		Cold Color Types		Warm Colors	
		Winter	Summer	spring	Autumn
Hitz urals	Basic	70 or 80, or 90	60, 65 or 70	60, 65	70-90
	Basic Bright	10 - 25	5-10	10-25	10 - 25
	Light	5-20	25-40	30 - 10	5-20
	Accent				
Light	Basic				
	Basic Bright	60, 65, 70	20-25	20-25	60, 65, 70
	Light	25, 40	65-70	65-70	25-40
	Accent	5 - 10	5 - 10	5-10	5-10
Bright	Basic				
	Basic Bright	80, 90	60, 75	60, 75	80, 90
	Light	20, 10	40, 25	40, 25	20, 10
	Accent				
Contrast related	Basic	70	65	65	70
	Basic Bright	- (75)			- (75)
	Light	10	25	25	10
	Accent	20 (25)	10	10	20(25)

## MBA Start Program

### *Economics and Law Module*

## Topic: "Methods for Protecting Corporate Interests"



**Task 1.**

Think about what could be the primary focus of your security efforts? What information resources could be the object of a security system in your company? Is there a need to make your company's reputation the object of the security system?

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Which security actors should be involved in securing material assets? Which security actors should be involved in securing your company's top executives?

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**Task 2.**

What would you say are the most likely threats to your company? Which threats to your company are not relevant in the short term, but are potentially present?

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### Assignment 3.

Why is the metaphor of "bricks in the wall" appropriate when describing corporate security? Provide at least three arguments.

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### Assignment 4.

What is the essence of specialization?

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### Task 5.

Is this the "golden ratio of safety"?

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Task 6.

How can you assess the effectiveness of the security service?

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Task 7.

Reflect on which security principles you might ignore when organizing corporate security in your organization. Pay attention to the quality of your reasoning in selecting both the most important and the least important principles.

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**Task 8.**

How important are personnel security issues to your organization's operations? Does your organization have problems with threats posed by employees? What percentage of the workforce does not pose a threat to your organization's security?

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**Task 9.**

What is intangible motivation? Why is employee motivation strongly related to personnel security?

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**Task 10.**

Rank the recommendations for building human resources work in terms of priority for your organization. Which recommendations should be considered the most relevant? Select the top five recommendations that apply to your organization.

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What motivating factors that contribute to employee loyalty have already been implemented in your organization? What motivating factors could be implemented in the near future? What are the factors that reduce employee loyalty in your organization? Are they affecting all staff?

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What opportunities do your employees have to increase their income as part of their job responsibilities? Have you created the conditions for "internal entrepreneurship" of your employees? How do you recognize the phenomenon of "internal entrepreneurship" in your company?

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### Task 11.

To what extent is the quality of the information obtained by the polygraph appropriate for the effort required to obtain it? List the cases, if any, in which the use of polygraph in your organization is advisable.

**Task 12.**

What information about the job candidate is important from the company's security point of view?

What features should be kept in mind when selecting a candidate for the position of head of security of the company?

**Task 13.**

What activities are most important when terminating an employee who had access to confidential information? What is the urgency of these activities? What actions are not too late to take when a termination of employment occurs?



Task 14.

What penalties are known to you for the disclosure of trade secrets?

Task 15.

What information at your company is consistent with the notion of trade secrets? What methods for determining the composition of trade secrets are acceptable to your organization?

What are the key information security regulations for your organization? What are the most dangerous consequences for the company if confidential information is leaked? Which channels of possible

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

How do you envision your company's case management structure? Do you have a system of confidential records management? What aspects have you paid special attention to in creating it? How are the regulatory aspects of confidential records management addressed by the existing regulatory framework in your organization?

[illegible]

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Which blocks of confidential electronic records protection do you have in your company?  
Can we say that the composition of these units ensures the consistency of electronic workflow protection?

**Task 17.**

What areas of economic security should be pursued in your organization? What are the tasks that should be performed by the employees responsible for these areas? What could be of interest in business intelligence activities?

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[illegible]

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[illegible]

### Task 18.

What are the main documents that provide the legal basis for information security of business activities that are taken into account in the activities of your company? What aspects of information security would need to be brought in line with current legislation?

[illegible]



## MBA Start Program

### *Manager's Personal Effectiveness Skills Module*

### Theme: "Leadership and Charisma"

## WORKBOOK

## SECTION 1. Defining Charisma and Leadership

### Assignment 1. A Functional Definition of Charisma

Definitions would be:

- Functional - what is the functional purpose of the object under study;
- Structural - what is the internal structure of the object under study, how are its parts connected to each other?
- "quoted" answers the question of why the object functions in this way and not otherwise, which MODEL describes the processes in which it participates.

Give your version of the definition of harpsma.

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## SECTION 2: Characteristics of

### Charisma Assignment 2. The Dual Nature of Charisma

Examples of liyodi, who know how to persuade	Examples of liyodi, who know how to lead
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<hr/>	<hr/>

People who both know how to persuade and know how to lead

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### Assignment 3: Relativity of Charisma

Write down 3-4 qualities that you need in order to influence your colleagues.


Write down three or four qualities that you need in order to influence the four children in kindergarten.


### Assignment 4.

What qualities do the charismatic people you know have?


### Task 5.

To what extent have you developed the factors listed in the table? On a scale of minus ten to plus ten, rank each of the qualities and think about and write down how you can compensate for the qualities you lack.

Qualities	Points	How can you compensate?
man		
not young, not old		



ВЫСОКИЙ		
manly		
НИЗКИЙ ГОЛОС		
Determined		
Independent		
hard		
at everything is your opinion		



reliable		
charming		
self-sufficient (low dependence on other people)		
open, straightforward		
organized		

## SECTION 4: Social Distances

### Task 6.

For a couple of different target audiences and make plans for the speeches. Analyze what the similarities and differences in the plans are. Be sure to think about what the first and closing phrases of your speech should be, and how you can express in your speech that you have the attributes of "better" and the attributes of "your."

Possible audiences: ichthyologists' international conference; circus performers; miners' strike rally; group of teenagers

An example of organizing the records for a later comparison:

Signs of "one's own."	Signs of "the best:"

## SECTION 5. Fast and slow resources

### Task 7.

The first part of the assignment.

Determine if you are a charismatic leader for your subordinates. Answer yes or no to the questions.

Do you have the respect of your subordinates?	
Are you able to convince people that you are right?	
Are you able to protect your surroundings?	
Do your eyes light up when you talk about your organization's goals?	

Each "yes" on this list can be rated at "20 charismatic percent. Well, if the answers to all the questions are positive, then you are a 100% charismatic leader (although we should not forget that charisma is a relative quality).

The second part of the assignment

Discuss how you can use "fast" and "slow" resources to strengthen your position as a charismatic leader in your organization.

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## MBA Start Program

### *Module "Economics and the economy"*

Topic: "International Economic Relations".

Workbook

## SECTION 1. The World Economy and International Economic Relations Assignment

1. How is the world economy regulated?

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Assignment 2. Give examples of the fact that the international division of labor is based primarily on the specific nature of natural resource endowments

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Assignment 3: What are the main features of international production cooperation?

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Assignment 4: List the main export and import goods on the Russian market that you know of.

## SECTION 2: Equilibrium in the International Economy

**Assignment 5.** Why in the long run would any restriction on imports eventually lead to a restriction on exports?

**Assignment 6:** What is the difference between a commodity and a thing? Base your answer on the basic tenets of international economic theory.

**Assignment 7.** Why are services mostly non-tradable goods? Give examples of when services are still traded internationally.

Assignment 8. Is this a "cream skimming" pricing policy? Give examples.

Assignment 9. What is the reason for the wide variation in prices for the same goods?

### SECTION 3: Modern Development of International Economic Relations

Assignment 10. Name reasons, why why export of capital has become of capital has become more intensified.

Task 11. What is the low internal mobility of the labor force in Russia associated with?



Assignment 12. Formulate in your own words and describe the peculiarities of modern migration of the population.

Assignment 13. What is the purpose of integration processes in the world economy?

SECTION 4. State regulation of foreign trade Assignment 14. What is the purpose of government foreign trade policy?



Assignment 15. List The major barriers effective government intervention in the economy.

Assignment 16. What methods of license allocation do you know? What is the essence of each method?

Assignment 17. Describe in your own words Russia's tariff policy.



SECTION 5. International monetary and financial system и currency regulation

Assignment 18. What does convertibility of currency mean?

Assignment 19. What does the difference between the degrees of convertibility of a currency depend on?

Assignment 20. For which countries are restrictions on capital payments considered justified?

## MBA Start Program

### *Economics and Law Module*

### Theme "Micro- and Macroeconomics"

## WORKBOOK



## Section 1: Introduction to Economics

**Assignment 1.** Indicate which of the following statements relates to micro- and which to macroeconomics:

- a) The expected unemployment rate in Russia by the end of the year will be 8%;
- b) In connection with the retooling of the company X, it laid off 100 people;
- c) The war in the Middle East led to an increase in world oil prices;
- d) In 2004, the growth of industrial production in Russia slowed down;
- e) The state budget deficit leads to inflation;
- f) Sberbank reduced the interest rate on deposits.

a)	
б)	
в)	
г)	
д)	
е)	

**Assignment 2.** What are your opportunity costs of attending college?

Do these costs include: a) the cost of traveling around town while studying; b) lost earnings due to classes; c) food costs; and d) separation from family?

a)	
б)	
в)	
г)	

**Assignment 3.** Explain what would happen to the production possibilities curve in a given country if:

- a) the weather conditions were very favorable this year;
- b) the war had just ended;
- c) the economy is in crisis.

a)	
б)	

В)	

**Assignment 4:** Here is a table of civilian and military production capabilities:

Product Type	Production alternatives				
	A	Б	В	Г	Д
Cars (millions)	0	2	4	6	8
Rockets (thousands)	30	27	21	12	0

Graph these data graphically. What do the points on the curve show? If the economy is at point B, what would be the opportunity cost of producing an extra million cars or an extra thousand rockets?

Mark point E inside the curve. What does it show? Mark point G outside the curve. What does it show? Under what conditions can output corresponding to this point be achieved? Under what conditions can point E begin to correspond to the full use of all resources?

Suppose the amount of resources in the economy has increased. Draw a new production possibilities curve.

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**Task 5:** Use the economic circularity model to estimate the consequences of the following events:

- From the unreliability of banks, households prefer to convert their spare money into dollars;
- To save their savings from inflation, people invest in durable goods;
- The state reduced defense spending.

a)	
б)	



В)	

## Section 2: The demand-supply model and its use in economic analysis

**Assignment 6.** Due to very favorable weather conditions, the country has a record grain harvest. Explain how this will affect the market equilibrium in the grain market. What would change if, under such conditions, the government decided to make additional purchases of grain into the state fund? Illustrate your reasoning with the help of graphs.

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**Assignment 7:** The economies of China and India are booming. How will this affect the world oil market? Illustrate the situation graphically.

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**Assignment 8.** Oil prices have risen (fallen) sharply on the world market. Explain how this might affect the foreign exchange market in Russia. What should the Central Bank do if it wants the foreign exchange market to return to its previous equilibrium state? Illustrate your reasoning with the help of graphs.

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**Task 9.** In the foreign exchange market the demand for euro is expressed by the function:  $P = 60 - 0.25q$ , and supply:  $P = 20 + 0.15q$ , where  $P$  is the rate of euro in rubles, and  $q$  is the quantity of euro (in millions). What will be the equilibrium exchange rate and how much currency will be bought at this rate? Illustrate the solution graphically.

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**Task 10.** Using the conditions of the previous problem, what should be the currency intervention of the Central Bank to make the exchange rate 32 rubles/euro? Present the situation graphically, assuming that the Central Bank agrees to sell its currency at any rate.

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**Task 11.** Analysis of a practical situation

Rice production in this country is under perfect competition. The government wants to help farmers by making their business more profitable. The government's policy options are being discussed:

- The government contributes to the shift in the demand curve in Fig;
- The government is helping to shift the rice supply curve;
- The government promotes the price of rice without shifting supply and demand curves.

What would you recommend the government do in each of these cases?  
Illustrate your reasoning graphically.

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### Section 3: Production and Costs

**Assignment 12.** The interest rate on deposits is 8% per annum, which is the highest income you can get on your money. You withdrew 500,000 rubles from your deposit to buy a car. The annual depreciation on the car is 50,000 rubles. What is your implicit annual cost?

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**Task 13.** At the end of the year your accountant tells you that your profit is 400,000 rubles. By running your own firm, you are missing out on a salary of 250,000 rubles, which you could have earned by working elsewhere. You also have 1000000 rubles of your own money invested in your business.

Assuming that you miss out on 12% of the annual return on that investment, calculate the economic return. Will you stay in the business for the next year? (Assume that you can withdraw your funds easily and without loss.)

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**Task 14.** The firm's revenues are 200 rubles. Accounting profit is 50 rubles. Implicit costs are equal to 30 rubles. Calculate accounting costs, economic costs, and economic profit.

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**Assignment 15.** At the output of 100 units of product the average variable cost was 20 rubles, and at the output of 101 units it dropped to 19.9 rubles. Calculate the marginal cost.

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Section 4: Market structures. Behavior of the firm.

**Task 16.** There is a table showing the dependence of total costs on output:

q	0	20	40	60	80	100
TC	30	80	100	130	180	240

What will be the marginal cost at these output volumes? If a perfectly competitive firm can sell any number of products for 2.5 rubles apiece, what will be its output and what profit will it make? Illustrate the solution graphically.

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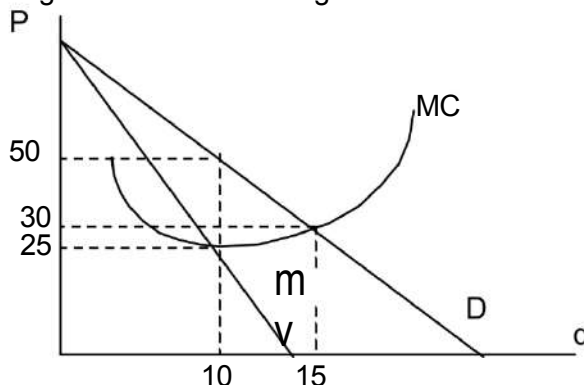
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**Assignment 17.** The figure below shows the demand curve for a product monopolist, as well as its marginal income and marginal cost curves:



Explain what the monopolist's output and price would be if he wanted to maximize his profits.

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**Task 18.** We know the data on the demand for the monopoly's products at different prices:

P 20 18 16 14 12 10

q 0 1 2 3 4 5

Complete the table with data on the change in the monopoly's marginal income. To maximize his profits, the monopolist chooses an output at which his marginal cost is 8 rubles. What price will he set in this case?

**Assignment 19.** We know the demand for a monopoly's products at different prices and its total costs at different output volumes:

P	1000	900	800	700	600	500	400
q	0	10	20	30	40	50	60
TC	5000	6000	9000	14000	20000	28000	37000

Calculate the monopoly price, output, and profit.

**Assignment 20. Analysis of a practical situation**

Within a small group of Caribbean islands, one island is used as an airport. Boat trips from the airport to the main island of the archipelago (the distance is 10 km) and back are paid by the local authorities at a fee of \$10 per flight one way.

The boat owner can, at his discretion, choose the speed of the boat. At the same time he knows that:

- At a speed of 30 km per hour the boat manages to make three trips in one direction within an hour, which gives \$30 in revenue;
- At 40 km per hour the boat can make four one-way trips within an hour, which gives \$40 in revenue;
- etc. up to a speed of 100 km / h, when the boat manages to make 10 trips in one direction for an hour, which gives \$100 of revenue.

The fuel and maintenance costs of a boat increase with speed: they double every time the speed increases by 10 km/hour. In particular, at 30 km/h it is \$1 per hour of work, at 40 km/h it is

The other costs do not depend on the speed of the car, but they do not depend on the speed of the car. All other costs are independent of speed.

Make a table showing the change in costs and income as a function of the change in output. If you were a boat owner, what speed would you choose to maximize your profits? Justify your answer.

## Section 5. Macroeconomic Aggregates. Gross Domestic Product

**Assignment 21.** Are the statements correct?

- A. Household spending on new homes is included in consumer spending;
- Б. Value added includes wages and salaries, but does not take into account the amount of profit;
- В. The volumes of nominal and real GDP can only be measured in monetary terms;
- Г. The recipient of transfers must give something back to the state for them;
- Д. Gross fixed capital formation increases by the value of finished but not yet sold products;
- Е. If Gazprom sells more gas, the volume of GDP increases regardless of whether the gas is bought by domestic or imported consumers;
- Ж. If a firm replaces an old computer with a new one, this does not change the value of GDP, because the total number of computers has not changed.

**Assignment 22.** Which of the following types of income and expenses are counted in calculating the GDP of a given year? Explain your answer.

- A. Interest on XYZ bonds; B. Former worker's pension;
- В. A painter's job painting his own house; D. A dentist's income;
- Д. Monthly transfers received by the student from home;
- Е. Money received by Sidor from reselling a fashion magazine to Trifon; G. Buying shares in PAO UES of Russia;
- 3. The growth of the firm's stocks by 10 million rubles;
- И. Money received from the sale of the 2000 Zhiguli; K. Wages of a governess.

**Assignment 23.** GDP deflator = 1.05, nominal GDP index = 1.04. Calculate the index of real GDP. Has real GDP increased or fallen?

**Assignment 24.** Nominal GDP was 216 cents per unit in a given year. The GDP deflator is 1.2 compared to the previous year, when GDP was 200 cents per unit. How much did real GDP change from the previous year?





## Section 6: Aggregate demand, aggregate supply and macroeconomic problems

**Assignment 25.** Are the statements correct?

- A. An increase in the real interest rate stimulates investment growth;
- Б. An increase in the price of basic inputs shifts the short-run aggregate supply curve upward;
- В. A reduction in the money supply in the economy shifts the aggregate demand curve left;
- Г. If the economy is in short-term equilibrium, all resources are necessarily used in their entirety;
- Д. According to the classical concept, the aggregate supply curve is represented by a vertical line, which in all circumstances cannot move either to the left or to the right;
- Е. The shift of the aggregate demand curve to the right always leads to an increase in prices.

**Assignment 26.** What effect would the following factors have on the aggregate demand and aggregate supply curves, holding all other factors constant? Use the graphs in your answer.

- A. Consumers' fear of a future crisis;
- Б. Increased government spending on education;
- В. A sharp decline in oil prices;
- Г. The economic crisis in the CIS countries;
- Д. Strengthening of trade unions, which led to higher wages;
- Е. The fall of the ruble against the dollar and the euro;
- Ж. Population aging;
- З. Increasing customs duties on imports;
- И. Reducing the money supply in the economy;
- К. Scientific and technological discoveries;
- Л. The fall in the real interest rate.



**Assignment 27.** The economy is in long-term equilibrium. The central bank's policy has led to an increase in the money supply.

A. How will this affect the aggregate demand curve?

Б. How will real GDP and the price level change in the short and long term?

**Assignment 28.** Last year, potential GDP was 100 units and the aggregate demand curve was given by the equation  $Y=150-5P$ . This year, potential GDP increased by 5% and the aggregate demand curve took the form:  $Y=160-5P$ . By how much did prices increase, if both last year and now the economy is functioning in a state of full employment.

## Section 7: Fiscal Policy

**Assignment 29.** The budget revenues of a notional country are 1000. The non-interest expense is 950, the cost of servicing the national debt is 100, and the repayment of principal is 150. Calculate the size of the primary and total government budget deficit (surplus).

**Task 30.** Suppose the equilibrium GDP in the economy is lower than the potential GDP. The government increases its spending or cuts taxes. Explain with the help of a graph how this would affect the economy. What would be the effect of continuing such a policy when the economy reaches full employment?

**Task 31.** Let the marginal propensity to consume be 0.8. By how many rubles will aggregate demand change if the state increases its spending by 1000 rubles? How will aggregate demand change if the state increases (reduces) taxes by the same amount instead of changing spending?

**Assignment 32.** The aggregate demand function:  $Y=240-10P$ . Short-run aggregate supply function:  $P=20$ . The potential GDP is 50. Calculate the equilibrium price and GDP levels. Will the economy be in long-term equilibrium?

What will the equilibrium price and GDP levels be if the government increases its spending by 2 and the marginal propensity to consume is 0.75? How much must government spending increase for GDP to reach its potential level?

Illustrate the solution with a graph.

**Assignment 33.** The economy was originally characterized by the following data:  
The economy functions underutilized, and the short-run aggregate supply curve is horizontal. The marginal propensity to consume equals 0.8. The investment function:  $I=200-25g$ , where  $g$  is the real interest rate, equal to 4%. The equilibrium GDP is 10000.



Trying to stimulate the economy, the government increases its spending by 100. The increase in spending is covered by loans. As a result, the interest rate rises to 5%. How will aggregate demand and GDP change if prices remain stable? Show the crowding-out effect of private investment. How do these results relate to the multiplier effect?

Illustrate the solution graphically.

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### Section 8. Money, Banks, and Monetary Policy

**Assignment 34.** The central bank bought government bonds from commercial banks for 150 rubles. How would this operation change the amount of money in the economy if the required reserve ratio were 20%? It is assumed that banks make full use of their lending capacity.

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**Assignment 35.** Deposits of a commercial bank's clients amount to 10 million rubles. The bank's reserves are equal to 1.5 million, the required reserve ratio being 10%. How would the money supply in the economy change if the bank decided to use all of its excess reserves to issue loans?

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**Assignment 36.** The balance sheet of the bank **looks like this:**

A	Π
Reserves: 22	Perpetual deposits:
Securities: 38	
Capital: 40	

Mandatory reserve rate = 20%. Answer the questions:

- 1) What is the maximum amount of new loans the bank can make? How will the balance change immediately after they are disbursed?
- 2) How will the money supply in the economy change as a result of all the banks? Explain.
- 3) What will the bank's balance sheet be like after the new loans are used up?

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**Assignment 37.** Explain how the above transactions can affect the money supply in the economy as well as production, employment, and price levels:

- A. The Bank of Russia is buying up foreign currency;
- Б. The Bank of Russia sells government bonds to commercial banks;
- В. The Bank of Russia reduces the mandatory reserve ratio for commercial banks;
- Г. The Ministry of Finance increases balances in its accounts with the Bank of Russia;
- Д. Bank Russia conducts operations reverse REPO or stock exchange modified repo;
- Е. The Bank of Russia conducts direct repo operations;
- Ж. The Bank of Russia is buying up foreign currency, while at the same time increasing interest rates on commercial banks' deposits with itself;
- З. The Pension Fund of the Russian Federation invests its funds in the purchase of government bonds from the Bank of Russia.

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**Task 38.** The velocity of money is determined from the equation:  $MV=PY$ . When conducting monetary policy, the Central Bank assumes that  $V$  is constant. Then it estimates the possible rate of inflation in a given year. Finally, the Central Bank aims to ensure a certain rate of growth of real GDP, for which it changes the money supply in the economy.

In this regard, suppose inflation is 5 percent, and the goal of the Central Bank is to increase real GDP by 2 percent. By how much should the money supply change?

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**Assignment 39.** The central bank has increased the money supply in the economy by 40 currency units.

How would this affect the value of real GDP if:

- (a) Each 20-dollar increase in the money supply reduces the interest rate by 1 percentage point;
- b) every 1 percentage point decrease in the interest rate stimulates new investment spending of 30 cents;
- c) the multiplier of autonomous expenditures is 2.5;
- d) the level of unemployment is so high that an increase in aggregate demand does not lead to a marked increase in prices.

Illustrate the solution with a graph.

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# StaL MBA Program

Module "Personal Managerial Skills".

Theme "Effective communication skills:  
meetings, presentations, negotiations, business  
correspondence

WORKBOOK



## Section 1: Commercial Presentation

### Task 1. Preparing a commercial presentation

Choose a topic on which you have sufficient information. Think through and write down the essentials of preparing a commercial presentation on the topic.

#### 1.1. Assess the situation

Assignment	Job details	Your Answer
Drown your target	<ul style="list-style-type: none"> <li>Why are you doing presentation?</li> <li>What do you plan to accomplish?</li> <li>What thoughts or actions do you expect from the audience after the presentation?</li> </ul>	
Explore your audience	<ul style="list-style-type: none"> <li>Who has the authority to on making decisions?</li> <li>How familiar are they with the subject matter of the presentation?</li> <li>How interested are they in the subject?</li> <li>What are the three most difficult questions you might be asked?</li> </ul>	
Evaluate required time	<ul style="list-style-type: none"> <li>Can you achieve your goals in the allotted time?</li> </ul>	

#### 1.2. Preparing a presentation

Assignment	Job detail	Your Answer
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Define main thesis	<ul style="list-style-type: none"><li>How would you summarize the main point/idea you want to convey to the audience if you only had 30 seconds?</li></ul>	
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Write a script		
INTRODUCTION	Formulate: <ul style="list-style-type: none"> <li>• Target</li> <li>• Importance</li> <li>• Quick Overview</li> </ul>	
THE MAIN PART	Think about the basic insights and conclusions <ul style="list-style-type: none"> <li>• <i>For a receptive audience:</i> it is preferable to give conclusions and recommendations immediately.</li> <li>• <i>For an uninvolved audience:</i> Conclusions should preferably be drawn at the end of each section or (if necessary) at the end of the presentation.</li> </ul>	
CONCLUSION	Consider: <ul style="list-style-type: none"> <li>• Recommendations</li> <li>• Next steps for interaction</li> </ul>	

## Section 2: Business negotiations

### Task 2. Preparing for business negotiations

Imagine that you will need to conduct negotiations tomorrow, or determine with whom and what negotiations you will need to conduct in the near future. Choose the topic on which you have sufficient information. Think through and write down the main provisions for the preparation of business negotiations on this topic.

Assignment	Job detail	Your Answer
Formulate purpose	<p>Take into account the basic requirements to the goal:</p> <ul style="list-style-type: none"> <li>• The goal must have a positive formulation</li> <li>• The goal should depend on you</li> <li>• The goal should be as specific as possible</li> </ul>	
Prepare for implementation phases of negotiations	1. identify the needs parties	
	2. Think about acceptable ways of meeting needs	
	3. Develop criteria for working out a solution based on the results of the negotiations	
	4. Formulate alternative proposals	
	5. Prepare options reaches an agreement	
Evaluate his own personal READY TO negotiations	<p>Have you stocked up for of the prenegotiations with such qualities as</p> <ul style="list-style-type: none"> <li>• determination</li> <li>• hardness</li> <li>• patience?</li> </ul>	
	<p>Are you ready to Demonstrate in negotiations such outward signs of a successful negotiator as</p> <ul style="list-style-type: none"> <li>• clairvoyant look</li> <li>• A consistently positive facial expression</li> <li>• open postures and movements?</li> </ul>	

	You have given up your qualities, which can prove to be barriers to success in negotiations: <ul style="list-style-type: none"> <li>• Waiting for the obvious</li> <li>• Insecurity</li> <li>• Conform?</li> </ul>	
Define basic strategy for you at negotiations	<ul style="list-style-type: none"> <li>• "I won - He lost."</li> <li>• "I Lost - He Won."</li> <li>• "I lost - He lost."</li> <li>• "I won - He won."</li> </ul>	
Consider key negotiation points	<ul style="list-style-type: none"> <li>• Clarifying questions</li> </ul>	
	<ul style="list-style-type: none"> <li>• Arguments for working with objections</li> </ul>	
	<ul style="list-style-type: none"> <li>• Forms of fixation arrangements</li> </ul>	

### Section 3: Business negotiations

#### Assignment 3. Preparing a business letter

Choose a topic on which you have sufficient information. Prepare two commercial letters on this topic, designed a) in the commercial and b) informal style in compliance with the structure of business letters (requirements for the content of the introductory, main and final parts).

### Section 4: Conducting an effective meeting

#### Assignment 4.

List the tasks of the meeting. What tasks are most often solved in your company with the help of the meeting? Give examples based on your work practices.

#### Task 5.

Name the formal processes that form the basis of the meeting

#### Task 6.

Analyze 2-3 meetings you have attended in the last couple of months. What was the outcome of each of these meetings? Which of the standard types of outcomes of effective meetings do you think they can be classified as (opinion, action, document)?



# Stal MBA Program

## Manager's Personal Effectiveness Skills Module

### Theme "Psychology of Business Relationships"

#### WORKBOOK



## Assignment 1. Business Relationship Management

### Exercise:

1. Please give examples (from your own practice) of how to use each strategy and tactic.
2. Whether their use was effective.
3. What strategies and tactics do you use most often?
4. Which ones do you avoid, why?

## Task 2: Leader in Group Interaction

### Exercise:

1. Give situations in which each type of leadership is used.
2. What type is most characteristic of you.
3. What kind of leadership do you avoid? Why?
4. In what situations could you apply it?

## Assignment 3. Regulation of emotional states

Try the following techniques for regulating the emotional background in communication and analyze the results.

1. Change the tone, tempo of speech, and volume.
2. Use of separating or uniting pronouns.
3. Use of statements affecting partners' self-esteem.
4. Objectification of the condition (saying aloud one's emotional state and the reasons for it).
5. Objectification of the partner's condition (saying aloud the feelings, emotional state, and intentions of the interlocutor).
6. Objectification of the situation (saying aloud what is really happening at this moment of interaction).
7. Emotional identification (identification of one's emotional state with the state of a partner or group).
8. Role identification (identification of oneself with a partner or group on the basis of the unity of functions performed).
9. Assigning roles or characteristics.
10. The technique of anticipation (prediction of the most likely and undesirable behavior).

## Task 4: Techniques for Constructive Visualization of Emotional States

Exercise 1. Suggest the correct version of the statement

1. Mother to son: "You're always bugging me with your questions."
2. A subordinate to a supervisor: "Pyotr Semyonovich, you just don't let me work, constantly demanding status reports."
3. Manager to a subordinate: "You're making me blush in front of management by delaying work on the report."
4. "Until when will you be late for work?"
5. To a colleague when discussing a problem: "You keep interrupting me."
6. "You won't let me say a word."



7. "How can we agree if you don't listen to me at all?"
8. Wife to husband: "You'd think you'd have any interest in my personal life. You don't care about me. One minute you're at work, and the next you're staring at your TV or a book, and that's it."
9. "You consider a paycheck what you bring home."
10. "You have to provide for your family first before you can demand anything!"
11. Husband to wife: "After all, you have to create some normal conditions at home, so that a man can come home with pleasure and rest after hard work."
12. "Stop listening to your girlfriends. They won't do you any good. You have to live with your own head."

Exercise 2. Analyze the choices you have made in your statements Can they be:

- 1) cause negative feelings in the person you're talking to?
- 2) Do they put the blame on the partner?
- 3) Do they reflect your emotional state?
- 4) do they unequivocally explain the cause of this condition?
- 5) Will the conversation swing toward greater emotional tension after your phrase?
- 6) Is it more likely that the conversation will move to a discussion of content rather than the personalities of the interlocutors?

### Task 5: Objectifying the situation

Read the expressions in the table. Identify instances where the correct OC or OC-P (Objectification of Situation and Prediction) technique occurs. In front of each of these expressions, put the corresponding mark (OC or OC-P) in the "evaluation" column.

№	Statement	Evaluation
1	"I have a feeling you've led us down a blind alley again."	
2	"It seems to me that we have allowed ourselves to be distracted from the main issue."	
3	"We're not going to make it again."	
4	"Dear colleagues, I think our leader wants to lead us to the solution he has already planned."	
5	"It seems to me that the situation has become too heated, and there are no objective reasons for that."	
6	"I understand the importance for all of us of the issue under discussion, but it seems to me that even in this case it is necessary to maintain a correct and respectful attitude towards each other."	
7	"I feel that we are all outraged at the actual deception and failure to deliver on promises, but if we continue to act on emotion alone, we will only contribute to further failure to resolve our issue."	
8	"I sense that you are concerned about the increasing number of disruptions."	

9	"It seems to me that the situation has escalated so much now that you're not going to be able to come to some kind of agreement."	
10	"It seems to me that now, in the absence of new information, our activities have lost all meaning."	
11	"I feel like this is the fourth time we've discussed this."	
12	"It seems to me that everyone has already lost interest in this question. Shall we move on to another?"	

## Assignment 6. My communication attitudes

### Exercise:

1. Give examples for each setting.
2. In the previous question, were you describing your own behavior or the behavior of your interlocutors?
3. Complete the exercise with the missing examples of your own behavior (the behavior of your interlocutors).
4. How you can overcome the influence of these attitudes. Continue the examples in a constructive way.

### Task 7: Work on diction

Diction difficulties can be learned easily with the help of tongue twisters. Thanks to them, they achieve clarity and accuracy of pronunciation in any difficult consonant combinations and at any tempo.

To work on diction, it is recommended:

- a) Perform exercises pronouncing the words in syllables;
- b) pronounce sentences, separating all independent words with pauses;
- c) read short phrases, speeding up their tempo by 2, 4, 8 times.

*There's grass on the yard and firewood on the grass.  
Carl stole coral from Clara, and Clara stole a clarinet from Carl. The  
beanpole stole the beanpole.  
The Christmas tree's needles are pricked.  
We had a guest take away his cane.  
Senya and Sania have a catfish with a  
mustache in their nets. The heron withered,  
the heron withered, the heron died. The  
beetle was afraid to live on a bitch.*

### Task 8. Public speaking

#### Exercise:

1. Hold your breath while looking at your watch and don't breathe until you see the first sign of discomfort.
2. The second time, hold your breath as long as you can.
3. The third time you have to determine in advance how much longer you will hold your breath compared to the second time - at least for a second, but you have to decide in advance. Decide, and then do it. (*Exercise from the Taekwondo World Champion Andrei Stegantsev*).  
...If you couldn't, you probably have "perpetual student syndrome. You see every public performance as an exam, and you get the familiar "what if I didn't learn something? What if I get a bad grade?" Relax, remember that you

You are an adult, an expert in your field, and you passed all the required exams a long time ago. You are free and equal with your audience.

### Recommendations

1. Write essays, keep diaries. Writing will teach you how to structure your thoughts clearly.
2. Before an important speech, write and give several versions of the speech.
3. Never take written speeches with you to a presentation. Leave them at home. Speak without a piece of paper.
4. If you need to cite some data, write it down on small pieces of cardboard (not on crumpled A4).
5. To get your spirits in order, just before the performance, take a few deep breaths and exhales - this will lower your diaphragm and help calm you down.
6. If possible, surround yourself with images of calm and serenity (landscapes and paintings).
7. Take your excitement calmly. Believe me, everyone worries!

### Assignment 9. Business talk

#### Exercise:

1. Think back to your last business conversation. Were all the elements of an effective conversation used?
2. Which ones are missing, why?
3. Was this conversation successful, could it have been made more effective?
4. Work through your other (maybe unsuccessful) conversations, negotiations.
5. Write success scenarios for all cases.

#### Discussion

Tip: Start applying the tool in practice. At first, in simple little Conflict situations, then it gets harder and harder. Analyze and eliminate mistakes, apply techniques of active listening and establishing an emotional background.

### Task 10. Protection from manipulation

#### Exercise:

1. Think back to instances where you have been manipulated.
2. What tool was used against you.
3. How would you behave if the situation were to happen again?
4. Carefully write out the strategy (personal and negotiation strategy).
5. Think through and spell out ways to counteract the sale of the future.
6. Reflect and write down your weaknesses and the weaknesses of the particular proposal you are presenting.
7. Think through and prescribe ways to counteract your opponent if he will use your weaknesses against you.

### Task 11. Tough Negotiations

#### Exercise:

1. Think back to your most emotional tough negotiations.
2. Which of these points did you miss by not paying enough attention?
3. What would you do now?
4. Spell out the script for success.

## MBA Start Program

### *Module "Economics and the economy"*

#### Topic: "Legal Basis for Business Activities"



Assignment 1. List the main normative acts that regulate entrepreneurial activity.

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Assignment 2. What are the general provisions for OAO and ZAO? List.

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Assignment 3. What are the sources of HKO assets?

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Assignment 4: A business organization has decided to create a subsidiary charitable organization and is developing a procedure for an annual audit of the charitable organization's activities. You have been asked to describe this procedure. What principles will you base it on?



Assignment 5. Continue the sentence. Small business entities may be (finish):

Task 6. Imagine that you are the managing director of a small limited liability company. What documents should spell out the functions, duties, term of office, and responsibilities of the hired manager of the organization?

Assignment 7. You have created an LLC with your friend. Two businesses that are unequal in profitability are currently successful. Your views on the strategic development of the business system differ significantly at this stage, and your friend decides to withdraw from the common business. How would you proceed in such a situation? Suggest measures that would minimize the risk of both parties in the situation described above?



**Assignment 8.** Imagine that you are the head of a small organization and are unexpectedly called by representatives of one of the auditing authorities and told that a commission of auditors will come to you in a few hours. Develop a plan of action for yourself that will help you minimize the risks of possible losses from such a visit.

**Assignment 9.** To which form does your organization belong? How have you experienced the advantages and disadvantages of this form during your work in the organization?

## MBA Start Program

### *Module "Personal Effectiveness Skills of a Meledger*

### Topic: "Time Management

## Workbook





## SECTION 1. INTRODUCTION

### Assignment 1. Our capital of time Fill in

the table

1	My age.	
2	Estimating "time of completion" (approximate)	
3	My time capital in years ("2" minus "1")	
4	My time capital in twenty-four hours ("3" multiplied by 365)	
5	The number of hours per day that I spend on sleep	
6	Number of active hours per day (24 hours minus "5")	
7	My time capital in hours ("4" multiplied by "6")	

### Assignment 2. "Pie of Time".

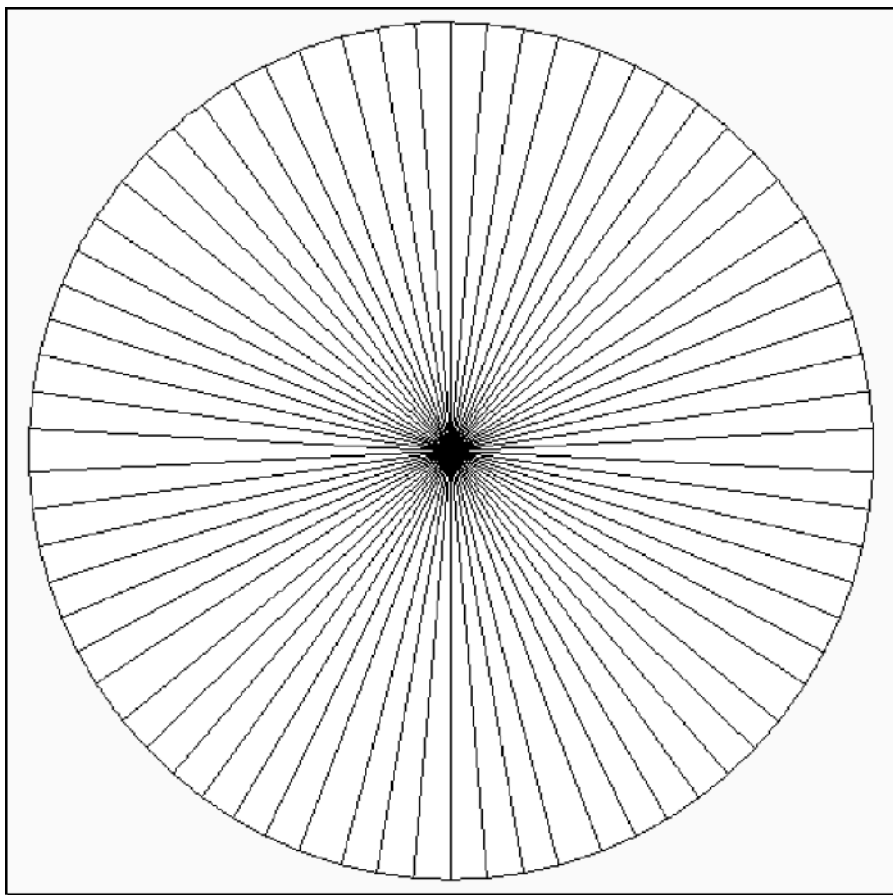
The atomic circle has 70 sectors - the average length of a person's life. A)

Mark a simple "point of reference" on the circle.

B) Count off from the marked point the number of sectors according to your age and shade them.

C) Mark the amount of time in your future years that you will spend sleeping.

D) Estimate the remainder of your "time pie".




## SECTION 2. TIMING

### Assignment 3. "Picture of the Day."


**Photo of a workday**

P.M. Kerzhentsev's Chronocard:

	П	Д	8	9	10	11	12	13
Unrecorded time								
Письмо В.М.								
Meeting								
tel. N.N.								
Internet: MPK data								



1. In the "To Do" column, write down the tasks (from 10-15 minutes) that you performed during the workday.
2. "Bind" the remembered tasks to time horizontally  
for the initial portion and the portion of the portion  
time (as shown in the example).
3. Time that has not been commandeered  
REMEMBERED  
tasks, highlight with horizontal lines in the column  
"Unrecorded Time."

DAILY	П	Д	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Example tasks																		
Unrecorded time																		

#### Analysis of results

1. In column "P" mark the priority, long-term tasks "working" on the key objectives of the division and the company. Count the amount of time spent on them, and enter it in the table.
2. In column "D" mark the tasks that you were doing yourself, although, in principle, they could have been delegated. Enter the amount of time in the table.

3. Add up the unavailable time and enter it in the table.

1	Time spent on long-term, priority tasks	
2	Time for tasks that in principle could have been delegated	
3	Unequal time	

### SECTION 3. TIME ABSORBERS

#### TIME SINKS

Time savers are any activities for which you want to reduce the amount of time spent.

There is no "single correct" list of absorbers.

#### Assignment 4: Analyze the time absorbers

1. Analyze the "pictures of the day" taken by the manager.
2. Identify the main time sinks.
3. Suggest improvements to the organization of his work.
4. Calculate the time gain from atich improvements.

Time	How much	What did	Analysis
6:00	0:07	lift	
6:07	0:13	Washed, dressed.	
6:20	0:19	breakfast	
6:39	0:26	Checked the e-mail "on the run"	
7:05	1:40	commute	
8:45	0:33	in the workplace (got up, sat down, settled down)	
9:18	0:25	email	
9:43	0:17	Lilya dropped by, minor organizational issues	
10:00	0:36	sorted out the papers on the table (preparing for the presentation)	
10:36	0:19	Kostya came in, instructing him for the presentation	
10:55	0:16	email, replied to a couple of emails	
11:11	0:34	I called Irina to book a time for the presentation, but I didn't dosv.	
11:45	0:18	the chief summoned me to his office, to discuss the project	
12:03	0:04	email	
12:07	0:32	Called Irina, confirmed the time for the presentation	
12:39	0:17	was preparing for a presentation	
12:56	0:36	instructed Roman for the presentation (ran in)	
13:32	0:16	email	
13:48	0:27	telephone conversation with client R.	
14:15	0:27	presentation preparation	
14:42	0:28	instructed Lilya for the presentation	
15:10	0:17	email	
15:27	0:33	telephone conversation with client F-va	
16:00	0:24	presentation preparation	
16:24	0:36	conversation with client A.	
17:00	0:27	the way to the showroom	
17:27	1:33	final team briefing	
19:00	1:00	presentation	
20:00	0:49	P/TO GO HOME	
20:49	0:18	dinnerN	
21:07	1:53	email (what I didn't have time to do at work)	
23:00	0:47	review of customer documentation	
23:47	0:13	shower	
00:00	0:37	bedtime reading	
00:37	-	rebound	

## SECTION 4. TASK PLANNING

### "Hard" Planning.

8.00 Wake up, exercise  
8.45 Cleaning of the rooms  
9.00 Breakfast  
9.30 flag raising  
9.45 Singing the anthem



### Chronos and Kairos



#### Хронос

Линейное, измеримое,  
«астрономическое» время.

#### Кайрос

«Нелинейное» время,  
благоприятный момент для  
выполнения какой-либо  
задачи.

### Typical kairos ("contexts")

- location: "at the bank," "at the car service center," "at the Tver branch"
- a person or a group of people: "when I caught Cumbrievich", "in conversation with Berlaga of Hercules", "at a meeting of the Board".
- internal circumstances: "when I want / do not want to work," "during the rush of inspiration"
- circumstances are external: "when the boss is in a good mood," "when the grocery store will take over..."

### Contextual planning

Context ("kairos") - a set of conditions favorable to the performance of a task

Contextual planning is a planning technique consisting of:

1. identifying typical personal "kairos"
2. to have appropriate task lists linked to these "kairos"
3. Viewing these lists when approaching "kairos."



### Contextual planning in the agenda

1. Separate sections on typical contexts
2. "Stickers for flexible tasks"
3. Tab with contextual tasks



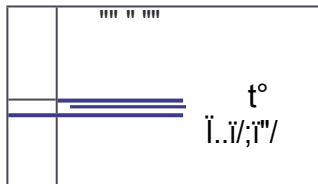
### Context planning boards

Кайросы: люди и проекты			
	Иванов	Петров	Сидоров
Проект А			
Проект Б			
Проект В			

#### Наши поездки в госорганы

Министерство таможни	Министерство Сюжета	Комитет этакий
12.03 в 13.00 в 30 кабинет	05.03 в 17.00 буду у Петрова	

**My Personal Contexts** Take the first step in creating your personal system contextual planning!



### Assignment 5. My old and new contexts

1. Identify typical personal cairos (Clone 1).
2. Formulate tasks tied to atim kairos (column 2).
3. Identify ways to organize contextual planning (cogion 3).

### Example

Context	Bound tasks	How contextual planning is organized
When it succeeds talk to the director	<ol style="list-style-type: none"> <li>1. get a signature on documents</li> <li>2. coordinate information in the catalog</li> <li>3. Approve the conference program</li> </ol>	Checklist of questions in folder (with solution options) + List of documents to be signed and approved
When I'm at the cottage, keep in mind		
If it rains in vacation time		

### Fill in the table

Context	Bound tasks	How the contextual planning
I've already taken it into account when planning		
I'll keep it in mind when planning		

**Result-oriented and concrete**

/n "nttn"      Project A:  
kick

Meeting

4 p.m., pp. 215,  
V. and E.

oe AA 16 00  
21'5 meeting room,  
Vasin and Ivanov

Конкретизированность

## Task 6. Result-oriented planning

1. Find the formulas that are not result-oriented.
2. Reformulate them into a result-oriented form.

1. To turn in your coat to the chemist	
2. Call Petrov	
3. Obtain the signing of a contract with "OTK."	
4. Transfer 15,000 to the supplier's account	
5. Meet with Konstantin	
6. Meeting: 3 p.m., staff	
7. 13.00 - lunch	
8. Make a plan of action for tomorrow	
9. Going to the movies in the evening	
10. Call customer T. to find out what the problem is	
11. object R.: q what to do with it?	
12. Get some sleep!!!	
13. To be with the children	
14. Meeting: R Ivanov, contract	
3:16 p.m. - meeting of the board of directors	
16. Beat the money out of AR-Media	
17. Calls: Letaev, Pronina	
18. Remind yourself of yourself R.C.	
19. to withdraw from the event in "Elm" (think of a reason!)	
20. Exhibition: Project B and Project C.	



SECTION 5. HARD-GIBK

ALGORITHM NA

NAY

Assignment 7. "Thoughts aloud" of a manager starting his type of day at work

Dan is loaded today.

It's only just beginning in the morning, and already it seems that there is not enough time catastrophically.

Katerina has already come running: there are a huge number of documents that need to be mailed to our clients today for signature.

The main supplier delays deliveries - you have to go in person and figure out what's what.

Project A has not started for a week: all the necessary instructions have not been given, Vasin and Ivanova are slowing down the process, demanding a meeting to clarify all the issues. But it will take at least an hour, if not more!

We have to remember to call the head office: the monthly report is coming up.

In a week's time, we have an exhibition where our products are due, and no one has come back yet with a report on our readiness! What does this mean? It's clear what it means.

I really wanted to go to the pool today and just swim.

No, I don't think so.

And these constant calls that distract me and keep me from concentrating! Everything is important, of course, but I don't have three heads or ten hands!

So, what's the date of my presentation? Today. And I still have to prepare for it. And by the way, I need to know where to go.

There is an incomplete program lying on my desk somewhere - we should throw it over to the customer support department. But first I have to finish the edits. But where exactly is it? On the table, to put it mildly, not ideal order ...

- Yes? Yes, yes, I'll be there in half an hour.

Hv, here. Also, the bosses are calling me to the cove. What to do?





Algorithm of daily planning Fill in the daily planner page:

1. On the time grid, mark "hard" meetings for which you already know the exact time. When scheduling appointments, make provisions for contingencies.
2. Make a list of "flexible" tasks, i.e., that do not have a hard execution time. Use result-oriented language: do not  
The first task is to "call Ivanov," and the second is to "press the order," "get the information," etc. H. Highlight the tasks that need to be done first, and the first task that needs to be done.  
turn. Namely: significant for the execution of other tasks ("find out the time for today's presentation, give an order to prepare materials"); unpleasant, long delayed; "working" on key strategic goals.
4. "Budget" time for large, high-priority "flexible" tasks - sign off on an approximate amount of time to complete them. Remember: planning and budgeting more than 60-70% of the work day is not realistic!
5. In the course of the day, carefully cross off what you have done. Mark what you don't complete for the next day.

Planner page

HARD and BUDGETABLE

FLEXIBLE

9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	

## SECTION 6. SELF-MOTIVATION AND PRINCIPLES OF EFFECTIVE RELEASE



### Workload: typical mistakes

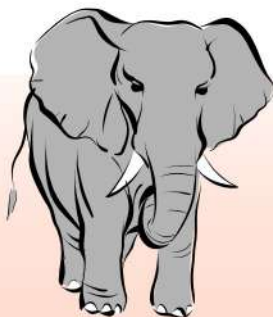
1. Rest occurs spontaneously, is not planned and not consciously organized
2. Rest is not rhythmic, there are no clear rules - with what frequency and how long we rest
3. There are no well-thought-out literate recreation scenarios

### Principles of effective rest

1. Rhythmicity: 5 minutes per hour
2. Maximum switching
3. Maximum contextual change



### "TM menu": elephant



### Slicing an elephant

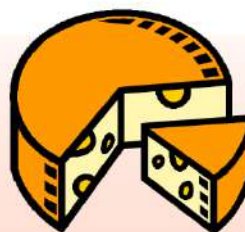
WRONG		RIGHT
Прочитать страницу правил дорожного движения	⇒	Прочитать одну экзаменационную карточку
Изучить новое грамматическое правило	⇒	Поговорить 15 минут с носителем языка
Прочитать новую статью о фитнесе	⇒	Сделать 50 отжиманий



### "TM menu": frog



### "TM menu": cheese



## SECTION 7. TM-MENU

### Task 8: Unpleasant tasks

1. In the left column, write a list of five small chores that do not inspire you at all.
2. Mark in the right column how long it takes to complete these unpleasant tasks.

№	An unpleasant task	Time for Performing
1		
2		
3		
4		
5		

### Assignment 9. Daily "frogs" and "steaks"

"Frogs" and "steaks"	pi	wt	cp	re ad	Fri t	Sa t	al	pi	wt	cp	re ad	Fri t	Sa t	al

### My "in-between joys"

Write out what gift you would give yourself as a reward for regularly performing unpleasant tasks!




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## Task 10. "Pin-up Calendar".

Славное прошлое (годы):																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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A pin-up calendar for \_\_\_\_\_ Brought to you by:

### The glorious past

The glorious past																																	
	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69		
	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	<u>200</u> <u>0</u>		
Jan	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Jan
Feb	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Feb
mrt	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		mrt
Apr	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Apr
May	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		May
Jun	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Jun
Jul	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Jul
Aug	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Aug
St.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		St.
Oct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Oct
Nov	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Nov
Dec	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		Dec
	<u>20</u> <u>01</u>	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		

Bright Future

## MBA Start Program

Personal Effectiveness Skills module  
manager."

Topic: "Managing Without Stress

Exercise book

### Exercise 1.

Write, what would make you feel comfortable in the office?

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### Exercise 2. "What I don't have and what I do have.

Make two lists for yourself. The first list is called "What I Don't Have," where you write down all the things you don't have, but would like to have.

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Make a second list called: "What I Have." Don't forget to write not only tangible-material things like a house, clothes, or food, but also intangible values like health, hobbies, friends, work, and anything else important to you.

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Exercise 3. "I must and I want.

Divide the sheet into two parts with a vertical line. On the left side, write down what you do and what specific actions you take in your life from the "I must" position. List, if possible, all the things you do.

Then move on to filling out the right side of the sheet: list all the things you really do from the "I want" position, i.e. in accordance with your desires and interests.

I have to	Я хочу

Which column has more items? What does this tell you?

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### Exercise 4. exercise "Tell a fairy tale about your life."

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



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Exercise 5. "Good wolwebnpk".

Imagine that a good wizard could fulfill your wish. Would you want that?

If he promised to turn you into an animal for a while, which animal would you choose?

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Why did you choose this particular animal?

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If a good wizard could grant your three wishes, would you wish for?  
List your wishes on page papers.

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If the good wolwebnpk for a while could give you psychic abilities to read another person's mind, the thoughts of whom you wanted "count" in the first place?

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Name, in descending order of importance, several other people you would like to know.

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If the wizard promised to transport you to another time and another era, where would you want to go and why?

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**Exercise 6.** "Think through your life plans. Make a plan for your life for the next year.

What are your top three goals for the next year? First goal:

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Second goal:

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The third goal

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What do you know how to do to achieve these goals?

First goal

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Second goal:

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Third goal:

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Are you already doing this to achieve these goals? To  
realize the first goal?

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For the realization of the second goal?

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To realize the third goal?

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What do you think your work and life will be like after you achieve these goals?

After achieving the first goal:

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After the second goal is achieved:

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After achieving the third goal?

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**Exercise 7.** "When you can't change anything" Choose

one of us situations:

- You are "stuck in traffic, and there is an important meeting (negotiations, meeting) ahead;
- Your computer is "frozen" and you are preparing an important report to your boss;
- You lent a friend a large sum of money, you have missed all the deadlines, and he does not think of paying you back;
- you were unfairly yelled at by a supervisor;
- You have bought a trip to one of the countries, tomorrow you will fly on a tour, and today you have not yet made out a visa.

For any of the situations you have chosen, write down what negative consequences this situation has for you, your life and work:

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Now write down what positive consequences this situation has for you:

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**Exercise 8.** "Problem situation.

Recall your problematic situation (a difficult conversation, a conflict at work or in the private sphere). Divide the page with a vertical line in half. On the left side of the page, write down for yourself all the negative consequences for you as a result of this situation.

Then, moving to the right side of the page, note the positive consequences of the same situation. Preferably, the number of positions on the left side should be approximately equal to the number of positions on the right side.

Negative effects	Positive effects
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**Exercise 9.** "My Conflict Partner.

On the left side of the page, note the shortcomings of the person with whom you have a conflict. Moving to the right side of the page, restate each flaw in such a way as to turn it into an advantage.

Disadvantage	Достоинство
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**Exercise 10.** "Analyze your self-esteem.

Write ten sentences with the "I" in them. For example, "I am smart," "I am decent," etc.  
Write everything that comes to mind, not only the positive but also the negative.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

After you have written ten sentences, analyze them.

How many characteristics can be attributed to \_\_\_\_\_  
positive, How much - negative?

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What qualities would your best friend or \_\_\_\_\_ best friend attribute to the \_\_\_\_\_ who know you, qualities that are most intrinsic to you, and what qualities would be less intrinsic to you?

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### Exercise 11. "Counterarguments.

Note any times in the last two weeks when you have thought badly of yourself. What or who made you think that way about yourself?

Take a sheet of paper and write down the words or phrases on your left when you thought of yourself

BAD.

For example, "No one understands me," "I have a hard life," etc.

For each negative phrase, formulate counterarguments, that is, positive things that can be countered. In relation to the phrases we wrote above, these can be positive statements:

"Those I trusted were able to understand and appreciate me."

"I have the same vibe as most of the people I know, and in some ways even better, than they have.

So, for the past two weeks, you've been thinking bad thoughts about yourself:

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Using the technique of positive reformulation, formulate counterarguments:

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**Exercise 12. "Self-Assessment."**

On the left side of the page, describe your shortcomings. On the right side, reword each quality deficiency to highlight its positive basis.

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**Exercise 13. "My virtues."**

Everyone can do something well and even better than everyone else. Think about what you can do better than anyone else? It could be anything: telling jokes, driving a car, working on a computer, laughing, etc.

Can you do this better than anyone else?



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#### Exercise 14. "My Ideal.

Imagine a person you admire. It could be your supervisor or colleague, an acquaintance or relative, a famous figure or an actor (actress).

What qualities does this person have? List them.

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Think about how that person would behave if he lived the life you live and the conditions you live in.

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#### Exercise 15. "Notes on a Good Mood.

Answer the questions:

How many good events did you have in your life during the month?



How many pleasant events have happened at your initiative?

How many pleasant events have happened at the initiative of other people?

What can you do to have more pleasant events in your life?

#### Exercise 16. "The Lawyer's Speech.

For the purpose of                      to reinforce    positive                      attitude                      to oneself    , it  
is necessary to                      write

"lawyer's speech," in which you have to justify your own actions, show,  
that the motives for these actions (even the most difficult ones), were always positive.

At the end of such a "lawyer's speech" about oneself, one should formulate the conclusion  
that, in general, "I am a good person and have every right to self-respect and human  
dignity.



Sit comfortably in a chair. Close your eyes and imagine that you are walking along a forest path. It's a bright sunny day, birds are singing, and the smells of the forest are pleasant. You are in a clearing in the woods. In the center of the clearing stands a towering oak tree, which must be at least a hundred years old. At the base of the tree, at its roots, sits an old man - a wise man. In your imagination, get as close to him as you can.

Look at the person's face. Imagine his face in as much detail as possible: look into his eyes, try to understand his mood. And when you finally feel trust in the wise man, try to formulate your most important question right now and ask him. The question must be concise and precise. Concentrate and try to hear the answer from the sage. Write it down.

This exercise helps you to calm down, rest, and relax. The exercise is done for 4-5 minutes in a quiet, dimly lit room.

Sit in a comfortable chair and close your eyes.

Imagine that you have a shelter. It can be a small house in the countryside or an apartment in the city, anything, even a cave in the ropax. None of your friends and relatives know about your shelter. In your sanctuary, you can do whatever you want and whatever you like. There are no obligations or activities that you are forced to do out of a sense of duty. There is no need to rush anywhere, no need to plan your affairs, calculate your time, consider your circumstances. There are no phones, no TVs, no radios. There is complete freedom and tranquility.

Take some time in your sanctuary, dream of pleasant things, feel the pleasure of idleness and contemplation.

**Exercise 19.** "A pleasant event from childhood.

This exercise is based on the fact that everyone has had events in his or her life that are very pleasant to remember. Recollections of pleasant events "warm up" the soul, support in difficult moments, and create conditions for an optimistic outlook on life. It is important only to remember the event in the form of an image or "picture" and to imagine (visualize) it in your inner imagination in every detail and detail.

The most effective memories of pleasant events that occurred in childhood, when you were about 12 years old. During this period, a person has an immediate, vivid and colorful perception of life, which is also important when we remember pleasant events for us.

Examples.

*"Summer Rain." For example, a man 42 years old recalled how, when he was a child, his father came to the summer camp where he vacationed. They went for a walk on the forest path near the camp, and suddenly it started raining in the summer. His father opened an umbrella and they sat down on a bench and hid under the umbrella. The boy remembered the feeling of security next to a big, strong and kind-hearted man for the rest of his life, and when he experiences difficulties and problems, he often recalls this supportive image.*

*"A Boat on the Water." A mature man spoke of an image that sustains him in difficult moments. He called it "A boat on the water.*

*He remembered how in the summer, when he was a child visiting his grandmother, he often had to cross the river in a boat on his way to the village store for*

*products'a. And then one day, when it was a warm, sunny and surprisingly calm day, in the middle of the river he let go the oars and lay on his back on the bottom of the boat.*

*He could feel it bobbing quietly on the water, and he looked up into the sky. For the rest of his life he remembered the clouds floating slowly across the sky and the calmness they evoked in him. He felt that no matter what happened to him, no matter what happened, the clouds would always float slowly and lazily across the sky and bring peace and tranquility in their movement.*

### **Exercise 20.** "Images of Nature.

In our life we often have to restrain ourselves, relying on inner self-control. We get tired of this constant effort of will, and at certain moments we want to be freer and more relaxed. The images of nature that we can conjure up will help us, if only for a short time, to find feelings of liberation and spontaneity.

"Bird." Imagine yourself as a bird soaring high in the sky. Feel the vastness of the sky, the power of your wings, and your inner freedom in flight. Try to "look up" and see meadows, fields, and forests from above.

"The Bee. Imagine yourself as a little buzzing bee, flying from flower to flower and patiently gathering flower pollen. Imagine how patient and hardworking the bird is! She does not suffer or suffer, she is always working!

### **Exercise 21.**

You are offered three situations. In each of them, write three answers (confident, insecure, aggressive), changing the order each time.

In the middle of the work day, when you are busy, a colleague comes to you and says:

"You let me down again! We're not getting anything done because of you! I don't have to redo your work for you!" You don't agree with your colleague's opinion, and you have the same complaint against him. You tell your colleague:

1. \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_





2. \_\_\_\_\_

3. \_\_\_\_\_

Your boss calls you in and says, "Yes, I'm disappointed, you've never done such a bad job before! Before this, you were very happy with the job you were doing and thought you had never done a better job. You tell your boss:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_



You are giving a presentation on a project that is important to you. A respected expert suddenly interrupts you and says: "I don't understand anything! I see nothing new in your ideas! Explain, please, what is innovative about your project?" For you such a police force is completely unexpected, you say:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## MBA Start Program

### *Module "Economics and the economy"*

Subject: "BTO. Changes in the Russian  
economy."

1. "Assignment 1. What are the advantages and disadvantages of Russia's entry into the BTO for domestic producers focused only on the national Russian market (production of non-tradable goods).

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Task 2. What are the advantages and disadvantages for Russian end users in entering the BTO?

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Assignment 3. What are the advantages and disadvantages for exporters (producers) of Russia joining the BTO?

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Assignment 4. What are the advantages and disadvantages of joining the BTO for manufacturers competing with imported goods on the Russian market?

Assignment 5. What are the advantages and disadvantages of Russia's accession to the BTO for national producers of agricultural products?

Assignment 6. What are the benefits and disadvantages for developed countries of Russia joining the BTO?



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StaL MBA Program

Organizational Behavior Module

Introduction to Organizational Behavior

WORKBOOK



### Assignment 1

What has caused the increased interest in organizational behavior as a science? What are the goals of the discipline?

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### Assignment 2

How is the discipline of OP different from social psychology?

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### Assignment 3

What is the weakness of the human relations school concept?

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### Assignment 4

Imagine a conveyor production facility where the work of a quality control specialist at the outlet consists of monitoring the completeness of the cells in a container of glass jars with canned vegetables and removing defective products from the container (broken glass containers, deformed lids, etc.) and replacing them with non-defective products. Near the controller's workplace there is a mini-shop with products organized in such a way that it is convenient for him from his workplace to take products for replacement without getting up from his chair. However, more often the inspector has not just to replace defective cans, but to remove a container weighing 30 kg from the conveyor as a whole to free it from the remains of broken glass and can filling. At the same time, the supervisor has virtually no contact with his colleagues on the product line and the effectiveness of his activities is determined by the number of returns from customers of defective products, and there is a non-zero chance that the goods were already damaged during shipment/delivery. The supervisor reports directly to the shop manager, who requires his subordinates to clearly perform their functions in accordance with their job descriptions. During the period of the production line (1 year) 5 shop supervisors have been replaced, and the defect rate in customer complaints was stable at 10-15%, which is on average 40% higher than in competitor companies.

Based on the basic principles of F. Taylor's school of human relations and scientific management, offer possible solutions to the problem of organization, compare the proposed solutions.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.



## Assignmen

What is the influence of national and cultural characteristics on the specifics of interaction between employees within the organization?

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## Assignment 6

Imagine that your organization has set a goal of becoming self-learning. Using M. Pedler's criteria, make a plan of measures that would allow you to believe that your organization has become self-learning.

[illegible]



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[illegible]

MBA Start Program

Organizational Behavior Module

Theme "Methodology of Organizational  
Behavior"

WORKBOOK



## SECTION 1. Observation, experimentation, and surveys as measurement methods in organizational behavior

### Assignment 1

You have been commissioned to conduct a study of the loyalty of your employees to the company. What characteristics will you use to select your subjects, given that management insists that staff only partially participate in the study?

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## SECTION 2 Statistical analysis as a method of drawing conclusions

### Assignment 2

The training manager at 3AO Russian Way is faced with the task of organizing employee training. What scientific research methods can he use to make a future training program effective?

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### Assignment 3

A new HR director has come to your company. One of his first innovations is to change the existing employee motivation scheme. The main argument is the high efficiency of this scheme at his previous place of work.

The CEO has decided to hire an outside consultant to evaluate the HR director's proposal. What organizational behavioral research can the consultant conduct to argue to the CEO whether or not such a change is appropriate?

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### Assignment 4

Think about and give examples of correlated variables that are relevant to the behavior of people in the organization.

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### Assignment

Why, from your point of view, management methods that have proven themselves in Western business are often ineffective in Russian reality.

Imagine yourself as a researcher of organizational behavior and formulate scientific hypotheses and list possible types of research that would help you prove/disprove them.

Hypothesis	Type of research

## SECTION 3 Tests and Testing in Organizations

### Assignment

Task 6

You are an HR director of a company and you have ordered a study of the psychological climate in the team from an outside organization. The received report contains a lot of interesting information, scientific terms, graphs, etc. However, the conclusions of the study, in your opinion, are too universal, not sufficiently reflecting the specifics of your organization.

What are the criteria for scientific validity of the research you will rely on when you ask the provider questions?

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### Assignment

What methods are used to determine the validity of a psychological test in terms of content?

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## SECTION 4: Cognitive and Behaviorist Approaches to Organizational Behavior

### Assignment 8

After reading the book "The Fifth Discipline" by P. Senge, the inspired CEO of your company immediately began to implement the principles outlined in it in the organization. At the same time, the performance indicators went down drastically. Six months later, the program was suspended in order to save the company from imminent bankruptcy.

Based on the concept of organizational behavior knowledge synthesis, describe the probable causes of this situation.

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### Assignment 9

Your company's new marketing director refuses to use advertising

в MEDIA в as tool promotion. At In doing so, Your

Your company pursues an offensive strategy in the marketplace.

Analyze the probable causes of this behavior based on a) cognitive, b) behavioral approaches.

(a) Cognitive approach

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b) behavioral approaches

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### Assignment 10

Your company's new marketing director refuses to use advertising

в MEDIA в as tool promotion. At In doing so, Your

Your company pursues an offensive strategy in the marketplace.

Analyze the probable causes of this behavior based on a) cognitive, b) behavioral approaches.

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MBA Start Program

*Module*

*"++Rganizational LOVE"*

Topic:

"Perceptual Processes and Impression  
Management."



## Task 1.

## Why is perception a problem?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## Task 2.

What does the Gestaltist credo "The whole is not the sum of the parts" mean?

[illegible]



### Assignment 3.

Give an example of sensory structures being able to adapt not only to increases, but also to decreases in environmental demands.

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### Assignment 4.

What is a perceptual attitude? Give examples of


### Task 5.

What problems of social perception do you consider the most significant?

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### Task 6.

How can a fundamental attribution error hinder productive negotiations?

### Task 7.

You are the chief accountant of 3AO Peter's Zories. For the vacant position of operating accountant, you are presented with two candidates whose education and work experience meet your requirements. Koro of the candidates you would prefer to hire if you know the following about them:

Candidate #1: the reference is external, the scale of the breakdown is shallow, the "gate of sorting" is procedures, the focus of the comparison is a mismatch.

Candidate #2: the reference is internal, the scale of the breakdown is large, the "gate of sorting" is people, the focus of comparison is coincidence.

Motivate your decision by the potential risks and benefits of each metaprogram.




### Задание 8.

You are the marketing director of the holding company Peter's Bells, LLC. You know about your CEO that his persuasion is the number of times you think it is appropriate to adopt a new advertising concept. Suggest ways to convince the CEO of the validity of this decision. Then write down what your speech would look like if the CEO's persuader were intensity.



### Task 9.





The market launch of the new product "rogaliki kopitnye" at "Kopita s horns" LLC is considered unsuccessful. The sales department blames the marketing department. The marketing department, in turn, puts the full responsibility on the sales department. Based on G. Kelly's theory of causal attribution, explain the reason for the situation and suggest preventive measures for the future.


#### Task 10.

What is the audience's role in the impression management process?


#### Task 11.

Give examples of how individuals do not always construct socially approved images when presenting themselves. Why do you think so?




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## MBA Start Program

### *Module*

### *"++Rganizational LOVE"*

### Topic:

"Power and Leadership in the  
Organization."

### Zadan'ie'1.

Jack Welch joined GE in 1960. Jack's stubborn nature did not prevent him from becoming the youngest general manager in 1973. In April 1981, he became President of GE. During the first two years, the company under Welch's leadership concluded 189 various deals on mergers, acquisitions and sales, and the number of GE employees decreased from 411 thousand to 299. Everyone knows that Jack Welch's innovative methods shocked the public. It was then that his reputation as "Neutron Jack" was cemented.

His innovative methods consisted in dividing all employees into categories "A", "B", "C" and MANDATING managers to follow the 20-70 rule.

10. Where "A" - stars; "B" - good performers, but no initiative; "C" - everyone else. The company's personnel system was set up in such a way that only the stars survived. "The best have to know they're the best. And I'm willing to pay a lot. Too much. And the worst should know that either they aspire to be the best or let them leave the company."

1. What type of power helped D. Welch overcome the corporate crisis?
2. Do we observe in this case study the interrelationship of different sources of power? Which ones?

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## Zadan'ie "2.

In one holding company, there were 25 divisions, and the role of communicator was spontaneously assumed by the manager of the material and economic department. He was a very authoritative person, sensitive to the opinions of others. Through him, it was possible to quickly find out what was going on and where. In this way, he helped to navigate the behind-the-scenes "network of contacts," to build relationships with key figures. He was called the "conscience of the firm. The manager was proud of this because he had gone through a difficult school of life, having mastered many related professions. Being already of an age, he was entitled to his own assessments of the situations that arose in the company.

And the creative spirit in the company was constantly dying. Many professionals began to quit. And he became more and more the main liaison. Many of those who felt the need for renewal were guided by his assessments. But they served him poorly: one day everyone learned that he would be fired in a week. Everyone was amazed, "Why?" The president decided to keep everyone in fear of possible layoffs. It worked out that way. The president himself began to visit the units frequently. But the "contact network" did not get in: now the workers were already saying something to each other in whispers, and then there were snitches.

1. According to the French-Riven and G. Kelman situational model, please identify which sources of power were used by the manager of the material department and the president of the company.
2. What factors strengthened the process of exercising power in the organization? Justify with examples from the case study.
3. Which particular factors (out of the five that exist) have created a political nature in the organization?



At a large commercial retail bank, Vyacheslav was hired as a specialist in the New Product Development Department. Vyacheslav was a very ambitious and inquisitive employee, setting high standards for himself and striving to achieve them. So, in a short time, Vyacheslav grew professionally. He was approached by his colleagues for advice and help. Soon Vyacheslav was asked to head an entire department of eight specialists. The competence of the department's staff was quite low, although the desire to grow was obvious. And so Vyacheslav, as a high level professional, sought to do most of the work himself. Subsequently he was swallowed up by the turnover of operational tasks, the employees ineffectively



1. What mistake do you see in Vyacheslav's work as a department head?
2. Which leadership style would you recommend Vyacheslav use, understanding the level of readiness of his subordinates in terms of professional competence?

[illegible]

Employees in your department have been working under your supervision for a long time. During the time they have worked together, you, as an experienced supervisor, have been able to transfer a great deal of knowledge to your subordinates in order to

assigned tasks. Observable results of the activities of your subordinates are improving.

Choose from the suggested options the leadership style to which you need to move at the readiness stage of your group:

- a) Engage in friendly interaction with the group, but continue to make sure that all subordinates know their responsibilities and expected standards of performance
- b) You will not take any particular action
- c) Do everything in your power to make the group feel important and involved
- d) Will continue to emphasize the importance of deadlines and

objectives Explain the choice.


### Task 5.

A large insurance company is experiencing a financial crisis: the company's profits are sharply decreasing due to an increase in the percentage of losses on claims payments.

The shareholders decide to invite a crisis manager to the position of Executive Director. The executive director takes tough management measures. He creates an atmosphere of fear in the company: he intimidates his subordinates, humiliates them at the slightest mistake. And he relentlessly fires them for the slightest fault. And for a short time, the situation in the company was saved. At first glance, the company began to look quite profitable. However, talented employees, key players of business began to leave the company, since they were completely demoralized. And from the inside, the company was disastrously





What management style mistake did the Executive Director make?

Regular meetings with top managers Strict control according to prescribed regulations

## Changing the rules and style of meetings for top managers

Penalties for failure to comply with prescribed regulations: dismissal, fines

Change regulations adopting decisions и approval of all of all documents that exist in the company

Public announcement of the company's intentions and strategy

## Creating an environment of "open" information flows

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

### Assignment 6. Are you a leader or a manager?

Circle the word (or words in columns A and B, whichever more fully reflects your worldview:

Approval	A	B
<ul style="list-style-type: none"> <li>I'm focused on</li> <li>I'm thinking more about</li> <li>I'm making plans.</li> <li>To do my job, I use</li> <li>My goals are based on</li> <li>I always ask.</li> <li>My position is based on</li> <li>In working with others, I</li> <li>My communication is characterized by</li> <li>In making decisions, I usually resort to</li> <li>Main Questions.</li> </ul>	<p>present</p> <p>stability</p> <p>short-term</p> <p>instructions</p> <p>immediate needs</p> <p>How?</p> <p>authorities</p> <p>Controlling</p> <p>сложностью</p> <p>logic</p> <p>corporate</p>	<p>future</p> <p>Change</p> <p>long-term</p> <p>Inspiration</p> <p>"inner theater."</p> <p>Why?</p> <p>charisma</p> <p>commissioned by</p> <p>simplicity</p> <p>intuition</p> <p>social and corporate</p>

If most of your answers are in column B, you are a leader. If in column A, you are more likely to be a manager. If you often could not choose between the two options, you are equally in both categories.

## Task 7.



What were the "most significant changes in the world during your lifetime? Who initiated them? Did effective leadership play a key role in them?


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#### Task 8.

Recall the management styles suggested by Goleman in Emotional Intelligence: four styles of resonant leadership, and two of dissonant leadership. Draw a pie chart and note the proportion of each of the six styles you use in your work with subordinates. Do you use them in equal proportion? If not, what are you going to change and why? Practice again, but now with someone else's experience in mind. Write down your thoughts. Indicate what this exercise did for you.


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### Задание 9.

Identify five key internal leadership traits that a principal should possess. In doing so, consider the fact that there is a preponderance of underachieving students in the school. Use Bennis' ideas and Goleman's emotional competence.


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## MBA Start Program

### Organizational Behavior Module

### Theme "Labor Motivation Model, Techniques, and Problems"

## WORKBOOK



## SECTION 1. Theories of motivation

### Assignment 1

What are some of the main reasons why so few people achieve self-actualization as Maslow understands it? What, according to Maslow, is the consequence of a person's failure to satisfy his meta-necessities?

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### Assignment 2

As a counter-example, Maslow's theory often cites the following fact: genuinely creative people are most often indifferent to everyday comforts, that is, their vital needs are not met. At the same time, the relevance of the DLR of the high level needs of people is obvious.

Explain this fact based on Herzberg's theory as well as Maslow's theory itself.

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## SECTION 2: How to Increase Labor Efficiency: Motivation Methods

### Assignment 3

The manager needs an increase in sales by all means, and he invites a new employee with his client network for a "thousand c.u.", while everyone else gets a "hundred c.u.". Old employees do not want to put up with this disparity in pay, there is a conflict situation. How can it be resolved?

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### Assignment 4

It is known that personnel training provides a significant motivational effect. Explain this phenomenon in terms of A.

Maslow's theory

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Theory of Herzberg

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D. McClelland's theory

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### Assignment 5

When is it best to use individual incentives?

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## SECTION 3 Management as Motivation

### Assignment 6

What is the essence of "Theory Z"?

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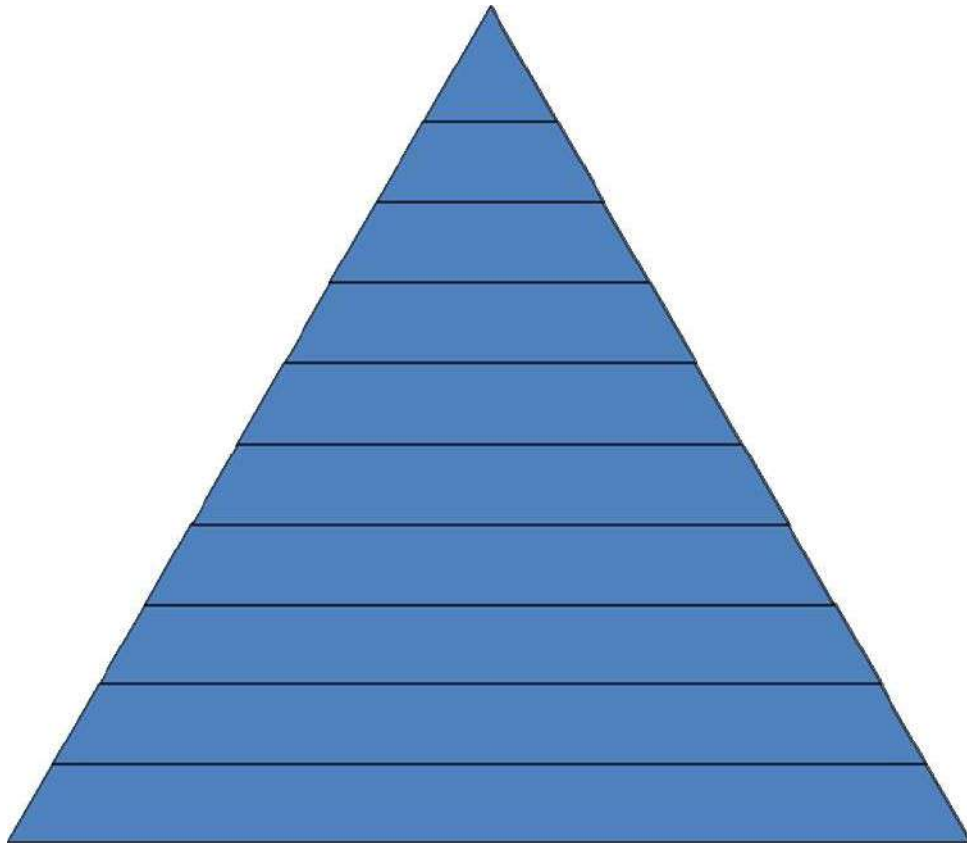
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### Assignment 7

What motivational tools (coercion, compulsion, reward, persuasion, suggestion, expert, charismatic and metaphorical influence, influence through participation and on the basis of appeal to organizational values, etc.) are used most often in your organization? Identify them in the figure (at the base of the pyramid are the most frequently used tools). How does this characterize the motivational system of your organization? What does it say about the type of culture of the organization?



#### SECTION 4. Building Motivation Systems. Labor Motivation in Russia

##### Assignment 8

State the main differences between work motivation in the West and in Russia. Which of the of personnel motivation tools would be good to implement in Russia, and what do we categorically, in your opinion, not suitable?

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## SECTION 5. Peculiarities of motivation during periods of professional growth

## Assignment 9

Examine the timeline showing periods of professional growth and answer why a learner at the initial stage often does not use a new, more effective skill? How can he or she be motivated in this case?

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## MBA Start Program

### *Module*

### *"Organizational Lover".*

### Topic:

### "Individual and Organizational Learning."





## Section 2: Learning in Behavioral-Cognitive (Social Cognitive) Theories

### Assignment 3.

You need to speak to representatives of a foreign firm in a language that, on the one hand, is familiar to you, but, on the other hand, you do not have the proper speaking practice. How would you apply Bandura's four methods of acquiring self-efficacy in this situation?



#### Task 4.

Describe the four main concepts of Rotter's theory of social learning. Give some examples of how these concepts can be combined to predict the behavior of a close acquaintance.

### Section 3. Cognitivism: J. Kelly's concept of learning

#### Task 5.

What did Kelly mean when he said that all men are scientists?



Task 6.

What is the essence of Kelly's constructive alternativeism?

Task 7.

B production company manager и his deputy discuss the effectiveness the performance of one subordinate. One, who had previously worked in the advertising in the advertising business, adheres to the point of the point of view that subordinate effectively works, the other, long time working at production of the opposite. Arguments of the former: the employee is





constantly looking for new ways



Explain from the perspective of Kelly's alternative constructivism the differences of opinion between the supervisor and the deputy supervisor. Suggest how the leaders could be helped to come to a consensus.

[illegible]

### Task 8.

The CEO of 3AO Misty Prospects invests heavily in the training and professional development of his employees, purposefully sending them to take the courses he believes are necessary for them to successfully perform their job duties. Nevertheless, the company's business results continue to deteriorate, and there is a large turnover of staff.

[illegible]

Why, from your point of view, are methods of personnel training that have proven themselves in Western business often ineffective in the Russian reality? For example, one might consider such methods as

- rotation (exchange of tasks between employees)
- shadowing, when one employee temporarily becomes an observer and analyzes all the actions performed by another employee (in another position, in another department), without interfering in the activities of a colleague.
- mentoring, when an employee himself chooses a higher-level manager or a colleague working in another division or industry as his mentor, and broadens his horizons by communicating with him and discussing work and non-work problems.

[illegible]

## MBA Start Program

### *Module*

### *"Organizational Lover".*

### Topic:

### "Group Dynamics."

## Section'1. Group and team. The main differences.

### Task 1.

In a large commercial bank, the division headed by Bobrov was created six months ago. The main task of the department is the sale of mortgages. The department consists of five people. All employees of the department understand that they are united by a common goal - to increase the bank's client flow by 20% for the current year. Each member of the department knows their responsibilities in the department and understands the importance of planning and reporting. The mortgage lending department periodically overlaps in its tasks with the personnel department, which is headed by a colleague Zaprudny. The HR department does not always complete the tasks of finding specialists for the department in a timely manner. Staffing shortages in the mortgage lending department have a noticeable impact on efficiency. However, the personnel department, in addition to selecting specialists in Bobrov's department, deals with no less important tasks for the company. And the search for the necessary specialists carries out as far as possible, as soon as there are interesting candidates.

1. Is the mortgage lending department headed by Bobrov a group or a team? Argue your answer by applying the basic criteria of team effectiveness to your analysis.
2. The human resources department and the mortgage lending department are both part of the same company. Are these two departments a team? Argue your answer by applying the team effectiveness criteria to your analysis.

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## Task 2.

Ivan Sokolov was appointed head of the methodology department for the development of real estate insurance programs a month ago. Until then Ivan had worked in the insurance field for five years. During this time he has established himself as an excellent methodologist, well versed in the intricacies of insurance products. Working as the head of the methodology department caused Ivan a lot of stress. He found out that being an excellent professional and a person with excellent interpersonal communication skills, he found it very difficult to manage the department. At the same time, before his appointment, Ivan had successfully completed the "Basic Management Skills" training. However, in conditions of constant change, i.e. in crisis work situations, managerial skills did not help. Work time pressure was overwhelming the group, and the efficiency of the entire department plummeted.

Analyze what key competencies Ivan Sokolov lacks as a team leader at this stage of management. Use the blocks

"Key Leadership Skills.

## Section'2. Group dynamics. Stages of team development

### Assignment 3.

A large insurance company has recently undergone a reorganization. The organizational structure has been completely restructured and responsibility areas have been redistributed between departments. Previously the corporate sales department dealt with both sales and underwriting (analysis of the degree of acceptance of insurance liability for damage, carried out after the insurance premium and risk accounting). Now the underwriting functions have been transferred to the methodology department, which is economically feasible. Experienced employees from other departments have also moved to the methodology department, and new employees have been hired. So far, the employees of the methodology department do not clearly understand their goals, but it is comfortable to work in the department, because the employees are tolerant and polite to each other. The supervisor is satisfied with the work of the department. Trying to maintain a positive atmosphere, he does not interfere in the activities of the group, believing that if the relationship is comfortable, the specialists themselves will agree on who is responsible for what and who interacts with whom on what issue.

1. What stage of team development is the methodology department at? Justify.
2. Has the head of the methodology department chosen the right management style? What are the consequences of inadequate management of the new department?





## Assignment 4.

The company "Lina" has been working in the market of consulting services for 10 years. The whole cycle of work in the company combines separate projects: client search, adaptation of programs, training, post-training service and support, and logistics. The main issues that worried the CEO were such problems as the complexity of planning, organization and control and competitive relationships within the company. At the same time individual abilities of each individual employee are noticeably good, each of them is quite effective and successful in his specific area of tasks.



Please analyze which roles at Lina can restore balance of power and improve performance.

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### Task 5.

Let's say that your division or company plans to create a commission or project team to develop an effective bonus system, and you plan to be appointed to lead it. Which of your colleagues would you suggest joining your team? Try to describe the role of each of them and describe the qualities that would confirm that they would be successful in their roles.

Colleague Name	His qualities	The role he/she will play on the team




Are there roles that one person could combine? Why?

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Section Algorithm for creating effective team. Reverse  
**СВЯЗЬ.**

### Task 6.

In the course of our lives, we receive feedback many times. Sometimes it is given directly, sometimes indirectly. Sometimes this feedback is positive, sometimes it is negative. If we are lucky, the feedback helps us learn something new about ourselves. But sometimes the feedback leaves us with negative feelings and doesn't help us perform better or

'STUDY.

### Part 1.

Think of an unforgettable experience of receiving feedback when it caused you negative feelings. Now answer the following questions and complete the assignments.



1. Describe what it was about the way this feedback was given that caused you to feel so negatively:


2. Did you ask for this feedback or was it imposed?


3. What impact has this feedback had on your feelings and your subsequent behavior?


## Part 2.

Now think of a time when you received feedback of the kind that raised your self-esteem and motivation.

1. Describe what it was about the way this feedback was given that made you feel positive:


2. Did you ask for this feedback or was it imposed?




3. What effect did this feedback have on your feelings and your subsequent behavior?


### Task 7.

Your subordinate made a significant error in the contract you instructed him to make - he indicated more lenient terms for the client's payment than you recommended, even though he had rarely made similar mistakes before that incident. Imagine that you have decided to talk to him. Write down in the form of a list your supposed lines, taking into account the recommendations on providing feedback.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



## MBA Start Program

### *Module*

### *"Organizational LOVE."*

### Topic:

"Personality.  
and psychological attitudes."





## SECTION 2. THE CONCEPT OF PERSONALITY IN THE THEORIES OF 3. FREUD, K. G. JUNG, E. BERNE

### Task 2.

If you have grasped the meaning of Berne's description of transactions, then try to compose

transactions according to the principle suggested in the table.

Try to sound out the invented transactions, paying attention to the tone with which lines are uttered.

Example of an existing transaction	View Transactions	New Transaction	Example of change Transactions
<p><b>RuAoR:</b> Immediately give me an analysis of the results of the of the tender!</p> <p>Secretary: Yes, of course, Ivan Petrovich, of course.</p> <p>Leader: Not "Of course," but "IMMEDIATELY!!!" Я am am I unclear?!</p>	Parent - Child - Parent	Parent - Parent - Parent	<p><b>Supervisor:</b> Give me the analysis on the results of the tender immediately!</p> <p>Secretary: "Y I have the work day is over! I'm going home. I'll submit my analysis tomorrow.</p> <p>Leader: "Tomorrow is. will be late. Go. home. You're fired.</p>
<p>Buyer: "Sorry, not Could you tell me where your grocery department is?</p> <p>Salesman: "See, I'm busy!!! Wait!!!"</p> <p>Buyer: "Yes, of course, I'll wait..."</p>	Child - Parent - Child	Child - Parent - Parent	
<p>Operator on the phone: "Please tell me the number of the television area and to whom it is registered.</p> <p>Caller: "Why, didn't my number pop up?" Operator at phone:</p> <p>"Please tell me the number of the television area and its owner. I need this information to solve your problem.</p>	Adult - Child - Adult	Adult - Child - Parent	

### Assignment 3.



Please analyze your partners' gestures. Recall Berne's transactional analysis: Parent - Child - Adult. Who, in your opinion, during the negotiation and what kind of swarming position is taken. Justify your answer.

[illegible]



### SECTION 3. MYERS-BRIGGS PERSONALITY TYPOLOGY.

#### APPLICATION OF THE MBTI TYPOLOGY IN AN ORGANIZATION

##### Assignment 4.

According to the personality typology descriptions presented in the course, please think about yourself. Which personality type would you classify yourself as according to the four criteria?

Extrovert (E) - Introvert (I) Feeling (S) -

Intuition (N) Thinking (T) - Feeling (F)

Judgment (J) - Perception (P)

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##### Task 5.

A new employee asks his colleagues, "HERE IS KCEPOKC?" The first responds:

"Walk to the end of the corridor, go left through the revolving door. You'll see a row of red doors labeled 'Electrical Distributor #3. Walk another three meters and you will see a fire extinguisher. The room where the copier stands is to the right of it." The second corrects: "Keep it simple. Go down the corridor to the right. You'll see a photocopier on the left".

What two types of people gave different answers to the same question? What characteristics did you use to identify them?

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### Task 6.

Vasily makes a simple request to his boss to give him time off to go with the children to visit his grandmother, who lives a hundred kilometers away; the grandmother is not quite well, Vasily explains, and besides her the children have no grandmother or grandfather. Vasily's boss is angry that his department has been missing a lot lately and is not eager to allow another employee to take the whole day off.

What two types of people are represented in this example? In what ways did you identify them?

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### Task 7.

At a Basic Management Skills training session, the trainer divided the group into Thinkers (J) and Perceivers (P) and asked each group to take turns drawing a plan for the new office. Someone in one group had a bag of candy. In five minutes, they laid out the required plan with the candy. The second group criticized their rivals' plan and ate all the candy.

What two types of people are represented in this example? What characteristics do you use to identify them?

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## SECTION 4. SELF-PERCEPTION AND FEEDBACK. OKHO JOHARI.

### Task 8.

Using the Johari Window for self-discovery.

Expansion of the "Open Self" can be effectively accomplished through feedback from interactions with others. The individual must learn to receive this feedback and use it for self-reflection. Answer the following questions.

1. *My call is that you are able to determine how other people react to your LOVEDELPE\**
2. *How do you feel if you notice in the reaction to your deception of another person that you are suffering or that you are lying?*
3. *How often do you openly drop ocelot your LOVEDELPE or Deactivism\*.*
4. *I'm tolerant of the Irmtmle\*.*

By answering these questions honestly, you can get an idea of what you need to work on to make better use of the feedback.

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### Task 9.

Try to identify the personal value system that underlies your decision-making.

To do this, mark the most significant events in your life on a graph of emotional ups and downs. These can be both personal and professional events.

## ВРЕМЯ

Then try to explain to yourself what guided you through emotional setbacks and life crises, as well as what made you successful in life. In this way, you can draw up a rough list of your personal values.

If you can involve a partner in this exercise, ask him to do the same, and then exchange your observations .

Another useful way to analyze a person's value system is to realize what rules you follow in making individual decisions, especially when it comes to difficult decisions. Below are some possible "selection rules" for decisions useful for such analysis.

- *Checking "first strip. hack you will feel yourself, if will the announcement of your decision appear on the front pages of the newspapers?*
  - *"The Golden Rule. Would you like it if they did the same to you?*
  - *Are the dignity and freedom of others not affected?*
  - *Equality check. Does your decision give an advantage to people who don't deserve it?*
  - *Test for personal interest. didn't decision you made be affected by the possibility of a loooooong personal v's?*
  - *Checking for compatibility with your personal value system. Is your decision consistent with your life principles?*
  - *The fairness of the decision-making procedure.*
  - *How do the benefits of a decision by one group of people correlate with the negative consequences experienced by the other group?*
  - *You will sleep peacefully if it is your decision.*
- n node x ho ludud more\*

MBA Start Program

*Strategic Marketing Module*

Marketing research" topic

WORKBOOK

## SECTION 1. THE CONCEPT AND PROGRAM OF MARKET RESEARCH

**Assignment 1.** Considering the specifics of the Bashiro market list, which information is the most important for your companies?

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**Assignment 2.** What is the difference between data and marketing information? Provide an example of data obtained by your organization's marketers, describing in your own words how exactly this data is transformed into information during market research?

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**Assignment 3.** For which problems/issues related to the work of your organization in a certain market or with certain segments of consumers would you suggest using exploratory types of marketing research? For which ones would you use causal research? Justify your answer.

Exploratory research	Causal Studies



## SECTION 2. MARKETING RESEARCH AND INFORMATION COLLECTION METHODS

**Assignment 4:** In your own words, why is qualitative information important in market research?

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**Assignment 5.** Try to graphically or verbally describe what is the "core product/service" for your typical customer? How would you recommend creating a template for recording the results of the observation

A "mystery shopper" who analyzes the quality of your company's outlets and those of your competitors?

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**Assignment 6.** What type of research would you advise a juice company to use to get information from residents of cities with populations over 100,000 (the sample in each city is 1,000-1,200 people)?

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**Assignment 7.** What are the main difficulties in organizing experimental market research in marketing?

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**Assignment 8.** Put yourself in the place of the client of the organization in which you work. List the necessary conditions for customer satisfaction. Talk to your family members, co-workers, or customers themselves. Are there any differences in your opinions? If there are, try to formulate why.

My opinion regarding necessary conditions of my company's customer satisfaction	Opinion colleague/relative regarding the necessary conditions of my company's customer satisfaction	Hypotheses regarding discrepancies identified

**Assignment 9.** Consider one/one of the products/services sold by your organization. Make a list of the main attributes of the product/service and try to make a comparative analysis with competitors' products, evaluating their representation in each of the considered products on a 5-point scale.

ATTRIBUTE	Attribute Significance/Importance (0 to 1)	Our product	Competitor' s product 1	Competitor' s product 2
Total (for each attribute the product of importance is automatically calculated for the representation score, and then for each product the sum of all rows is calculated)				

What conclusions can you draw from the analysis?

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**Task 10.** A consulting company that your organization has been working with for several years has recommended that you conduct market research on customer satisfaction, but you can't do this work on your own. Think about how you would make a decision about choosing a provider? What major factors will you consider?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

STAP MBA Program

*Strategic Marketing Module*

Subject: "Event Marketing"

WORKBOOK



## SECTION 2. CREATIVE METHODS IN EVENT MARKETING

Assignment 1. Come up with five ideas for the presentation of a new clothing collection Caterpillar brand.

№	Ideas
2.	
4.	



**Task 2.** Brainstorm a suggestion: make a show of the new Caterpillar collection in space style (Future. Space colonists recognize only Caterpillar). Treat this idea from the standpoint of each of the "ilesti shIYap".

The color of the hat	Response to the Offer
White (unbiased analysis of figures and facts)	
Black (negative)	
df yellow (povitiv)	
Green (creative ideas)	
Red (intrinsic reactions)	
<b>Синяя (подводит итоги)</b>	

**Assignment 3:** Based on the mind map method, create a tree of associations with the Caterpillar clothing brand.

**Assignment 4:** Come up with a concept for presenting the new Caterpillar clothing collection using reverse association technology. Imagine something in tune with and opposed to the working aesthetic of Caterpillar and combine the two home components in a special event concept.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.





**Assignment 5.** Come up with a concept for the presentation of the new Caterpillar clothing collection using morphological analysis technology. Imagine a visual image of the show, divide it into components, change one of the components, and put the image together.

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**Assignment 6.** List as many information sources as you can, that reflect the style of the Caterpillar brand.

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**Assignment 7:** Use these types of typical creative strategies (benchmarking) to create a branding event for your company. Briefly describe your company's brand:

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Type of benchmarking	Idea
A non-standard object in a familiar space	
Direct association	
Гротеск	
Highlighting the aspect of everyday life	
Combining cultural practices	
Event brand strength	
Sit down the event on its tail	

### SECTION 3. TYPES OF EVENTS: PRINCIPLES OF SUCCESS

Assignment 8. Select from the slice of the exhibitions those that are appropriate for promoting a real estate and business valuation consulting company. Rank the forms of participation (booth/speaker at the conference portion/attendance to speak with echsponentamu). Rank on a scale of 1 to 3, where 1 is not important, 2 is important, 3 is very important.

Exhibition	Stand	Confereni-Part	Visit
Fashion			
<b>Real Estate</b>			
Industrial Exhibition			

Assignment 9. Select from the list of special events those that are suitable for the promotion of a high-end alcoholic beverage brand (+ suitable, - not suitable).

The event	+/-
The Tenors of Russia Competition	
<b>Charity event, helping orphanages</b>	
National Award	
Party at a ski resort	
Mass sporting event	

## SECTION 4. EVENT AS A PROJECT

Task 10. Evaluate the given formulation of the goal of the event according to the listed SMART criteria.

The goal of the corporate event: "Increase employee loyalty to the company, increase labor productivity, create a positive emotional microclimate in the team."

Evaluation criterion	Commentary
Honkrette	
Dimensionality	
Достижимость	
Time limit	

Assignment 11. Formulate the purpose of of a hypothetical corporate event using the SMART criteria for defining a goal.

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Task 12. Match the events (press conference, festival, New Year's Eve corporate party, participation in an exhibition, product presentation) with the companies that are best suited to carry them out.

Types of euthanasia	Events
Holiday Agency	
Event-agency popnogo zinla	
RR Agency	
WTL-agency	
Training company	



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Leadership Energy

## MBA Start Program

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Theme "Operations Consulting. Description and  
Reengineering of Business Processes".

# WORKBOOK

## SECTION 1. PROCESS MANAGEMENT SYSTEM

Assignment 1: Describe the goals of implementing process management in your company.

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**Task 2.** Case: An operating company (about 1,500 people) decided to introduce process management. The CEO, who recently received an MBA, decided that such a move would make his firm more efficient, and decided to create a business analysis department. Not knowing yet what department it should belong to, he decided to create it under the IT department, since there were few people there who had a rough idea of what a business process was. In a week he invited the new department's employees to a meeting and tasked them to describe the company's most important processes, and in a week he will have a report on the proposed optimization of those processes. What do you think are the mistakes the CEO made and what should the new department employees do in this situation?

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## SECTION 2. IDENTIFYING AND SEPARATING BUSINESS PROCESSES

Assignment 3: Describe for yourself the main, supporting and managerial processes of your company.

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Case 4: A company is implementing process management, and a business analyst has been assigned to describe top-level processes. The analyst describes the top-level business processes from his or her perspective and gives the completed work to his or her supervisor. After that the description is passed to the CEO, he signs it and immediately assigns a new task to the analyst: to describe such and such processes in more detail. What are management mistakes and what should the business analyst do?

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### SECTION 3. BUSINESS PROCESS DESCRIPTION TECHNOLOGY

Task 5. Select one top-level business process, describe it to the WFD level.

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**Task 6.** Case: A company is implementing process management and the analyst has been given the task of describing all business processes up to the WFD level in the state of "as is" and only then proceed to optimization. Describing the processes is necessary to reduce the company's costs, and as soon as possible, because the nearest competitors have dramatically lowered the price of their products, and now if the company does not find a way to reduce costs, it will not survive the competition. How feasible is this?

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#### SECTION 4. RANKING BUSINESS PROCESSES AND DEVELOPING A PROCESS IMPROVEMENT STRATEGY

**Task 7.** Using expert evaluation (only yourself as an expert), try to identify the highest-priority business processes at the top level of your company.

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**Task 8.** Case: A company analyzes top-level business processes, and the analyst only engages middle managers as experts because management is very busy. How accurate is this?

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## SECTION 5. METHODS FOR ANALYZING AND OPTIMIZING BUSINESS PROCESSES

**Assignment 9.** Select one process and generate 3-4 KPIs for it. Then show them to the owner of the process, ask his opinion about the indicators.

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**Task 10.** Case study. An analyst is developing a KPI for the "customer service" process, and as one of the KPIs he suggests "time spent by a manager on communicating with a customer." What is the danger of this KPI?

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## SECTION 6. ROLE AND SIGNIFICANCE OF REGULATORY DOCUMENTS

**Task 11.** Choose one process and create simple procedure for it. Then show it to the participant of the chosen process: is the resulting procedure understandable and convenient?

Task 12. Case. During the creation of regulations, the head of the business analysis department decided that regulations would be created for all processes and in the state of "as is," and even for those that will undergo correction in the near future. How reasonable is this?

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## STAP MBA Program

### *Accounting and Reporting" module*

Subject: Accounting statements.  
Primary documents and contractual  
activities in accounting

## WORKBOOK



## SECTION 1. BASICS OF ACCOUNTING

Assignment 1. What accounting information do you most often need as a manager, and what sources of information do you mainly use?

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## SECTION 2. ACCOUNTING STATEMENTS OF THE ORGANIZATION AND ITS ANALYSIS

Task 2. Group the economic assets of an organization in 3AO.

"HEBA" as of February 1 of the current year by type and source of education.

Data for the task.

Ns n/a	List of the organization's funds by type and source of education	Amount, RUR
1	Intangible assets	906 200
2	Cash on hand	4 000
3	Undistributed profit	300 000
4	Arrears of wages and salaries owed to the personnel	553 880
s	Authorized capital	1 115 000
6	Costs in work in progress	189 000
7	Cash in the current account	246 000
8	Indebtedness of buyers and customers	128 120
9	Deferred expenses	870 000
10	Finished products	69 560
11	Short-term bank loans	48 000
12	Debts to suppliers and contractors	396 000

Me n/a	Household funds	Amount , RUR	Ne n/a	Sources of economic funds	Amount , rubles.
	TOTAL:			TOTAL:	

**Task 3.** Determine the amount of OOO Turbo's equity capital at the end of 2007. What will be the amount of equity capital if the owners decide to pay out 28,000 rubles in dividends for 2007? 28,000 rubles as dividends?

Determine the amount of retained earnings in the balance sheet as of January 1, 2008?

Material for the assignment.

LLC "Turbo" was founded at the beginning of 2006 with the registered capital of 300 000 rubles. As of December 31, 2006 the profit was 57 000 rubles, 1/3 of which was paid to the owners, the rest of the profit was spent on the development of production. In 2007 the authorized capital was increased by 120,000 RUR by means of a new proprietor. Undistributed profit at the end of 2007 made 84,000 rubles.

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**Task 4.** One member of an LLC submitted an application to withdraw from the company in August 2007. The charter capital of the company is 200 thousand rubles, and the value of its net assets according to the balance sheet as of December 31, 2007. - RUR 1,380 thousand. The share of the withdrawing participant in the charter capital of the LLC is 30%.

Determine the nominal and actual value of his share. What is the amount that a member who is leaving the company is entitled to claim?

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**Assignment 5.** Based on the data, group the economic assets of the organization into non-current and current assets.

Economic assets of the organization as of April 1, 2008

№ п/п	List of the organization's funds by type and source of education	Amount RUR
1	Buildings	680 000
2	Fuel	1400
3	Vehicle (passenger car)	60 000
4	Production equipment	1 500
5	Machinery and equipment	80 000
6	Materials	600
7	Cash in the current account	28 000
8	Cash in cash	1 250
9	Trade Markha	170 000
10	Materials transferred for outsourced processing	890
11	Tapa and tare materials	2 300
12	Debts of different debtors	3 000
13	Products	15 000
14	Finished goods	800

№ n/a	List of the organization's funds by type and source of education		Amount, rubles.
	1. Non-current assets		
	2. circulating assets		

**Task 6.** Help the accountant of Detal LLC make corrections to this  
a "trial" balance and calculate the currency of the balance.

Ns n/a	Indicator name	ACTIVE , rubles.	PASSIVE, rubles.
1	Current accounts in banks	50 000	
2	Fixed assets	700 000	
3	Foreign currency bank accounts	69 000	
4	Short-term credit liabilities	265 000	
5	Reserve capital		200 000
6	Products	540 900	
7	Indebtedness to buyers on advances received	20 20	
8	Authorized capital		1 000 000
9	Indebtedness of personnel for wages and salaries		50 000
10	Cash on hand		188 000
11	Settlement of taxes and levies (debt to the budget)		2 600
12	TOTAL		



**Task 7.** Prepare a net balance sheet based on the following below the data.

The economic assets of 3AO Zakat as of May 1, 2008.

Ns n/a	List of the organization's funds by type and source of education	Amount, RUR
1	Fixed assets	680 000
2	Materials	1400
3	Cash in xacce	60 000
4	Cash in the current account	1 500
5	Undistributed profit	80 000
6	Short-term credits and loans	600
7	Indebtedness to the personnel on payment of wages and salaries	28 000
8	Indebtedness of buyers and customers	1 250
9	Tax debt (debt to the budget)	170 000
10	Materials transferred for outsourced processing	890
11	Statutory Calital	2 300
12	Additional paid-in capital	3 000
13		15 000
14	Finished goods	800

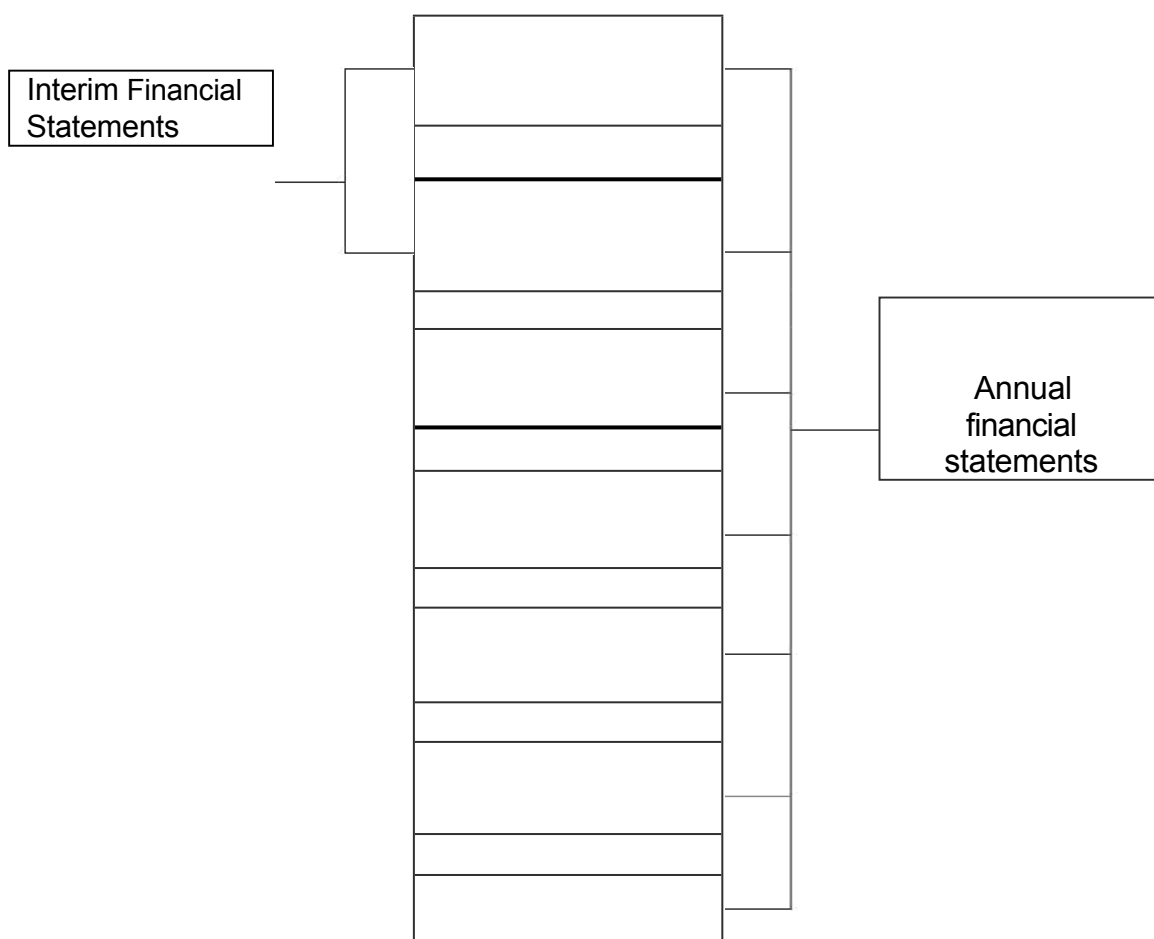
Transactions of Zakat for May 2008.

Ne n/a	Content of the business transaction	Amount, rubles.
1	Received in xaccy from the current account	11 200
2	Taxes to the budget for the previous month were transferred from the current account	?
2.	Payments were made from the current account to suppliers materials	?
3.	Received on the current account a short-term bank loan	11 000
4.	Received from the supplier to the warehouse materials, invoices for which have not been paid	27 000
5.	Issued from khassa for travel expenses	1 000
6.	Taxes were transferred to the budget from the current account	1 500
7.	Wages are accrued to workers for the work performed work	4 200
8.	Tax withheld from wages and salaries Personal income tax (PIT)	700
9.	Wages for the previous month were given out of the cash register	?
10.	Proceeds from the sale of finished products were credited to the account products last month	23 000

Net Balance Sheet as of May 31, 2008.

ACTIV E	Amount, thousand rubles.	PASSIVE	Amount, thousand rubles.
I		III	
II		IV	
		V	
Balance		Balance	

Task 8. Fill in the blank fields.





Assignment 9. Specify what constitutes an exit from the accounting system.

ENTER

Accounting registers

ВЫХОД

Primary documents

?

Task 10. Determine the cost of goods sold, calculate the financial result of the organization and make a profit and loss statement for the reporting year, using the following data:

- Proceeds from the sale of goods - 1,062,000 rubles.
- gross profit - 25% of sales value
- selling expenses - 43,000 rubles.
- Management apparatus earmarked for 50,000 rubles.
- interest payable - 21,000 rubles.
- income from participation in other organizations - 5,000 rubles.
- income tax - 30,000 rubles.

Profit and loss statement

Name	Amount, rubles.
Revenue from the sale of goods	1,062,000 rubles.
Cost of goods sold	
Gross profit	
Selling and management expenses	
Operating profit	
Income from participation in other organizations	5 000 rubles.
Interest payable	21,000 rubles.
Profit before tax	
Income tax	30,000 rubles.
Net income	

### SECTION 3. DOCUMENT FLOW IN ACCOUNTING AND TAX ACCOUNTING: PRIMARY ACCOUNTING DOCUMENTS AND CONTRACTS

**Task 11.** The storekeeper of the shop issued a delivery note for receiving 20 kg of nails from the centralized warehouse. Even before the nails were shipped, he put 20 in the "shipped" column and signed it. During the actual release of nails, it turned out that there were only 17 kg of nails in the warehouse, which were transferred to the shop.

Is it possible to correct the mistake made? Please complete the procedure.

During the documentary check, the auditor may not accept the declaration and calculate that 20 kg have been released from the warehouse, which could have negative consequences (e.g., withholding revenue if materials have been sold to third parties, etc.).

If the organization has to defend its position in court, what arguments can it give?

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**Assignment 12.** An engineering company produces four types of products for the same purpose, but with different technical characteristics.

Determine the output of a machine-building plant in Q1 2008.

Finished product output by the company in the first quarter of 2008.

Product	Issue, pcs.	Power, hp.	Coefficient recalculation	Price per unit products, rubles.
A	400	25	1,0	1200
Б	440	40	1,6	2000
B	510	50	2,0	2500
Г	600	75	3,0	4000

**Task 13.** 3AO Merchants purchased two batches of goods of equal value from suppliers under supply contracts. At the same time the accountant made two different entries on the receipt:

- 1) received the goods and formed payables to suppliers;
- 2) made a record "Inventory accepted for safekeeping".

What are the similarities and differences between supply contracts?

# MBA-Start Program

*Module "Information Technology for the  
Manager"*

Topic: "Classification of information systems"

WORKBOOK

## SECTION 1. IT PRODUCTS AND IT SOLUTIONS FOR ENTERPRISE (COMPANY) MANAGEMENT.

**Assignment 1:** Describe the business processes that the MRPII concept can improve. What role does MRPII play in integrating various management concepts?

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**Task 2.** Perform a comparative analysis of your company's business processes and a typical set of automated business processes of a modern ERP system.

**Step 1.** Make a list of typical business processes using the outline.

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**Step 2.** Make a list of the business processes inherent in your company.

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**Step 3.** Assess to what extent your company's business processes coincide with the typical business processes described in the modular structure of ERP systems. Write an opinion on their compliance or non-compliance.

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**Assignment 3.** A distribution company implemented one of the leading mid-range Western ERP systems to support its business. This project included a survey of the customer's business processes and customization of the ERP system in accordance with the realities of his business. In addition, when configuring the business processes were taken into account the best business practices inherent in the system. At first glance, the implementation was successful - about 150 workstations were installed in the company, covering all levels of management. However, a year later, after summing up the results of the annual work, the company's management unexpectedly realized that the business was on the brink of unprofitability. The invited business consultant identified a number of "oddities" in the organization of the company's business processes, which were also reflected in the ERP system. Some of these issues were quite serious, and they are what brought a potentially profitable company to crisis. In particular, these problems include incorrect accounts receivable policy conducted in the company (it turned out that after the implementation the speed of receivables turnover slowed down significantly) as well as the fact that some customers received a discount that exceeded the trade mark-up. Below are two experts' opinions on this problem. Compare these opinions and write your conclusion. How could this situation arise if the company's management was confident that best business practices had been considered and the ERP system had been adjusted during the project? Why did the company's management see the problems only after a year of work, and not earlier? Was the ERP-system implemented correctly, and isn't part of the responsibility on the company that implemented the product? How to insure against such situations?



**Opinion of expert #1.** The reason for the situation is certainly not the choice of ERP system, as during the year the system was functioning stably, and there were no cases where the company was paralyzed due to its inactivity. To understand the situation it is necessary to understand whether the business processes of the enterprise have changed or the ERP system has been configured in full conformity with the current business model of the company. If the second is true, it means that the system was only an indicator of problems and informed the management of an erroneous management policy. The system does not manage the company; it only reflects the current business model. It is possible, however, that management simply relaxed after implementing a "smart" system that was "set up with best business practices in mind." To insure against such problems, you need to take a comprehensive approach to automation. And comprehensiveness starts not only at the software setup level, but goes much higher - at the business consulting level. To do this, when setting the task it is necessary to strive not only to optimize business processes by automating them, but to improve the efficiency of business processes as a whole.

**Expert's opinion #2.** ERP-systems concentrate the experience of solutions used in various enterprises, or rather some - theories of management, proven in practice. But they should be treated with a certain amount of skepticism, since they were created under certain specific conditions. Apparently, before the introduction of the system in the company was not the practice of tracking "accounts receivable turnover," and conversely, there were cases where "some customers have received a discount that exceeds the trade markup. Therefore, to write off all the sins on the ERP-system is not quite correct. It can be assumed that the company did not have the proper level of management control, in particular, such indicators as the cash cycle (in trade it is the period from the moment the company pays for purchased goods until the moment it receives money from buyers of these goods at resale) and the average markup, tracking which could have prevented the problems that arose.



In the implementation project, the most active role should be played by the so-called functional specialists, i.e. the people who will use the system in practice and be responsible for the results of the company. During implementation it is necessary not only to develop operational business processes, but also to create a comprehensive management model based on ERP, which would describe the entire management cycle: planning, rationing, control, execution, etc. One of the main elements of such model are key indicators characterizing efficiency of enterprise operation in different aspects of activities. The solution to these problems would be the parallel implementation of ERP system and the development of key performance indicators based on the methodology of balanced scorecard.

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**Task 4:** What is the basis for calculating material requirements in the MRR system?

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**Task 6.** A medium-sized manufacturing company (SMB) producing TIP (consumer goods) has implemented the basic functionality of an integrated business management information system: finance, sales, procurement, and production planning elements. As the business developed, the company developed cooperation (mainly in sales) with several suppliers of related goods. Jointly, a trading house was organized to deal with the distribution of TIP of a certain category. At the same time, it became clear that in addition to all this, the enterprises faced the task of serious modernization of the information system:

- it is necessary to automate the trading house "from scratch";
- It is necessary to substantially modify production planning (by switching to order-based planning);
- It is also necessary to plan production more closely together between enterprises, to allocate optimal sets ("baskets") of goods from the point of view of demand.

Enterprises work on a variety of management systems, including proprietary software. In principle, they would like to use a single management platform for all business units, but in order to save money, they also consider a competent integration of systems an acceptable solution. What is the most reasonable solution to ensure the unity, scalability and usability in terms of its further development? Create a step-by-step solution methodology.

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**Task 7.** The analysis of the problems with the implementation of the law on Public Procurement of the Federal Law №94 revealed that 50-60% of violations are caused by incompetence of users, working with the e-procurement systems, 15-20% - by the complexity of implementing the rules, the cause of 10-15% is conscious simulation of orders and another 10-15% is a mixed bag of reasons. Such figures make it possible to see what measures need to be taken to improve e-procurement processes: improving the skills of participants, relaxing regulations so that compliance is possible, improving legislation. For this purpose, since September 2005 the Institute of Public Procurement of the State University Higher School of Economics together with the MEDT has been holding week-long training seminars for federal employees, employees of municipalities appointed to tender commissions and regional managers. In addition to the head center, on the basis of the Institute of Public Procurement, the federal system of training centers includes 23 regional centers. But it turned out to be impossible to completely solve such a large-scale task in a short time. The situation is complicated by the fact that the degree of preparedness of federal and municipal employees is not uniform across the regions, which makes it difficult to estimate the resources needed to organize and conduct training. Suggest your own IT solution to this problem.

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## MBA Start Program

### *Module "Strategic Management"*

Topic: "Introduction to Strategic Management. The vision, mission, and goals of the organization".

## SECTION '1. CONCEPT OF STRATEGY

**Assignment 1.** List all the principles of strategic management and summarize their essence.

Principle of strategic management	Its essence

## SECTION 2. SCHOOLS OF STRATEGY. THE EVOLUTION OF THE CONCEPT OF STRATEGY

**Assignment 2.** Try to put yourself in the place of a representative of the strategic school of culture, and then of the strategic school of the external environment. What aspects of your enterprise should you emphasize to the management of the enterprise in both cases? Describe these aspects in the form of 4-5 most significant factors.

School of Culture	School of the Outer Environment

[illegible]





## SECTION 4. MISSION AND VISION

**Assignment 4:** Try to formulate a vision for a fast-food restaurant in your city/region.

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**Assignment 5.** Again, refer to *the Alfa Bank mission example*. Try to imagine that you are an external consultant. Suggest possible ways of improving it.

*Example mission:*

The bank is the leader among Russian private banks

We actively promote the integration of the Russian Federation into the global community and support the development of civil society in Russia.

Our main goal is to provide each customer with a full range of the most modern banking products and services while constantly introducing the latest advances in the field of information technology, improving business processes and increasing the level of service.

Versatile and high-tech, the bank is actively developing its branch network in Russia and abroad.

Versatility is a guarantee of reliability

All clients of the bank - both individuals and major corporations - can always count on first-class banking services. The stability and competitiveness of the bank is ensured by the fact that the bank is a leader in all segments of the financial market.

We keep our word. We manage risk

We value our impeccable business reputation and will continue to meet all our obligations to our customers.

Understanding that investment in qualified personnel is the basis of long-term success, we form a team of professionals, constantly taking care to improve their skills, motivation, social security and commitment to corporate values.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

[illegible]

## SECTION\*b. ROLES OF COMPANY EMPLOYEES IN MAKING STRATEGIC DECISIONS

**Task 7.** Analyze who in your company typically participates in strategic management activities. Koro would you suggest including in the team that develops and implements your company's strategy?

Who today takes participate in the strategic management process	Who in the long term can be involved in the strategic management process

**Assignment 8.** What is the role of the Board of Directors in the strategic management process?

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## STAP MBA Program

### *Module "Strategic Sharketingx"*

Topic: "Brand and its role in enhancing a  
company's competitiveness"

Workbook



Assignment 1. Describe your company's brand according to points 1-3:

1. Give an interpretation of the brand thinking field

*Functional measurement*

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*Social and:Measurement*

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*The Spiritual Dimension*

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*The mental dimension*

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## 2. Give an interpretation of your brand code fields

*Product/loyalty*

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*Positioning*

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*Стиль*

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*Vision*

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*L/en/vocmu*

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3. If your brand was presented as a person, what would it be?

Paul \_\_\_\_\_

Age (specify) \_\_\_\_\_

Appearance (hair, eyes, body type...) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Occupation (specify) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Characteristic traits behavior, distinguishing him from others in the same social group

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If you can represent it graphically, do so below.





**Assignment 2.** Choose any two advertisements in your field (you can also use the slides from the second part of the video course) and analyze their effectiveness by completing the table below:

Criteria/Questions	Your evaluation s		Range Evaluation s
	1-e	2-e	
<b>Attractelhost</b>			
As far as ad attracts general attention (quality of illustrations, title, overall composition, color scheme, etc. ?			0-15
As far as ad can attract attention of the target groups of Consumers?			0-5
The desire to dovumamъ end all mekcm announcements			
As far as ad can encourage target groups of Consumers to finish it through			0-20
<b>Ichformativhost</b>			
How clearly and concisely the advertising arguments, how capacious the usefulness of the advertised product/service is shown?			0-20
The power of the zmociochalchoic <i>effect</i>			
How chosen advertising argument/slogan (does it strike a "chord")?			0-10
How effective argument/slogan c from the point of view of arousing desirable emotions in the target group of influence			0-10
The Power of Influence <i>on Motivation</i> LOVEDEXPOINT			
How convincing ad invites you to follow his recommendations and is it clear where and where you can do it?			0-10
How likely is it that the reader will take the desired action?			0-10
The sum of points for each column			

Option of interpreting the results of the evaluation of the announcement

- 0-20 *weak*
- 21-40 *mediocre*
- 41-60 *satisfactory*
- 61-80 *good*
- 81-100 *effective*



2. What did you like about this commercial (be specific)?

*In the 1st.*

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*In the second*

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What didn't you like about the commercial?

*In the 1st.*

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*In the second*

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If you were asked to refine that advertisement, what would it take to  
would be to emphasize and why (specify)?

*In the 1st.*

[illegible]

*In the second*

[illegible]

## Creative warm-up

*Exercise №1 You are a videotape*

Ask the video store for a tape that no one has ever seen. You may not be able to convince the person behind the counter to take it seriously. But the result is worth it.

What thoughts will come to your mind after watching it?

*Exercise 2. Four people in a room*

Imagine four people with different specific knowledge, different ages, attitudes, characters, wealth, and professions.

What solution to your problem would they suggest?

*Exercise 3: Mask*

Choose a mask. Put it on and think on behalf of the mask. If there is no mask at hand, imagine it.

*Exercise №4. Message*

Even in a "blocked" state, we still receive "messages. What messages did we receive while trying unsuccessfully to find an idea?

The TV, the weather, the noise outside, the calls, the thoughts, the mood swings.

Maybe one of these messages was the solution.

*Exercise №5. Anger*

David Rees, author of the comic book collection, struggles so much with his creative

"Block": "I find a newspaper article that pisses me off to death. I read it, злюсь... И вот, я готов».

*Exercise №6. Word Creation*

Get involved in word creation. Expand your vocabulary. New conditions require new thinking. New thinking requires new forms of expression. New forms of expression give rise to new conditions.

MBA-StateP Program

*Project Management module*

Topic: "Functional Areas of Project Management

WORKBOOK

## SECTION 1. INTEGRATION MANAGEMENT AND GENERAL PROJECT CHANGE MANAGEMENT

Task 1. Hafe decided to start a project to attract customers through the distribution of plastic cards "Regular Customer", stimulating loyalty. Below is a list of the main milestones (significant, key events) of the project. What milestones are missing? What teal milestones are missing from the project milestone plan? Complete the plan as you see fit.

Bexa	Date	Bexa YP	Bexa opr.	Bexa techn.	Bexa Treaties	?
Project Launch	29.09.06	UP1				
Approval marketing Project Concepts	10.10.06		OR1			
Approval of the project plan	14.10.06	UP2				
Approval of the technical tasks for the development of IT support for loyalty card accounting	30.10.06			T1		
Tendering for development and installation of a system of support for working with Earts	20.11.06		OR2			
Conducting Tendering at production plastic cards	22.11.06		OP3			
Contract for manufacturing of plastic cards is concluded	23.11.06				Д1	
Production layout information flyer about the Earts "regular customer"	24.11.06			T2		
Testing the accounting system Eart is complete	15.12.06			I Z T4		
A calculation system has been developed bonuses by cards Loyalty	18.12.06					
Maps produced by transferred to the warehouse of the cafe	20.12.06			ts ts		
Informational flyer about Permanent customer cards are printed and ready for distribution	20.12.06					
card accounting system introduced in the operation	22.12.06			T6		
Running the program	01.01.07	YP3				

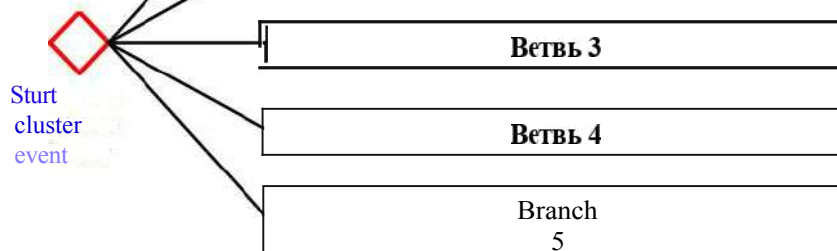
### SECTION 3. PROJECT MANAGEMENT BY TIME PARAMETERS

**Assignment 2.** Think of your MBA Start program as a project. Decompose your learning project by completing the table below.

Code tasks и	Title Tasks	Number Precede d by See y objective s	Longer ness, Days	Beginnin g, Date	Ended e Date	Trudoz atrata, person- watch	Sto- i, rubles.	Person. Resources	Prior ltet Task- chi

**Assignment 3:** Picture your Learning Project for the MBA Start Program using a hammock diagram.

Enrollment  
in the MBA  
Start  
Program



Completion of  
the Stan MBA  
and promotion

A key person  
who is a key  
person





Assignment 4: Write down the formula for the PERT method. Use this method to calculate the duration of the MBA Start training project.

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Assignment 5. What is a free reserve?

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#### SECTION 4. PROJECT COST AND RESOURCE MANAGEMENT

Assignment 6. What is the identification of alternatives in project resource management ? Give examples.

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## SECTION 5. PROJECT QUALITY MANAGEMENT

Assignment 7: Determine the basic quality elements of the apartment renovation project.

Add new columns to the table, if in your opinion it is necessary.

The element farewell	What can happen?	Как And when I'll be about it anate?	What я с by do? this

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## SECTION 8. PROJECT RISK MANAGEMENT

Task 8. Make a possible list of the risks of the MBA Start project. Which risks do you think should be avoided, which ones can be accepted, and which ones should be dealt with?

Риск	Adopt	Avoid	Work

Assignment 9. What is sensitivity to risk? Why is it relative?

Give me an example.

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## SECTION 9. SUPPLY AND CONTRACT MANAGEMENT IN **THE PROJECT**

Assignment 10. What is the essence of the critical path method? Describe it in your own words.

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Task 11.

1. Analyze the project "Renovation of your apartment". Using the exercises you did earlier, describe the possible risks of the project related to the involvement of repair service providers. Make a table, reflecting in it the name and a brief description of the risk, the type of risk, the probability of occurrence of the risk, the estimated amount of damage in monetary terms, the value (or status) of the risk - as the product of the probability on the value of the damage, the plan to prevent the identified risks and / or work with them.

Name of risk	Brief description of risk	Type of risk	Probability of risk occurrence	Assessing the amount of damage (руб.)	Value (status) of risk	Risk Prevention Plan




2. Assign weights to possible apartment repair service providers

Service Provider	Weighing coefficient
The repair division of the real estate company through which you bought your apartment	
The "shabashnikov" brigade, who offered their services to you when you were looking for materials at the construction market	
Small services company, specializing at repair	

## MBA Start Program

### *Module "Finance in organizations"*

Topic: "Structure of capital. The price of capital.

Financial Leverage."



## SECTION 1. CAPITAL STRUCTURE

### Task 1.

List the factors to consider when deciding on a company's capital structure.

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### Task 2.

What is the main factor that predetermines the logic of assessing the need for financial resources?

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### Assignment 3.

What is the weighted average cost of capital (WACC)?

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## SECTION 2. PRICE OF CAPITAL

### Task 4.

Determine the weighted average cost of capital if we know that :

- the capital structure is equally represented by bank loans and ordinary shares;
- The total amount of funding is 4,000 million rubles;
- The bank loan is executed for 3 years with annual repayment in the amount of 832, 64 million rubles;
- the market value of the share is 50 rubles, the dividend growth rate is 10% per year, the amount of dividend per share is 5 rubles;

- the income tax rate is 24%.

#### Task 5.

Name three models of the price (cost) of capital and explain the essence of each.

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#### Task 6.

How is a bond's yield estimated?

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### SECTION 3. THE EFFECT OF FINANCIAL LEVERAGE. RELATIONSHIPS BETWEEN THE STRUCTURE AND COST OF CAPITAL

#### Task 7.

Finance practitioners say that financial leverage makes the strong even stronger and the weak even weaker.

Give an explanation for this phenomenon.

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### Task 8.

What financing schemes can be used by a firm that has chosen the strategy of increasing profitability by increasing financial leverage?

### Task 9.

Justify the relationship between return on investment and WACC.

## ASSIGNMENTS FOR THE ENTIRE COURSE

### Task 10.

The company plans to raise the following types of capital to cover its investment needs next year:

Undistributed profit in the amount of 50 million rubles.

Issuance of ordinary shares in the amount of 200 million rubles. The issue costs are planned at 4% of the actual proceeds. Dividends for the first year will amount to 80 rubles per share. Thereafter, they will be increased by 1% annually. Study of the financial market showed that in order to attract equity capital in the amount of 100 million rubles price per share should be set at 400 rubles. To meet the additional capital demand the shares would have to be sold at the price of 320 rubles.

Issue of 'preference shares in the amount of 50 million rubles. The issue costs are planned at 4% of the actual proceeds, dividends - 100 rubles. The first issue in the amount of 20 million rubles can be placed at the price of 600 rubles per share. To attract the remaining 30 million rubles the price per share should be reduced to 550 rubles.

Issue of five-year coupon bonds worth 200 million rubles. The par value of 1 bond is 10 thousand rubles, the rate is 100, the placement costs will be 3% of the actual proceeds. The first bond issue (70 million rubles) had an annual coupon of 17% (paid once a year). For the second issue the coupon rate will be 20%. The company pays income tax at the rate of 24%.

Determine the structure and cost of capital, the breakpoints of the WACC and WACC chart at intervals between the breakpoints.

*Calculate according to the following algorithm:*

1. Calculation of the price of individual sources of capital:

1.1) The price of borrowed capital ( $K_d$ )

1.2) Price of capital from the issue of preferred shares ( $K_{ps}$ )

1.3) Price of common stock ( $e_s$ )

1.4) Price of undistributed profits ( $r_e$ )

2. Determination of the capital structure and breakpoints on the WACC graph:

1) Capital structure.

2) Finding the breakpoints of the WACC graph.

There will be a total of four WACC breakpoints on the graph. By arranging them in ascending order of absolute value, we obtain:

BP1 = 100 million

rubles; BP2 = 175

million rubles; BP3 =

200 million rubles; BP4

= 300 million rubles.

3) Calculation of WACC limits.

The presence of four break points means that there will be five horizontal segments on the WACC chart: from 0 to 100, from 100 to 175, from 175 to 200, from 200 to 300, from 300 to 500 million rubles. Calculate the average price of capital for each of them.

4) Construction of the WACC graph.

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#### Task 11.

Experience shows that the higher a company's credit rating, the higher the share of its own sources in the capital structure.

Explain this pattern.

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#### Task 12.

Explain the economic nature of the conflict between management and shareholders over the use of the company's net income. How would the capital structure in this conflict change if funds were raised for the development of the company?

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### Task 13.

The company can take a loan at 10%. Calculate the profitability of equity for a company with \$15,000 in operating profits.

(a) When the company has \$100,000 of equity capital, there is no debt.

b) when \$80,000 is the company's equity. - equity capital of the company, 20 thousand - borrowed

### Task 14.

AB's common stock has a market value of \$620,000, its preferred stock is \$140,000, and its total debt capital is \$340,000. The company's cost of equity is 14%, its preferred stock is 10%, and its bonds are 9%. You must determine the weighted average cost of capital for the company at a tax rate of  $T = 30\%$ .

### Task 15.

Let the bank lend the company \$2 for every \$1 of its own money. The company has no money of its own, but can raise equity capital by starting to issue shares. The bank lends at 6%, and the shareholders agree to invest on the condition that they receive 12%. The enterprise plans to borrow \$3,000. What will be the

the company's cost of capital?

## CASE

### Optimization of the capital structure in order to increase the owners' wealth

This case study is an example of the use of capital structure optimization tools to increase shareholder wealth.

Name and short description of the company: OAO "Novokom", founded in 2000, is one of the glued laminated veneer lumber, low-rise house sets made of original building elements, lumber market operators in Primorsky region, has a well-developed distribution network and a leading position in it. Such vertical integration of distribution capacities predetermined two main activities of the company: wholesale and retail sales of glued beam and low-rise house sets.

Problem Description. Capital structure is a key object in the capital management system, which includes: working capital management, capital structure optimization, including optimization of borrowing ratio, planning and monitoring of investments in technological innovations and acquisitions of other firms, providing capital at the level of regulatory requirements, redistribution of excess capital and using share repurchases. In efficient companies, there is a shift in emphasis toward efficient use of capital as the main condition for successful capital raising.

Capital structure management is not only about managing the proportions of equity/borrowed capital, but also about the proportions within the business, maneuvering investments and disinvestments (share buybacks in particular). From this point of view, "capital management is the process by which top managers manage the capital already placed in the enterprise as well as the capital allocated to new investment projects.

Surplus capital refers primarily to cash - cash on the balance sheet because it does not generate income. Surplus can be invested, but it can be returned to shareholders. In both cases, shareholder wealth grows. This is exactly the situation at Novocom.

"Bri this should be distinguished between shareholder value on the balance sheet, market shareholder value and value to shareholders.

The market value of equity is equal to equity plus the present value of economic return (EVA);

The value to shareholders is equal to the market value of the share capital plus cash paid to shareholders.

JSC "Novocom" has the following data from the analytical balance sheet for the year:

Mln.

Assets		Liabilities	
Cash	100	Accounts payable	100
Accounts receivable	200	Financial Debt (debt with interest)	200
Production inventories	150	Equity	400
Net non-current assets (without depreciation)	250		
TOTAL	700		700

In this case, the cost of debt 5.3% per annum, the cost of equity 10% per annum, profit for the year after taxes, but before interest payments of 60 million rubles.

Problem Statement: The firm has decided to invest its free cash. There are two possible alternatives: to buy someone else's shares with a yield of 10%, or to buy back his own shares. **Which alternative is more efficient?**

## MBA-Stal Program

### *Strategic Marketing Module*

Topic: "Monitoring and evaluation of the effectiveness  
of marketing activities"

## WORKBOOK



## SECTION 1. THE PROBLEM OF MEASURING THE EFFECTIVENESS OF MARKETING

Assignment 1: Answer the following questions and justify your answers.

Do you know what return your organization gets on every ruble invested in marketing? What parameters can you use to assess how profitable this investment is?

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Assignment 2. In your own words, state why a modern company needs to evaluate the effectiveness of its marketing activities.

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## SECTION 2.BASIC MARKETING METRICS

Task 3. There are 10 firms operating in the market. The market shares of the three firms that have the largest market shares are 24%, 15%, and 16%. Calculate the concentration index.

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Assignment 4: Calculate the brand development index "ABVD" in the consumer group "government agencies". Let's assume that the volume of sales of the brand products to government agencies per month is 100 pieces. There are 150 state institutions in the region. The total sales volume of the brand in the region is 1000 pcs. The total number of loyal customers in the region is 2000.

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Assignment 5: Out of 2,000 potential lottery buyers, only 50 have purchased ABVHD branded goods. Calculate the ABCGD brand penetration rate.

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**Task 6.** In the town of N the average consumer's expenditure on dairy products is 1000 rubles per month. Expenses for dairy products of the "Jolly Cow" brand are 150 rubles per month. Calculate the share of the consumer's wallet attributable to the "Jolly Cow" brand.

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**Assignment 7.** The company sells goods at a price of 100 rubles (without VAT) The variable costs of producing goods are 25 rubles. The total cost per unit is 40 rubles. Calculate the margin on full and variable costs and reimbursement.

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**Task 8.** Komlania sells goods at a price of 180 rubles (excluding VAT). Variable costs per unit of goods are 50 rubles. Fixed costs of the company = 100 000 rubles per month. Target profit Komlanin = 200 000 rubles. Calculate the target sales volume of the company.

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**Task 9.** Sales manager Vasily sold 70 items worth 50,450 rubles per month. He made 1000 calls to potential customers during the month. There are a total of 7000 potential customers in the market. Stepan's manager sold 50,500 rubles worth of goods for a month, but he made 140 calls to potential customers. Analyze the coefficients of effectiveness of the managers on the number of contacts and the number of potential customers. What recommendations would you give the company regarding these employees?

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**Assignment 10.** Margin per unit of goods = 20%, sales manager's commission = 4%. The company sells goods worth 1 000 000 rubles per month. Salary of sales manager = 25 000 rubles per month, and company's expenses for organization of his sales activities are 5 000 rubles per month. Calculate the breakeven number of sales personnel.

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Assignment 11. In the survey, 3% of respondents said they "definitely buy" our product, and 8% said they "probably will. Our target segment is 1,000 customers. The awareness factor is 60%. The estimated repeat purchase rate = 50%. On average, 2 units of a product are purchased on a repeat transaction. Calculate the estimated sales volume.

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Task 12. The sales volume of the new product was 10,000 units, while the sales volume of the old product decreased by 7,000 units. Calculate the cannibalization factor.

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**Assignment 13.** Compare the brand equity of your brand and that of your main brand competitor according to the criteria suggested by Young and Rubicam and Ramsellar.

Criterion	The marochkapital of my Homelania	Branded capital home companies - competitor
Perceived differences from competitors (uniqueness)		
Lifestyle relevance Buyers		
Do Weight Watchers Experience respect for the brand		
Perceived level the brand knowledge of the consumers		
Brand appeal		
Customer confidence in the brand		



**Assignment 14.** Compare the brand equity of your brand and that of your main brand of the competitor according to the Mohan methodology.

Brand equity (%) = market share + relative price + loyalty index

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**Assignment 15.** The price has changed by 5%, while the volume of sales has decreased from 100 units to 85 units (i.e., by 15%). What is the price elasticity of demand?

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**Task 16.** Price list: price = 100 rubles. Discount for a regular customer: price = 92 rubles. Cash discount: price = 83 rubles. Volume discount: price = 75 rubles.

As a result, the client paid 75 rubles instead of 100 rubles according to the price list. 100 rubles. -> 92 rubles. -> 83 rubles. -> 75 rubles.

Calculate the value of the price cascade.

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Task 17. Initial price = 100 rubles. Marginal profit = 50%. The company conducts a price promotion campaign by offering a 5% discount. Calculate the necessary increase in sales volume to make the promotion break-even.

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Task 18.

Target audience = 5 people.

Note: "+" - grave) to see the commercial at the time of this show;

"-" - could not see the commercial at the time of this show.

Pohazes	Anna	Elena	Julia	Dmitry	Sergey	Impressions	RP
№1	+	+	+				
№2	+	+		+			
№3	+	+	+	+	+		
№4	+	+					
№5	+	+	+				

Calculate GRP\_\_\_\_\_

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Assignment 19. Effective Frequency = 3. Calculate the effective coverage.

Frequency	The number of representatives of the target audience who had the ability to see our ads with a certain frequency
0	140 000
1	102 000
2	75 000
3	64 000
4	23 000
5	11 000

Task 20. Due to marketing activities revenue has increased by 250 thousand rubles compared to the base. Compensation per unit of goods = 60%, and marketing costs were 70 000 rubles. Calculate ROMI.





Assignment 21. Which of the marketing metrics discussed in this section do you regularly use in your practice? Which metrics do you not know, but think should be used in your company?

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Assignment 22. Do you think it is appropriate to establish a systematic system for calculating marketing metrics in your company? What data will you need to collect to make the calculations? What will you need to organize the process of collecting the necessary data?

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### SECTION 3. CONTROL IN THE STRATEGIC MARKETING PROCESS

Assignment 24. Does your company have a marketing audit (regularly or at least once)? Do you plan to conduct a marketing audit of your company based on the proposed marketing audit plan developed by foreign researchers (see Appendix. Foreign marketing audit methodology)? If no, justify why not.

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**Task 25.** Russian researchers have developed a questionnaire to assess the effectiveness of marketing management (author of the methodology - G.A. Yasheva). Evaluate the effectiveness of marketing management in your company using the following questionnaire.

Each question has three answer options, which are scored from 0 to 2. The maximum number of points for each question is 2. The number of points for each question of the questionnaire is determined by the table:

Вопрос	Ответ	Оценка	Вопрос	Ответ	Оценка
1	A Б B	D 1 2	9	A b B	2 1 0
2	A b B	2 1 0	10	A b B	0 1 2
3	A b B	2 1 0	11	A b B	1 2 0
4	A b B	0 1 2	92	A b B	0 1 2
5	A b In	0 2 1	13	A b In	2 1 0
6	A b B	2 1 0	t4	A b B	2 1 0
7	A ь B	1 0 2	15	A ь B	2 0 1
	B	1			

The maximum score for marketing effectiveness is 30 points. To assess the level of effectiveness a scale is offered:

Баллы	0-4	5-11	12-14	15-19	20-25	26-30
Уровень	Lacklustre	me effec- ный	The Udp is the most important of all the	кно} III AI	Very хороший	Uf fektieny



## АНКЕТА

### "THE EFFECTIVENESS OF YOUR MARKETING."

Your Marketing Effectiveness Questionnaire is designed to help you assess how consumer-oriented your business is. It will tell you what you need to do to improve your marketing and business performance.

Base your answers on your own assessment of your marketing effectiveness, not on the assessment you hope your consumer would give. Mark the answer that best fits your business.

#### MARKETING SURVEYS

Question 1: When was the last time you did research on the market, your customers, their buying activity, your competitors?

Answers:

- A. A few years ago (up to 5 years) or never. B. A couple of years ago.
- B. Recently (within the last few months).

Question 2: How well do you know the sales and profit potential of different market segments, customers, sales channels, manufactured products, etc.?

Answers:

- A. Very good - we do detailed analysis and research. B. Not much - there is information on certain issues.
- B. We don't know at all.

Question 3: How effective is your marketing information system at providing high-quality data to help you make quick marketing decisions?

Answers:

- A. Very effective information system, constantly updated and used. An electronic database has been created.
- B. Pretty efficient system - but sometimes not fast enough, accurate and complete enough to make decisions. The information is mostly on paper.
- B. We have no system - we gather information irregularly and intuitively. There is no electronic database.



## MARKET SEGMENTATION AND TOBAPA POSITIONING

Question 4. Do you develop different products and marketing plans for different market segments?

Answers:

- A. We sell products to anyone who buys. The segments are not clearly defined.
- B. We differentiate products for different market segments.
- B. We create products for target market segments and develop a marketing mix for those segments.

Question 5. Do you have a strategy for positioning your products in the market?

Answers:

- A. We don't know what it is at all.
- B. We plan positional benefits and communicate them to target customers in advertising, personal selling, etc.
- B. We know our positional advantages.

## MARKETING ORGANIZATION

Question 6: How effective is your marketing compared to that of your competitors?

Answers:

- A. Our marketing activities are much more active than those of our competitors.
- B. Almost the same, huh, as our competitors.
- B. Our marketing is weaker than the competition.

Question 7: How are marketing activities organized at your company? Answers:

- A. We have a marketing department, which deals with sales.
- B. We don't have a marketing department, we have a sales department.
- B. There is a marketing department, which includes structural subdivisions (bureau, sector or performers for market research, organization of advertising, exhibitions, etc.).



Question 8: To what extent is Internet marketing used in your company?

Answers:

- A. We do not use any Internet resources in our marketing activities.
- Б. We use the Internet to conduct market research and advertising. We have our own website.
- В. We conduct marketing research on the Internet, advertising campaign using various Internet resources (advertising on our own web site, catalogs, banners, banner exchange services, etc.), and e-commerce.

## MARKETING PLANNING

Question 9: How widely used is strategic planning at your company?

Answers:

- A. We develop a strategic marketing plan (by products - markets, by target segments), as well as an annual marketing plan.
- Б. We develop an annual marketing plan.
- В. We do little or no marketing planning.

Question 10: What is the quality of your marketing strategy?

Answers:

- A. The marketing strategy is not clearly defined.
- Б. The strategy simply complements our past strategy.
- В. The strategy is clearly defined and well argued, with new ideas.

Question 11: What are the main goals of

marketing? Answers:

- A. Achieve short-term profits and maintain our current position.
- Б. Dominate the market by significantly increasing our market share and aggressive growth.
- В. There are no real strategic long-term goals - just survival.



## MARKETING MIX

Question 12: What is your pricing policy and how effective is it? Answers:

- A. We set our prices based on our costs and average profit.
- 6. We set prices based on costs, we are guided by competitors' prices, but we do not use a flexible discount system.
- B. We define a pricing strategy and also apply a flexible pricing system using a system of discounts, price levels for the relevant segment, complementary products, etc.

Question 13: How effective is your advertising?

Answers:

- A. Very effective - after the advertising campaign, sales increase.
- B. There is some progress, but not enough.
- B. Not effective. No one evaluates the effectiveness of advertising.

Question 14: How experienced and effective are your salespeople?

Answers:

- A. Very experienced, exploring new markets.
- B. Fairly experienced, working with existing clients, but not interested in finding new ones.
- B. Inexperienced, working inefficiently.

Question 15: What is your product policy and how effective is it? Answers:

- A. We form the product range based on the study of customer needs, assessment of internal resources and external factors (competitors, suppliers).
- B. We plan the production program on the basis of available production capacity and purchased raw materials.
- B. We try to update the assortment by introducing new products.





Did you get high results? Did you anticipate in advance that your level of marketing effectiveness would be this high? What do you plan to do to improve (or maintain) this level of effectiveness?

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**Assignment 26.** Perform strategic control of your company's marketing activities according to the suggested algorithm.

1. Identify the indicators by which to evaluate the implementation of the strategy (select 1-2 indicators to complete the task).
2. Compare the actual state of the control parameters (indicators) with the desired state.
3. Evaluate the results of the comparison and decide on an adjustment.
4. If necessary, schedule an adjustment, and describe the pattern of the adjustment.

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## MBA Start Program

### *Module "Accounts"*

## Topic: "Building a management accounting system"

## SECTION '1. MANAGEMENT ACCOUNTING AS PART OF THE CONTROLLING SYSTEM

### Assignment 1. What is controlling?

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## SECTION 2. COMPARISON OF TAX, FINANCIAL AND MANAGERIAL ACCOUNTS

### Assignment 2. Who is the main user of information from the management accounting and reporting system?

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## SECTION 3. KEY PERFORMANCE INDICATORS

### Assignment 3: Identify a list of your company's or division's key processes. For the two critical business processes, identify a list of key benchmarks (cost, time, quality).

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**Assignment 4:** For each of the indicators you selected in Assignment 2:

- formula \ procedure for calculating its value,
- frequency of calculation of its value (day, week, month, quarter, half-year, year),
- responsible for providing baseline information.

**Assignment'5.** Determine which organizational function (division) is closest to your line of work. Scan publicly available Internet resources for key performance indicators that assess the effectiveness of a particular organizational function (marketing and sales, HR, finance, etc.) or key business process (e.g., delivery of goods to customers). Will you use the same indicators or not in your organization/unit? Why?

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#### SECTION 4. MANAGEMENT REPORTING

**Assignment 6.** Develop/audit a management reporting system for your company/unit. You, as a manager, are also a user of management information. Make a list of reports and indicators for each of them, specify the frequency with which you receive the necessary management information, try to answer the question of why you as a manager need this particular information.

Name of the report	Indicators, frequency	Why is this report important to you as a manager?




## SECTION 5. FINANCIAL STRUCTURING OF THE COMPANY

Task 7. Conduct a financial structuring of your company (identify the centers of financial responsibility). To which type of CFR does the division in which you work belong? Why? What transfer prices would you propose to introduce in order to increase the transparency of interaction between your company's subdivisions?

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## SECTION 6. ACCOUNTING POLICY OF MANAGEMENT ACCOUNTING

Assignment 8. Develop a management accounting policy for your company for at least two parameters from the following list: assets, liabilities, equity, revenues, expenses, profits, receipts, payments, and cash flow. Justify your choice.

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Assignment'9. Determine the management reporting currency for your company and the procedure for converting operational accounting currencies to the reporting currency.

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## SECTION 7. MANAGEMENT ACCOUNTING CHART OF ACCOUNTS

Assignment 10. When is a unified chart of accounts for management accounting necessary?

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## MBA Start Program

### *Module "Accounts"*

Topic: "Tax Accounting in the Russian Federation".

## Section 1: THE BASE OF TAXATION

## Task 1.

Prerequisite:

The company's revenues were:

- for the first quarter of 2008 - 200,000 rubles,
- for the first half of 2008 - 500,000 rubles.

The amount of insurance contributions to the Pension Fund of the Russian Federation was:

- for the first quarter of 2008 - 4,000 rubles,
- for the first half of 2008 - 16,500 rubles.

The company chose income as the base for the single tax.

Task: calculate the amount of advance payment for the single tax for the first quarter and half of 2008.

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## Task 2.

### Prerequisite:

Based on the results of its work the firm made a profit of 200,000 rubles in the first quarter of 2008 and 500,000 rubles in the first six months of 2008, while the organization incurred expenses of 180,000 rubles in the first quarter and 470,000 rubles in the first six months of 2008.

Task: calculate the amount of advance payment for the single tax for the first quarter and half of 2008.

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## Assignment 3.

### Prerequisite:

During the first nine months of 2008 the company received an income of 8,000,000 rubles, incurred expenses of 7,000,000 rubles and paid 100,000 rubles of insurance premiums to the Pension Fund for the same period.

### Assignment:

Which option for the object of taxation is more favorable to the company?

Calculate the amount of payments to the budget using the "income" method and the "income minus expenses" method.

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## Section '2. BUSINESS TAX PLANNING

### Task 4.

#### Condition

The monthly salary of the Company's employee Ivaneev P.J. is 45,000 rubles. Thus, the annual payroll is 540,000 rubles (45,000 x 12 months). Ivaneev uses his personal car for business purposes, and the employer allows Ivaneev to use the company's transport. Therefore, the use of a personal vehicle is a voluntary desire of Ivaneev, not a production necessity.

In practice, it is possible to conclude three contracts with Ivaneev: an employment contract, a contract to rent a car, a contract for compensation for the use of the car for business purposes. In this case, the amount of remuneration for Ivaneev will be the same, but the amount of deductions in the form of ECH and FIU are different.

#### *Option 1*

An employment contract is concluded with an annual remuneration of 540,000 rubles.

#### *Option 2*

An employment contract with an annual remuneration of 396,000 rubles and a car rental agreement for a total of 144,000 rubles is concluded.

#### *Option 3*

An employment contract with an annual remuneration of 540,000 rubles and a contract for compensation for the use of a car for business purposes is concluded.

#### Assignment

Which version of the contract is most beneficial to the firm? Justify your answer.



### Task 5.

#### Condition

Remuneration of management (1 person) is 650000 rubles per month, the other 10 employees - 20000 rubles per month.

In accordance with the agreement with the founders of the employees receive 70000 rubles, the head - 150 000 rubles.

The ECH tax rate on salaries over 600,000 rubles a year is 104800 rubles + 2% on the amount exceeding 600,000 rubles.

The ECH tax rate on salaries from 280,000 rubles to 600,000 rubles a year is 72,800 rubles + 10% on the amount exceeding 280,000 rubles.

The ECH tax rate on wages up to 280,000 rubles per year is 26%. Assignment

Calculate the annual value of ECH according to the official option of accounting for payroll and the option that can be used by the tax authority during the inspection.

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MBA Start Program

General Management Module

Theme "Developing and adopting  
management decisions".

WORKBOOK



### Assignment 1

What is a management problem and its solution? What are examples of management problems that you have had to solve in your practice?

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### Assignment 2

Think of situations in your practice when a decision to solve one problem helped or hindered the solution of another management problem. Why?

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### Assignment 3

Give examples of rational untimely decisions that you have encountered in your business practice.

What do you think were the reasons for their untimely adoption?

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#### Assignment 4

What methods are used to make group management decisions in your company, in your department? What pros and cons of the adopted decision-making procedure can you point out?

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#### Assignment 5

In practice, the following variants are encountered:

- The manager makes a decision and communicates the result to subordinates, if necessary;
- the supervisor makes a decision and tells why he or she made the decision;
- the manager makes a decision, but is interested in the opinion of subordinates, welcomes their questions, thus getting the opportunity to verify the decision and, if necessary, make changes;
- the supervisor makes a decision and submits it to the group for revision;
- the supervisor states the essence of the problem, asks what suggestions will be, and, after listening to them, makes decisions;
- the leader states the problem and asks the group to make a decision, reserving the right to choose and approve the option;
- the leader states the problem and makes the group's decision.

Which option do you prefer? Why?

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### Assignment 6

Your company has discovered that your company's telephone network is malfunctioning, a technical problem you have been assigned to deal with. You have the following

ВОЗМОЖНОСТИ:

- use old telephone equipment
- buy new
- rent
- to modernize the old one.

You evaluate these opportunities according to 5 criteria:

	expenditures ac quisition costs	operating costs	new technical capabilities AND	comfort	reliably СТб
use old telephone equipment					
buy new					
rent					
upgrade old					

Suggest weights for each factor and score each decision based on the situation in your company today. Identify which decision would be most beneficial to you.

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### Assignment 7

Brainstorm with your fellow students in a mini-group of up to 8 people on the forum for this topic in the SDO, taking into account all the rules for brainstorming. In the second step, evaluate all the proposed options on a 5-point system and choose the best one. The topic of the brainstorm: "The most common causes of errors in managerial practice of the CIS manager."

### Assignment 8

In the machine shop at Company X, the average loss of machinists' time due to unorganized delivery of coolant to the machines is 0.6 hours. When emulsion runs out, the machinist is forced to go to the tool and distribution storeroom (TDS) to get a bucket, then get emulsion to the tank in the far corner of the shop, back to the machine, back to the TDS to drop off the bucket, then back to his workplace.

For To eliminate these losses of work time it is proposed two variants of solution.

1. Instruct subs workers regularly (per on a regular basis (scheduled) Fill all machines with coolant.

2. Build a centralized coolant distribution in the shop with its piping to each machine.

Both options are aimed at solving the organizational problem - establishing and providing communications serving the operating equipment. Which option is preferable? Are there, in your opinion, any alternatives?

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### Assignment 9

The president of a company specializing in the design and manufacture of electrical appliances has decided to eliminate executive privileges. Now all of the company's employees, without exception, use the common dining room, car parking, and fly on regular passenger planes. There are no separate offices for executives. All workplaces - sections divided by soundproof partitions one and a half meters high - are the same for everyone, from the president of the company to the grassroots employees.

Based on your experience, what might be the positive and negative consequences of your decision?

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## Assignment 10

Describe your management decision-making style and the decision-making style of your immediate supervisor. Does the difference in your decision-making styles prevent you from working together if they are different?

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## MBA Start Program

### *Strategic Management Module*

### Topic: "Basic types of strategies"

## WORKBOOK

## SECTION 1. PORTFOLIO STRATEGIES.

Assignment 1. List the types of companies according to the BCG matrix. What type of company does your company belong to? In this context, what tactics are recommended?

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Assignment 2. What disadvantages does the BCG matrix have? How have the new BCG matrix and the McKinsey matrix addressed these shortcomings?

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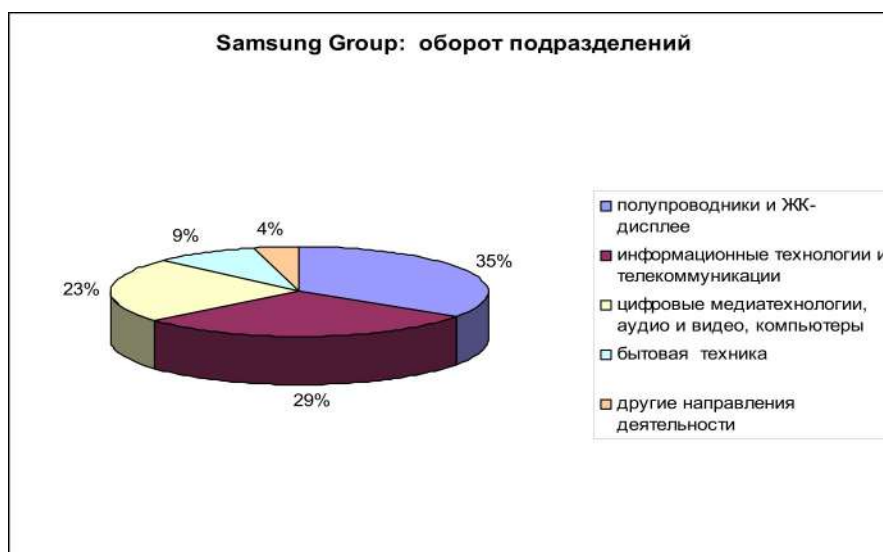
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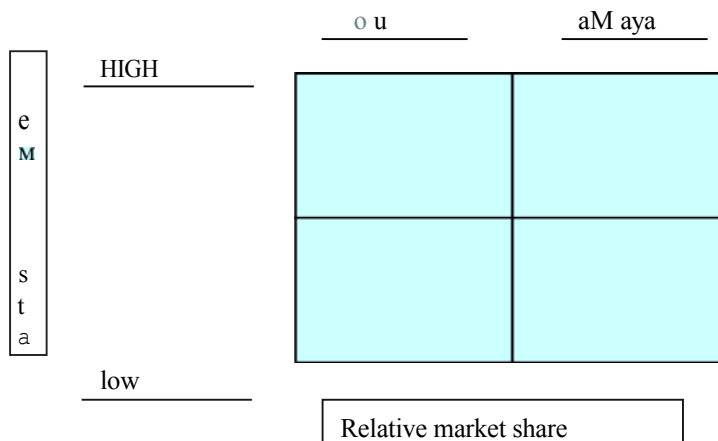
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Assignment 3. Look at the graph and determine how many SBUs can be allocated to the Samsung Group company structure.



Assignment 4: Look at the BCG matrix and fill in the squares of the matrix with strategies



## SECTION 2. POCTA STRATEGIES.

Task 5. Fill in the missing fields of the matrix of decline strategies.

Products

	Available products	Discontinued products
Markets		
Markets		

Assignment 6. Define the strategy of differentiation. When is it appropriate to use this strategy?

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### SECTION 3. COMPETITIVE STRATEGIES

Task 7. According to Porter's matrix, characterize the ways in which your company achieves competitive advantage.

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Assignment 8. What strategies do you recommend as the most effective for industry-leading companies to use?

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### SECTION 4. SUSTAINABLE STRATEGIES OF SMALL AND MEDIUM-SIZED FIRMS.

Assignment 9. What are the specifics of proactive strategies? When is a breakthrough strategy most effective?

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Assignment 10. Give an example of the implementation of one of the passive strategies. Was it successful? Justify why the implementation of this strategy led the firm to success (failure).

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## MBA Start Program

*Module "Informatsionnyye mexanolozhnyye dlya  
meledzher"*

Topic: "Information Technology in  
Management: Introduction

Workbook

## SECTION 1. THE EVOLUTION OF VIEWS ON SOCIETY RELATED TO INFORMATION

### Assignment 1. Evaluate the tasks of IT development.

The ability to ask questions is one of the most important business characteristics of a manager. Hands-on activities in the course are designed to develop the ability and skill to ask the "right" questions in information technology and systems in order to protect or improve the business process that the manager has.

In order to set a task for the IT department of the company, you need to formulate the requirements, so this practical work aims to form the skills and abilities to survey the company to improve the knowledge management information system.

The evaluation of the importance of the tasks and readiness of the company to create a knowledge management system is practiced. The algorithm and methodology are based on the experience of Price Waterhouse Coopers. It is necessary to consistently answer two simple questions addressed to each of the 24-x tasks, and then, comparing the numerical scores obtained, select the tasks with the highest priority. Understanding the company's challenges and the sequence in which they are addressed will allow you to take a step toward real action and begin to manage the company's intellectual capital, turning knowledge into profit.

## 1.1 Fill in the table individually or as a group with your colleagues

Table. Evaluation of IT development tasks according to 24 criteria

<p><b>Задачи/проблемы</b></p>	<p><b>Вопрос:</b> Насколько данная задача или проблема важна для Вашей организации?</p> <p><b>Шкала оценки</b></p> <p>1 - не важна, 2 - важна, но не слишком, 3 - очень важна.</p>	<p><b>Вопрос:</b> Способна ли Ваша организация решить данную задачу/проблему?</p> <p><b>Шкала оценки</b></p> <p>1 - не способна, 2 - отчасти способна, но есть сомнения, 3 - способна.</p>
<p>Jadacha/Irodzthema on diagnosis and knowledge analysis</p>		
<p>1 Identification of available formalized and non-formalized knowledge (creating a knowledge map)</p>		
<p>2. evaluation of intellectual capital companies</p>		
<p>3. Determining the company's need in the knowledge to execute the strategy and business processes</p>		
<p>4. system evaluation and planning of knowledge management in the company</p>		
<p>5. The ability to identify need for information</p>		
<p>6. User needs analysis in knowledge</p>		
<p>Jadacha/Irodzthema lotiuchelnu knowledge</p>		
<p>7. Assistance in finding information and</p>		

..... 'awareness of its availability		
8. Employee training in according to their subject area of activity		
9. Developing the values of the learner organization (systems thinking, mastery of self-improvement, working with intellectual models, forming a common vision and group training)		
10. Remote Knowledge Acquisition		
11. knowledge extraction		
12. Acquisition and purchase of knowledge		
Jadacha/Irodzema lo <i>sdaniyu</i> spstemz o u r e l l e n c e s t o r e a n d k n o w l e d g e		
13. Motivation to share knowledge and ОПЫТОМ		
14. Creating an organizational structure that facilitates knowledge sharing		
15. Creating an atmosphere of trust for knowledge sharing		
16. Knowledge structuring		
17. Presenting knowledge in the required form		
18. Designing the system Knowledge management and knowledge dissemination		
Jadacha/Irodztheme <i>on the use of knowledge</i>		
19. Encouraging innovation /		

'Innovation		
20. Organization of teamwork and development of cooperation		
21. Creation of conditions for conducting business experiments		
22. Creating structures and methods knowledge reuse based on databases, archives, and repositories		
23. Helping develop support systems for group work		
24. Identifying and destroying outdated knowledge		
<i>Importance x Ability -----Priority solved the problems</i>		

1.2 Formulate general conclusions and recommendations for the development of the IT area based on an assessment of 24 criteria.

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**Task 2.** What is the difference between the concepts of "information", "data", and "knowledge"? "competence"?

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Assignment 3. What is the essence and meaning of the technocratic approach to describing social development?

## SECTION 2. STRUCTURE, STRUCTURE AND CLASSIFICATION OF INFORMATION TECHNOLOGY AND INFORMATION SYSTEMS

Assignment 4. Formulate definitions: information technology and information system.

Assignment 5. What is included in the structure of information technology on the conceptual Level? Logical? Physical?



**Assignment 6:** Describe the composition of the corporate information system.

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**Assignment 7:** What is the life cycle of a corporate information system? Name the main stages of the lifecycle, the purpose and content of the documents regulating the work of certain stages.

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**Task 8.** The company planned to increase the customer retention rate to 90% by implementing the CRM system; in fact, the rate reached 95% at the end of the year. Under what conditions is this value of the indicator not the best achievement?

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**Task 9.** A UIRC (Unified Information and Billing Center for Housing and Communal Services) has installed a new client-server information system (IS) and equipped all of the employees' workstations with computers. A few months later, the employees started visiting the doctor complaining of eye irritation. The doctor advised them to spend no more than 2 hours a day at the computer. This recommendation was welcomed by the employees. What does a manager need to do to make the IS work full time?





**Assignment\* 10.** One firm implemented an EDMS (electronic document management system), purchased and installed a new multifunctional printer/copier/scanner (MFP) to digitize documents. After some time, the firm's server ran out of memory, so the question of upgrading it arose, although initially consultants on EDMS stated that the resources of the IS would suffice for a long time. What is the possible reason for "overflow" of the server memory? And what measures should be taken?

**Task 11.** According to the requirements of regulations and internal corporate standards the storage of some types of information is sometimes up to 10 years. Calculate how much information will the company be storing in 10 years if it has a modest 1TB of corporate data and is growing at a rate of 60% per year (not the largest by today's standards)?

**Assignment 12.** Farmers Home Mutual (USA) estimated the cost of manually processing car, boat, and real estate insurance claims

The company has a \$22 per contract for various types of damages and natural disasters. Every year, 1,500 independent agents bring 27,000 claims to the company's headquarters, which adds up to half a million dollars a year. Suggest a way to speed up claims processing and reduce costs by using IT technology.

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### Assignment 13. Business case

#### **General requirements for the corporate information system on the example of the Nevsky Design and Engineering Bureau.**

To understand the importance of "data movement" through procedures, operations and processes, let's consider a business case, compiled from [www.iemaq.ru](http://www.iemaq.ru), which examines end-to-end business processes of information processing on the example of the Nevsky Design and Engineering Bureau (PKB). At this enterprise the task of data movement both horizontally between subdivisions and vertically from executors to superiors is most completely solved.

About the company: Nevskoye PKB has been in existence for more than seventy years. PKB is the leading enterprise responsible for designing and providing documentation for the construction, repair, refurbishment and modernization of the largest and most complex combat surface ships in the ocean zone.

Used IS - Oracle database management system, CAD design systems, on the basis of which Tronix created its own KIS (Corporate Information System) of PLM class, which provides ERP, CAD, PDM functions and other modules and functions. What are PLM, CAD and PDM systems can be found in the course glossary.

The main products of the PKB are design documentation, the overwhelming part of which is text documents such as specifications and bills of materials, and the share of graphics is about 30%. The technology of work with text documents is integrated with the technology of designing graphics for drawings. Issue

The Tronix CIS is responsible for almost all textual design documentation, production management, accounting, control, and even the determination of labor standards for design work and ensuring the interaction of departments.

The single database stores calculations, electronic originals, originals of documents, and control copies that came from the customer's plant with all the changes. Thus, each document exists in four forms: as source data for its creation, as an original (digital model), as an original (printed, signed and scanned drawing) and as corrected versions. All project information is stored in a single database and is accessible to all performers from any workplace in accordance with the rights. In essence, the task of creating a single information space has been solved, so that the data would not only be used in the Design Bureau by all the specialties, but would be transferred to the customer plant and subsequently used both in the ship's onboard systems and to ensure operation.

The subdivisions of the PKB do not just exchange information with each other, but work in a single information space with a single object model, and the management has a transparent picture of what is happening. There is also a data exchange and interactive interaction with allied companies - the plant that manufactures the products.

In addition to the release of documentation itself, KIS supports all the basic functions of workflow and project management systems (work distribution and performance control, load performers, deadlines, reports), as well as providing the specific functions that appear in a complete PLM-systems. Firstly

- integration with design systems. If the work is listed as completed, its result (drawing, text document) can be looked at directly from the CIS. Second - group work: if the designer needs drawings, he

"The system has a module for interactive interaction. There is a module of interactive interaction. And thirdly, there is a module for preparing documentation in the export version, related to translation.

Reporting and analytics of any complexity are generated in seconds. There is no duplication with paper reporting, it is simply unrealistic to get analytics from it, and it has not even occurred to anyone in PKB for many years.

The directorate is interested in the volume of completed documentation by department, for a certain period, by project, by type, etc. The director has a Tablet PC, which he does not part with during business trips, and in the workplace, of course, connects it to the network. He is able to find everything he needs in the CIS, but, of course, he does not output reports from the system, the information is provided to him by those responsible for a certain area.

KIS shows how many resources (man-hours) and what kind of resources each department has requested to perform certain work. Then you can compare the plan with the fact: the area of the created documents is estimated. The actually developed area can be compared with the norms. The accumulated statistics makes it possible to set reasonable norms. At the same time it is possible to trace how much specific performers were actually employed and how much their actual workload differs from the one requested (and "beaten out") by the head of the department. The IMS also includes a personnel management system, which, among other things, contains a record of working hours based on the data from the sensors installed at the gate. This gives the necessary transparency of management, so there was, and has been, a lot of resistance to this part of the system. However, it was this part of the system that allowed the company to maintain a rolling schedule, which is now rare, and which was appreciated by the team.

No one keeps paper documents for a long time, and they are not sent to the contracting plant. The original transmitted through the communication channel is the basis for the plant to proceed to the next stage of work. And paper documents are sent only to the archive.

We managed to come to an agreement with the factory on data formats, data transfer procedures, and other things that simplify and speed up the interaction. With the help of a dedicated secure communication channel with the plant and two local networks, it takes at most a day from the moment a document is signed by the designer in the Design Bureau to the moment the drawing is received in the workshops of the plant. As soon as the drawing, printed and signed, goes into the scanner, information that the document has been delivered is automatically generated, a delivery note and a receipt are generated, and the entire document package is sent to the transmission channel.

The interactive interaction process for group work is based on the Outlook e-mail system. All participants of coordination and discussion of documentation both in the PKB and in the factory have workplaces in it. At the plant, they receive the documentation and use it to

questions arise. Everyone who needs to find out something, writes a request, perhaps even in paper form or immediately in a special form in the mail system. Specialists from the group of technical support for construction and author's supervision review all of them, some of them are resolved on site, but those that require approval are sent to the Design Bureau. Here, too, the chief designer reviews all the requests, determines their importance and priorities, and assigns executors at the department level. The latter, in turn, after receiving these tasks, distribute them among their employees, after which each answer makes its way back through the same instances. At any stage, all managers can see the statistics and status of all tasks for which they are responsible. Some of the requests initiate additional work - they are immediately recorded in the IMS as additional planned work and fall under strict control. Practically, this means that the interaction system is integrated with the management system in the KIS.

The basis of the CIS is the transition to a unified system of normative and reference information (NSR). There is a subdivision responsible for the production of so-called secondary documentation (order sheets, etc.), which has a vested interest in ensuring that all departments submit documents to it without discrepancies, because otherwise these discrepancies will have to be found and eliminated by them. This unit performs the so-called technological control, i.e. receive all primary documents from executors. And this division has the responsibility to maintain a unified reference and nomenclature directories. These directories ensure the issuance of the correct "primary documentation. Thus, all the executors who used to maintain the file of directories and norms, now do the same on the computers. Until the conformity of the document received on the basis of NSI is confirmed with the requirements of the customer and GOST, it is not considered ready, it is not placed in a common base and is not accepted for further work. Therefore, all designers are interested in ensuring that their documents are properly prepared on the basis of a unified NSI.

Some other principles of working with information in the PKB:

- Storing data on user PCs is strictly frowned upon, but there is no hardware or software restriction. Everything must lie in a single database. This is better for updating obsolete files.

- Whoever generated the data is the only one who can enter it. Information must be entered where it is born. Each employee should enter it himself, only then will there be real responsibility for his data.
- All information needed for other departments or reporting must be generated and sent to the appropriate application. All accounting data arises when documents needed for direct work are issued. For example, when an engineer designs some scheme for which he has to make purchases, he should not be forced to generate additional documents for purchasing. All this is done by the application in which he works and at the moment when the engineer enters data into the primary document. The application itself generates procurement documents and transmits them to the procurement department.

To summarize the general requirements for QIS, which are imposed by the IT service in the PKB, we can say the following: The EIS must be effective for all business processes whose execution adds value and profit, not just "informing" the work of individuals. QIS must take into account feedbacks, because for design purposes it is very important to carry out several iterations of calculations, taking into account the relationships and mutual influence of its different systems (for example, you cannot design ventilation until the heat generation is unknown, and air conditioners that generate heat contribute to it; so a technological chain emerges). It is important that the system has the ability to support such design chains, determining the timing, cost and quality of the technical design. If the system does anything, but does not support the design of such coherent chains, it means that it has no effect on the duration, cost, or quality of the technical project.

### Assignment

A well-known design bureau works a lot with foreign customers. All documentation that is produced for them must be translated into English. There are text documents like explanatory notes, which are translated by a translator, but there are also other specific ones: individual inscriptions on drawings, documents formed on the basis of NSI (normative and reference information), such as specifications. The need for bilingualism (Russian and English) leads to a change in the number and size of some design elements, such as planks with

Suggest your way to automate a business process called "translation" and formulate a methodology for the requirements to the interface of the "translation" process for the translator.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.







b LtSI P 9SS SC POOI  
Leadership Energy

## MBA Start Program

*Module "Funals/ in the organization"*

Topic: "Financial Planning and Forecasting"

Workbook



## Section 1: Target planning parameters

Task 1: Describe the commodity flows of your company

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Assignment 2. List the components of cash inflows specific to your company

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Assignment 3. List the components of cash outflows  
characteristic of your company

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**Assignment 4** . What financial indicators serve as benchmarks/standards in strategic (long-term) planning?

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**Assignment 5.** What financial indicators serve as Control parameters/standards in current (short-term) planning?

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**Task 6.** Recall how the price of capital is calculated (see Formulas). Do the calculation of the price of capital.

Sources of financing	Amount , d.e.	Specific weight, ‰	Price (annual rate), ‰
Borrowed short-term funds	6000	33,3	25
Borrowed long-term funds	3000	16,7	12
Common stock	7000	38,9	16,5
Preferred shares	2000	11,1	12,4
TOTAL:	18 000	100	?



**Assignment 7.** On the balance sheet of your company, analyze compliance with the rule financing and calculate:

Coefficient of coverage of non-current assets with own capital

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the amount of own working capital

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Ratio of current assets to own funds

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the coefficient of the provision of inventories with own funds

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What recommendations can you make for next year's plan?

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**Assignment 8.** According to balance sheet of your enterprise  
calculate indicators that characterize the structure of the company's liabilities:  
equity stake

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leverage

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the share of long-term sources of financing

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the share of short-term sources of financing

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What recommendations can you make for next year's plan?

**Task 9.** Analyze the financial sustainability of the company and calculate the indicators of financial stability:

- financial autonomy ratio

- financial ratio

- leverage

- level of equity

**Task 10.** Calculate the liquidity ratios on the balance sheet

- absolute liquidity ratio

- quick liquidity ratio (intermediate coverage)

- current ratio

What are the requirements, the trends in your industry?

What recommendations can you make for next year's plan?

**Task 11.** Consider two enterprises A and B. Suppose that at some point in time they incurred the same costs C, received the same revenues B, and therefore made the same profit.

Calculate the performance of enterprise B, compare the level of profitability and risk of enterprises A and B.

Indicators	The line	A	B	Calculation scheme
Revenue	01	9000	9000	
Cost of production, total	02	7699	7699	
including: - fixed costs	021	4699	2699	
- variable costs	022	3000	5000	
variable costs per 1 ruble of revenue	03	0,333		022/01
fixed costs per 1 ruble of revenue	04	0,522		021/01
Break-even point	05	7049		021/(1,00 - 03)
Financial strength reserve	06	21,7%		(01-05)/01 *100%



Task 9. Analyze the financial sustainability of the company and

Return on sales	07	14,5%		02/01 *100%
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**Task 12.** Using the Du-Pont model template, predict the volume of sales (in units) that can be realized at a given price. For example, you could raise the price of your products while offering a deferral of payment (which will affect sales and accounts receivable), or you could lower the price to sell more and take advantage of economies of scale.

Financial and economic indicators	The formula is	1 script	2 script	3 script
Sales volume, pcs.	1	1 000	500	1 200
Price per unit	2	50	100	40
Revenue, rubles.	$3=1 \times 2$	50 000		
Variable costs per unit of production.	4	25	25	25
Variable costs - total, rubles.	$5=1 \times 4$	25 000		
Fixed costs, rubles.	6	20 000	20 000	20 000
Costs - total, rubles.	$7=5+6$	45 000		
Profit, rubles.	$8=3-7$	5 000		
Return on sales, %	$9=8/7$	11%		
Return on assets, %	$10=8/13$	17%		
Asset turnover, number of turns	$11=5/13$	1,7		
Return on equity, %	$12=8/19$	36%		

Balance	The formula is	1 script	2 script	3 script
Assets, rubles.	$13=14+15+16+17$	30 000	32 000	32 000
Fixed assets, rubles.	14	10 000	10 000	10 000
Accounts receivable, rubles.	15	15 000		
Stocks, rubles.	16	4 000		
Kacca, settlement account and KFV, rubles.	17	1 000	1000	1000
Liabilities	$18=13$	30 000	32 000	32 000
Own funds	19	14 000	14 000	14 000
Borrowed funds (calculation of the required amount)	$20=13-19$	16 000	18 000	18 000
Financial autonomy ratio	$21=19/18$	0,46		
Financial autonomy coefficient (recommended value)		0,4-0,5	0,4-0,5	0,4-0,5

**Task 13.** On the diagram of the financial cycle, write the duration of the components adopted in your company. Calculate the operating and financial cycle.

1.				3.
				4.
Time of storage of material resources	+	Production Duration production period	+	Time of storage of finished products
				Address
				Postponement period grocery payments
			2.	
				Financial cycle
				Deferred payment period for resources
				Operational cycle (production and circulation cycle)

Maybe something needs to and can be changed?

I hope the deferral for resources to suppliers exceeds the deferral to customers for your goods, services?

**Task 14.** Calculate the NCF from your company's financial statements using the indirect method.

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**Assignment 15.** Analyze the relationship and the sequence of reflection of inflows and outflows on the example of the creation of a new enterprise. Write down the conclusions.

Liquidity plan

	1	2	3	4	5	6	7	8	9	10	11	12
A. Inflow of funds												
1. Sources funding												
1.1. equity capital	2000	2000										
1.2. investment credit	700	800	1600									
1.3. supplier credit.	2000	1000										
1.4. overdraft	81	185	347	323				131				
2. Real deals												
2.1. revenue			4500	9000	9000	9000	9000	9000	9000	9000	9000	9000
2.1. liquidation стоимость												2600
3. Other												
B. Outflow of funds												
1. Repayment of the loan	ovs											
1.1. of the banking				620	620	620	620	620				
1.2.2. suppliers			600	600	600	600	600					
1.3. overdraft					724	212			131			
2. Interest on the loan												
2.1. investment й			310	310	248	186	124	62				
2.2.2. suppliers			300	240	180	120	60	0				
2.3. for overdraft			80	122	28				20			
3. Real deals												
3.1. acquisition of fixed assets	4700	3800						1000				
3.2. Increase in working capital			957	731								
3.3. Current costs (without depreciation)			4200	6700	6600	6600	6600	6600	6600	6600	6600	6600
4. Activatable interest	81	185										
5. Income tax								849	880	880	880	880
Payout												
B. Net cash flow NCF	0	0	0	0	0	662	996	0	1369	1520	1520	4120

**Task 16.** Calculate the necessary working capital (net working capital, NWC) by components:

Inventories of raw materials Work-

in-progress Finished goods in stock

Accounts receivable Total working

capital Accounts payable Net

working capital

### Input data for calculating working capital

Options:		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Revenue	million rubles	5	10	15	20	25	30	35	40	45	50	55	60	65	70
Cost of production, incl."	million rubles	4	8	12	16	20	26	32	35	40	46	50	57	60	66
Material costs	million rubles	1	3	4	6	7	9	10	12	15	16	18	20	22	25
Delivery interval	days	5	3	7	14	10	5	3	7	14	10	5	7	10	14
Production cycle time	days	5	10	15	20	25	30	5	10	15	20	25	30	5	10
Deferred payment period <sup>GzI</sup> * materials	days	14	21	30	45	14	21	30	45	14	21	30	45	21	30
Deferred payment period <sup>GzI</sup> * products	days	7	14	21	30	7	14	21	30	7	14	21	30	7	14
Inventory period of finished products	days	1	2	3	4	5	1	2	3	4	5	2	3	4	5

**Task 17.** After a manufacturing firm merged with a raw material supplier, the delivery interval was reduced (from 21 to 14 days) and the safety stock was reduced (from 7 to 1 day). Calculate the release (savings) of working capital per annual consumption of raw materials and supplies on a current cost estimate of 100 million c.u.

**Assignment 18:** In the table, mark which type of financing is involved in the following examples

- 1) Issue of new shares
- 2) Getting a loan
- 3) Release of capital by reducing production inventories
- 4) From accumulated profits
- 5) Use of reserves of payments to the budget and non-budgetary funds
- 6) Use of deferred vendor payments
- 7) Reception of a wealthy companion (partner)
- 8) Distribution of enterprise bonds
- 9) Use of the depreciation fund to expand production

Name of funding source	Example number								
	1	2	3	4	5	6	7	8	9
Own funds									
Borrowed funds									
External sources									
Internal sources									
Long-term funds									
Short-term funds									
Financing from the released capital (change in the structure of assets)									
Self-Financing									

## Section 2: The planning process

**Assignment 19.** Evaluate the rationality of the use of borrowed funds and the effect of financial leverage. The amount of equity capital in the balance sheet - 1 842 thousand EC, borrowed capital - 2 568 thousand EC, charge for borrowed capital (weighted average) - 10.4%; planned profit (before taxes and interest) - 609 thousand EC.

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**Task 20.** Let the balance sheet profit of the enterprise according to the plan - 200 thousand rubles. Evaluate the rationality of the use of borrowed funds (leverage effect) for the following financing options:

Option A - financing at the expense of own capital (IC = 1 million)

Variant B - financing at the expense of own and borrowed capital in equal shares (SK = 500 thousand rubles, SC = 500 thousand rubles) Rate on the credit - 15 %.

### PERFORMANCE ASSESSMENT

Indicators	Option A	Option B
Balance sheet profit	200	200
Borrowing fee (15%) Taxable income		
Income tax, aggregated (30%) Net income		
Return on equity (ROE)		

Interest on the loan is included in the cost of production.

**Assignment 21.** 1. Using the attainable growth model, analyze the effect on sales growth of changes in the input parameters: expected dividend payments, capital structure, target (established) return on sales, etc.

$$SGR = \frac{(Ego + NewEq - Div)(1 + D/Eg) (S/A)}{[(NP/S) (1 + D/Eg) (S/A)]} \cdot \frac{1}{1 - \frac{1}{S/A}}$$

where

*NewEq* Sale of shares in the current year

*Div.* Dividends payable, *Ego* plan Equity capital for the current year

*D* Borrowed capital for the year.

*So* Sales volume in the previous year

*Np* Net profit

*b* Share of profit not allocated to dividends

*NP/S* Return on sales (ROS)

*D/Eg* Financial dependence coefficient *S/A*  
Asset turnover ratio

Example simulation

<i>NewEq</i>	10		10	0		5	0	10	10	0	10	0	0
<i>Div</i>	3,93	4	4	4	4	4	4	4	4	4	4	4	4
<i>Ego</i>	100	100	100	100	100	100	100	100	100	100	100	100	100
<i>D</i>													
<i>So</i>	300	300	300	300	300	300	300	300	300	300	300	300	300
<i>Np</i>	12												
<i>b</i>	0,7												
<i>NP/S</i>	0,04	0,04	0,04	0,05	0,05	0,035	0,03	0,05	0,04	0,0623	0,05	0,04	0,0538
<i>D/Eg</i>	0,8	0,8	0,8	1	0,5	0,8	0,8	0,5	0,5	0,6	0,7682	1,0272	1
<i>A/S</i>	0,6	0,6	0,6	0,55	0,5	0,65	0,7	0,5	0,4692	0,5263	0,5882	0,6	0,6
<i>SGR</i>	20,53	9,09	20,45	42,22	12,94	3,24	-10,84	25	30	20	25	25	30
Note: Target parameters are in bold													

21. 2. Using the attainable growth model, determine if the goals at company Z are achievable if the base margin of sales (15%) is maintained?

Let company Z set the following strategic goals for three years:

- revenue should increase by 70% and reach 6,460 thousand rubles.
- 150 thousand rubles will be paid annually from the profits for dividends.

The initial reporting data for the base year are shown in the table.

Indicators	Actual, thousand rubles.
Dividends payable	150
Equity	2550
Borrowed capital	2440
Total assets (liabilities)	4990
Revenue from sales	3800
Cost of goods sold	2700
Other expenses	350
Profit before tax	750
Income tax	180
Net income	570

**Assignment 22.** Compare options for short-term financing of raw material supplies:

- 1 option - suppliers provide a 5% discount on payment upon shipment, credit is used for financing (20% per annum rate);
- 2 option - suppliers provide a delay of payment of 45 days.

## STAP MBA Program

### *Strategic Management Module*

### Topic: "Business Planning"

**SECTION 1. INTRODUCTORY PART OF THE BUSINESS PLAN****Task 1. Introductory part****A) Make a cover page of your business plan.**

To complete this assignment, you will need what is known as contact information. Collect and place this information on the cover page in the following order:

The words "Business Plan"

Your name \_\_\_\_\_

Your job title \_\_\_\_\_

How to contact you

(F-n Ivanov, Alexander Petrovich, etc.) \_\_\_\_\_

Your logo

Company address \_\_\_\_\_

Company phone \_\_\_\_\_

Company fax number \_\_\_\_\_

E-mail address of the company \_\_\_\_\_

Date \_\_\_\_\_



*Example 1. Title page*

BUSINESS PLAN  
Limited Liability Company "KPOB"

Compilers:

Mr. Zakharov Mikhail Ivanovich	Head of Marketing
Department Ms. Shekurova Lyudmila Sergeevna	PR
Manager	

OFOTIP:



Legal address:	Russian Federation 603600 G. Nyuzhnoy HOBfO EO, Okhtyabrsky Prolet. 34
Phone/fax:	+7 (831) 340 00 00 (multi-channel)
Email address:	<a href="http://www.krov.ru">www.krov.ru</a> info@krov.ru
Project timeline:	1 year (January - December 2008)



Moscow  
Business School  
Leadership Energy

September 2007

Бизнес-планирование



B) Make a summary of your business plan (to be done last).

To complete this assignment, complete the answers to the questions below. Each answer should include no more than three sentences.

Business idea - product, target market sector, competitive advantages.

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Financial characteristics - information from financial reports that reflect the 'viability of your business and its attractiveness for investment.

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Funding required - Will you issue stock in exchange for investment. Are there other sources of funding (what)?

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Current state of affairs. What is the form of ownership of your company (AO, LLC, PE, etc.) When was it registered?

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Owners and strategic decision makers.

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Key accomplishments, including patents, contracts, market research and other evidence of the viability of your business.

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### *Example 2. Summary*

#### Summary

LLC "Quality Repair and Finishing of the Interior" (KPOB) - is a wholesale and retail medium-sized enterprise, which operates in the market of trade in finishing building materials and the provision of construction services since 1994.

After the default of 1998, when the purchasing power of the population declined sharply, the company was on the verge of bankruptcy. To get out of the situation the management received a bank loan and took a number of management decisions to overcome the crisis. They concerned changes in the internal organizational structure and adjustments to foreign policy. As a result of the reforms carried out since the end of 1999 the financial position of the enterprise began to improve. By the end of 2002 KPOB paid its creditors in full. During the period of 2003 - 2005 the enterprise took one of the leading places among similar organizations operating in the field of trade in finishing building materials and rendering of corresponding finishing and construction, repair and maintenance services.

Today, KPOB Ltd. consists of a head office with a showroom and a distribution center, where wholesale and orders for finishing construction works are taken, and seven retail stores. In 2006 KPOB's gross annual sales amounted to \$65 million and in 2008 the company plans to increase this figure to \$74 million and the number of its own sales outlets to 10.

The activities of KPOB LLC have two directions, which are in the competence of two independent legal entities, acting within the framework of

The \_\_\_\_\_ wholesale direction is in the competence of OOO "KPOB". The founders are the owners.

The Retail Department is an independent structural subdivision of KPOB-2000 LLC; it has stamps, letterheads, a seal, a trademark and other requisites with its own name, as well as current and other accounts at banking institutions.

The authorized capital of LLC "KPOB - 2000" determines the minimum amount of property that guarantees the interests of its creditors, and amounts to 473400 (four hundred seventy-three thousand four hundred) rubles, which is distributed among the three participants.

The relations of the participants with the Company and among themselves as well as other issues arising from the participant's right to a share in the property of the Company are regulated by law and the Articles of Association of KPOB 2000 LLC. The participants hold managerial positions in KPOB Ltd. All aspects of KPOB's activities are discussed at the general meeting of participants, and a unified development strategy is drawn up so that the two main areas of work do not contradict each other.

The main objectives of "KPOB" LLC activities are to saturate the market with goods, works and services and to make a profit.

The company is headed by the president, who controls the wholesale direction of KPOB LLC. The president has a chief assistant who coordinates the retail direction of the organization. The president and the financial director have several deputies who are responsible for the results of the activities of individual units. The President and CFO have an equal position in the overall management structure.



## Resume

This image shows a full page of blank, white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## B) Write the content of your business plan.

The content of the business plan should be clear and easy to read. Read the contents of a standard business plan for a manufacturing and commercial enterprise.

1. Summary
2. The essence of the project
  - Industry analysis
  - Description of the type of activity of your company
  - Description of your product/service
  - positioning your company
  - Your pricing policy
3. Marketplace
  - customers
  - market size and trends
  - competition
  - projected market share
  - expected sales
4. Production plan and development strategy
  - current state of affairs
  - production process
  - development cost
  - required labor
  - costs and capital expenditures
    - operational costs
    - capital cost
    - production costs (raw materials, equipment, wages, etc.)
5. Sales, distribution network and marketing
  - sales
  - distribution network
  - marketing
0. Management structure
  - management
  - right of ownership
  - supervisory board
  - business support services
7. Financial plan
  - Potential challenges and risks
  - cash flow statement
  - balance of cash expenditures and receipts

- income statement
- required capital
- exit plan

*Example 3. Contents of the business plan of KPOB LLC*

Contents

1. Summary
2. The essence of the project
  - 2.1 Analysis of the situation in the industry
  - 2.2. Enterprise MISSION
  - 2.3. Olivation of the type of activity of the enterprise
  - 2.4. Positioning of the company
  - 2.5. Pricing policy
3. Marketplace
  - 3.1. Buyer Profile
  - 3.2. Competition
- 4 Production plan and development strategy
  - 4.1. Current state of affairs
  - 4.2. Development Strategy
5. Sales and Marketing
  - 5.1. Analysis of marketing activities
6. Management structure
  - 6.1. Analysis of the organizational management structure





## Contents

[illegible]

## SECTION 2. ESSENCE OF THE PROJECT

### Task 2. Mission of your company Formulate the mission of your company

A mission statement is your vision for your company. The mission should reflect the essence of your business in one or two sentences, contain the purpose of your business, and indicate the population group for which your product or service is intended.

Unfortunately, many entrepreneurs and owners of small or medium-sized businesses cannot tell you what their companies do. A familiar situation is when you meet an entrepreneur informally and ask them to tell you what they do. There are two possible negative answers. The first option is using one or two sentences that don't say anything specific about the business. The second option is long and spatial explanations, from which it is also difficult to draw any conclusions.

A well thought out and clearly worded proposal will make it easy for you to explain your business to a customer or anyone else. It will eliminate redundant questions and comments and show that your business is on the right track. It will also show that you understand your business, have a clear purpose and know who your customer is.

Formulating a mission statement is not an easy task. You will change and rewrite it many times before you achieve the desired result. *The second test assignment* will help you learn how to formulate a mission statement.

#### A) How do you see your company

What do you see when you are alone and thinking about your company? What type of company does your company belong to? What deals are ideal for your business? Who are you selling to? Who works in your company? How many employees do you have? What is most important to your company: quality of service or sales volume? What should encourage customers to come to you rather than your competitors? What do people around you think when they mention your company?

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B) **What is** the purpose of your **business**? Any product/service aims to solve a problem or meet a need. The wording of your business purpose should begin with a verb - cook (~~food~~), help, deliver, solve, etc.

C) What benefits do you **provide**? What do customers get when they buy your product/service: Relief in living conditions? Experience accumulation? Improvement of what customers are already using?

D) **Who are your customers**? Mentioning someone who sells your product is not enough of an answer. Draw a complete portrait of your target customer. Use specific terms. Instead of "people," use words like "parents," "teenagers," "couples," or phrases like "those who want to entertain at home," "those who are renovating their apartment. The same applies to corporate clients.

*Example Mission KPOB Ltd.*

*We create a business designed to make it easier for our partners to profit, and levels of relationships that allow us to talk business together! In realizing our goals, employees must have their maximum needs met by their hack personalities.*

Now formulate and write down the mission of your company:

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Is the mission longer than two sentences? Start over and formulate it again. If you can't fit into two sentences, or if you need more than 25-30 words, your wording doesn't capture the essence of your business. After reading the mission statement, a person who knows nothing about your business should understand what you do. Avoid jargon and words that the average reader can't understand.

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Once the mission statement is formulated, read it to a friend, colleague, relative, etc. Ask them what they think of your business, and write down the answers - this will help you understand whether the mission statement reflects the essence of your business. Interview at least three people. If their answers are different - the mission of your enterprise is not satisfactory.



Assignment 3: Description of the type of business activity Describe  
your company.

Begin the description by answering the following questions:

Teal business: wholesale, retail, Iroie, services

When was the company founded? Is it a start-up or a going concern? What happened before the company was founded?

What is the form of ownership: private enterprise, joint-stock company, etc.

What needs marketplace Do you intend to satisfy? Who You will

What do you want to sell? How will you sell your product/service?

What auxiliary tools will be involved: customer service, advertising campaigns, other promotional tools (which ones)?

### Example 1. KPOB LTD.

Quality Repair and Interior Finishing LLC (KPOB) is a medium-sized business that has been operating in the market of wholesale and retail trade in finishing building materials and providing construction services since 1994. Originally the company was called TOO "Everything for repair" and worked as a representative in Nizhny Novgorod of a number of large Moscow companies selling imported building materials for repair and decoration of interior space, such as bathrooms, kitchens and bathrooms. Until the summer of 1998, wholesale sales were the main activity and brought in up to 90% income. The remaining 10% came from retail sales and subcontracts for interior finishing works. Internal finishing works were of an ad hoc nature and were performed by hired organizations on the condition that these organizations would use the materials purchased from TOO "Everything for repair". After the default of 1998 purchasing power of the population declined sharply. As a result, trade in imported finishing building materials in Nizhny Novgorod region has become a complicated/ u risky type of commercial activity.

The period of 1998 and 1999 was financially difficult for the enterprise. In order to get out of the situation the company management received a bank loan and made a number of managerial decisions on the implementation of innovations. Before making these decisions a marketing research of Nizhny Novgorod market of finishing building materials was carried out. In order to receive compensation for loss of profits the decision has been made to insure the business activities of LLC "KPOB". Also decisions were made to change the internal organizational structure and adjust the external policy. The following internal transformations took place."

- reduction in the staff of sellers engaged in the sale of imported goods. Some of them were entrusted with the functions of selling co-production goods, i.e. goods produced by Russian enterprises using foreign technologies. Another part of the downsized salespeople was transferred to the newly organized staff department, engaged in the search and fulfillment of orders for finishing construction work.

- The division of salespeople's pay into two parts. salary It  
the amount of goods sold.

In addition to this, a decision was made to include Russian-made goods in the assortment of "KPOB" Ltd. and to change the location of the head office of the enterprise. The new location had a number of features, among which the following should be highlighted."

- location of the office and showroom in the central part of the city. The new location has become easily accessible to both wholesalers and

and for retail customers (the old location was located on the territory of an industrial enterprise, which was inconvenient for retail customers.

- The location of the office space and showroom in the same building as other organizations that sell related finishing building materials,
- The design of retail space in the form of a single showroom, consisting of separate rooms imitating bathrooms, toilets and kitchens. Each of these rooms was renovated using furniture, sanitary ware, finishing and other materials sold by KPOB LLC,
- the availability of warehousing facilities with a large area (the old zsecmo had a small warehouse, since it was mainly the delivery of goods to order).

As a result of the reforms carried out, since the end of 1999 the financial situation of the enterprise began to improve. By the end of 2002 zoda Ltd.

"KPOB has fully repaid its creditors. During the period of 2003 - 2005 the company took one of the leading places among similar organizations operating in the field of trade in finishing building materials and the provision of related construction, repair and maintenance services.

For the season, KPOB consists of a head office with a showroom and a distribution center where wholesale is conducted and orders for finishing construction work are accepted, and seven retail stores. The distribution center works non-stop from 7:00 am to 24:00 pm and is able to handle the flow of goods over fifty cars at the same time each month.

Each sales outlet has full computer software and independently serves numerous clients coming from different districts of the city and Nizhny Novgorod region. For 12 years of work in the Nizhny Novgorod market the number of corporate clients has exceeded 150 organizations, and the number of private entrepreneurs and individuals - more than 1200. These are organizations involved in the production of finishing and construction work, large enterprises performing finishing and construction work by their own forces, individuals with an income level above the average, as well as small and retail sellers of elite finishing building materials.

*Example 2. GloSoYr sKolorit".*

*Due to the fact that there are currently a huge number of competitors in the photography business, close attention should be paid to the location of the future store "Colorite".*

*Necessary conditions.- It is necessary that the location was as convenient as possible for residents and visitors - future visitors, but at the same time must take into account the location of competitors, as well as the cost and availability of space in the area.*

*In order to identify the most favorable location "Colorite" evaluated the advantages and disadvantages of locations on several main streets of the city.*

*It was seen that the most favorable location would be a rented retail space of 30 square meters in the new shopping center under construction at 34, Lenin Avenue. This location is advantageous because there are no specialized photo stores in the area, near the cinema and the institute, which entails a large passability of the flow of people. Such a favorable location can provide the company with more or less regular customers, which allows you to plan the activity of the company, to establish trusting relationships with customers.*

*The main activity of the enterprise "Kolorit" is to provide services of photo printing, editing and restoration of photos and the sale of related products to the public and the provision of additional services. The store's goods differ from the goods on the clothing market in quality, design, competitive prices. @ Lg/Yts lo so g*

*The company "Colorit" works from 9.-00 to 21.-00 without lunch and weekends. Weekends are set on January 1, and once every six months (two days off) for preventive maintenance of equipment.*

*To ensure normal uninterrupted operation in the store stands 1 mass apparatus registered in the G.N.I.*

*The mission of "Colorit" is fast, high quality, affordable printing of photos, as well as urgent photos for documents and photo editing services. For customers of different social status from young people and young families and other working-age population up to 55 years old.*

*Comments to the description of PBULE -Colorite-*

*Instead of describing what activities have been performed and actions taken, the description leerecounts what needs to be done...*

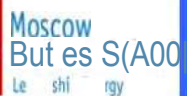
*"close attention should be paid to...", "it is necessary that there should be...",*

*"it is necessary to take into account...", etc. This gives the impression of unpreparedness and insufficient elaboration of the plan, although upon further reading it is clear that the business plan is quite well thought out.*



*To ensure normal uninterrupted work in the store there is 1 cash register registered in the G.N.I. The cash register is a necessary attribute of the activities of the enterprise, but not a tool "to ensure normal uninterrupted work".*

Now combine your answers to the individual questions into a coherent whole in the form of a lively and interesting story about your company.

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## SECTION 3.

## MARKET

## Task 4: Portrait of the customer

Create a portrait of your customer. This task will help you recognize common characteristics of your customers. The list below lists only the main characteristics. You can supplement the list with specific characteristics used in your industry.

## General parameters

Our client:

- organization;
- private person.

Our clients are located:

- in my city or suburb (local market);
- in my area or in neighboring areas (a regulatory market);
- throughout the country (domestic market);
- around the world (international market). The

main factor in making a purchasing decision:

- price;
- quality;
- service;
- convenience (location, opening hours, etc.);
- other

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How often customers buy your product:

- daily;
- weekly;
- monthly;
- quarterly;
- annually;
- as needed.

What customer need does your product meet?

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To what extent this need met by currently  
at present?

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Private Person:

Age	Paul	Income level	Social status
up to 1 year	Men's	high	manager
1 - 6 years	Female	Medium	owner
7 - 16 years old		low	expert
17 - 28 years old			clerk
29 - 45 years			worker
46 - 60 years			student
Over 60 years old			student
			retired
			unemployed
			housewife
			Dependent

**Organization:**

The position and department in which the person making the purchasing decision works:

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- His or her responsibilities (relating to the purchase of your product or service) include: \_\_\_\_\_
- What industry/industries does your company operate in? \_\_\_\_\_

The decision to buy is made:

- one person;
- department;
- team;
- other

The organizations with which we cooperate usually make purchases:

- directly from the manufacturer;
- at wholesalers;
- From distributors;
- ' [ZONICH P]ZOD t BM,OB ;
- other

Size of organization:

- small business;
- medium-sized enterprise;
- large enterprise;
- international corporation

*We work to fill exactly these two unmet needs market. Our clients are stable and reliable organizations engaged in the production of finishing and construction work, large enterprises that perform finishing and construction work by their own forces; individuals with an income above average, as well as small retailers and sellers of luxury finishing building materials.*

*Example 2. Portrait of a Buyer of Colorit.*

*Potential consumers of the firm are the population of the outskirts of the city of Nizhny Novgorod, mostly residents of the Leninsky district. The target segment for the company are young people, all families and single people, except for pensioners, with an average income, aged from 15 to 50 years.*

*Commentary to the lopmpmpemy of the PBOUL "/foilopum-: There is no substantiation of why these particular groups of people are chosen as the target segment. The portrait of the customer is not specific: practically any resident of the Zarechnaya part of Nizhny Novgorod can be included in the described potential customers. No one, even the most powerful organization, is able to meet the needs of such a wide audience at the same time.*

### Portrait of your customer:

## MBA-Start Program

### *Change Management module*

Topic: "Change Management and Corporate Culture. Politics and ideology of change".

WORKBOOK

## SECTION 2. AUDIT OF CORPORATE CULTURE

### Task 1: Harrison questionnaire

Determine what set of values, beliefs, and behaviors could be said to be typical of your organization by ranking the statements in each section ("4" for the statement that most closely matches your organization's situation, "1" for the statement that least closely matches the current state of affairs).

№	Claims	Evaluation 4 to 1
1.	<p><b>Good leader</b></p> <p>(a) Stern, decisive, firm but fair; protects loyal subordinates, is magnanimous and lenient toward them.</p> <p>(b) is objective and correct, avoids using power for his own benefit; demands from his subordinates only what is appropriate</p> <p>THEY SHOULD</p> <p>duties.</p> <p>(c) Is democratic, always listening to his subordinates in matters relating to work tasks; uses his position to obtain the resources needed to do the job.</p> <p>(d) Is attentive to the personal needs and values of employees; uses his position to provide a work environment that is satisfying to subordinates and conducive to their professional growth.</p>	
2.	<p><b>Good Subordinate</b></p> <p>(a) Hard-working, loyal to the interests of his superior, resourceful, inventive, and trustworthy.</p> <p>(b) Is responsible and reliable, performs his or her job duties, and avoids acting in a way that would cause surprise or confusion to the supervisor.</p> <p>(c) Driven by a desire to contribute to the solution of problems, actively puts forward ideas and suggestions, nevertheless, willingly</p>	

	<p>The first one to give way to others, who are more competent or capable.</p> <p>(d) Is extremely interested in developing his or her own potential, is open to learning and assistance, respects the needs and values of others, willingly helps others and willingly contributes to their development.</p>	
3.	<p><b>A good member first and foremost gives priority to</b></p> <p>(a) Personal orders of the chief</p> <p>(b) the duties, responsibilities, requirements prescribed by his or her role, and accepted codes of conduct</p> <p>(c) The requirements of the task, consisting of the skills, abilities, and material pecypcax needed to perform it</p> <p>(d) The personal needs of the people involved</p>	
4.	<p><b>People who excel at organizing</b></p> <p>(a) are well-versed in the "political kitchen of the organization," like to take risks and act independently;</p> <p>(b) Conscious, responsible and deeply loyal to the organization;</p> <p>(c) Efficient and competent in their professional field, focused primarily on getting the job done;</p> <p>(d) Effective and competent in the field of interpersonal relations, focused primarily on promoting the growth of employees and the development of their talents.</p>	
5.	<p>How the organization treats its employees</p> <p>(a) Employees are perceived as people who can be relied upon and whose time and energy are at the disposal of the organization's leadership;</p> <p>(b) The organization manages the time and effort of employees within the framework of a contract stipulating the rights and obligations of both parties;</p> <p>(c) Employees are perceived as partners, contributing their skills and abilities to the common cause;</p>	



	(d) Employees are perceived as interesting and talented individuals with their own rights	
6.	<p>Control and influence of employees is carried out</p> <p>(a) Through the personal, personal manifestation of economic and political power (rewards and punishments).</p> <p>(b) An impersonal exercise of economic and political power to impose standards and ways of doing things.</p> <p>(c) Through open discussion of the requirements associated with work tasks, which leads to appropriate actions by people motivated by personal commitment to the goals set.</p> <p>(d) An appeal to the interest and enjoyment of the work to be done and/or to the attention and concern for the needs of colleagues involved in the work</p>	
7.	<p>One employee has the right to supervise the activities of another</p> <p>(a) If he has more power and influence in the organization;</p> <p>(b) If his official role requires him to be responsible for supervising others.</p> <p>(c) If he has more knowledge relevant to the task at hand;</p> <p>d) if the one he controls recognizes his right to do so.</p>	
8.	<p>The grounds for the distribution of work assignments are</p> <p>(a) The personal needs and opinions of those in power;</p> <p>(b) Formal distribution of job duties and responsibilities in the organization;</p> <p>(c) requirements for the resources and skill required to perform the work;</p> <p>d) The personal interests and needs of individual employees in The acquisition of new knowledge and professional growth.</p>	

9.	<p><b>The work is done primarily by virtue of</b></p> <p>(a) Hope of reward, fear of punishment, or personal loyalty to certain powerful individuals;</p> <p>(b) Respect for contractual obligations, backed by sanctions and by virtue of loyalty to the organization; (c) The satisfaction derived from a job well done and the achievement of goals and/or personal commitment to certain ideas;</p> <p>(d) the satisfaction derived from the process of doing the work and the respect for the interests and needs of others of the participants involved in its implementation.</p>	
10.	<p><b>People work together</b></p> <p>(a) When required by superiors or when they understand that they can use each other for personal gain;</p> <p>(b) When interaction and coordination are prescribed by a formal organizational structure;</p> <p>(c) When their joint contribution is necessary for the successful accomplishment of work tasks;</p> <p>(d) When cooperation is pleasant in itself and contributes to professional growth.</p>	
11.	<p><b>Competition in the organization takes place</b></p> <p>(a) For personal power and privilege;</p> <p>(b) for a position of high status in the formal system; (c) for the value of the contribution to the overall task;</p> <p>(d) For paying attention to your own personal needs.</p>	
12.	<p><b>Conflicts</b></p> <p>(a) Controlled by, and often encouraged by, top management to maintain their own power;</p> <p>(b) are suppressed by reference to rules and official obligations;</p> <p>(c) are resolved through discussion by all members of the team the merits and contributions of each to the work;</p>	

	(d) are resolved through open and in-depth discussion of personal interests and values.	
13.	<p>Decisions are made</p> <p>(a) A person with greater power and control over resources</p> <p>(b) By a person who is required to do so by his or her OF THE JOB DESCRIPTION</p> <p>(c) Persons who have more knowledge of the problem</p> <p>(d) The persons most likely to be affected by the outcome of the decision</p>	
14.	<p>The organization responds to the external environment as if it were</p> <p>(a) The jungle, where everyone is against everyone else, and he who does not exploit others is exploited himself;</p> <p>(b) An orderly and rational system where competition is limited by law and conflicts are resolved through negotiation and compromise;</p> <p>(c) A set of imperfect forms and systems that need to be reshaped and improved through their organization;</p> <p>(d) A set of potential threats and opportunities. The environment must be managed by the organization in order to get "food" from it, and by "removing its sharp teeth" to use it as a place for members to work, enjoy and grow professionally.</p>	

Look at the answers that prevail for you.

Calculate the sums of all the values in (a), (b), (c), and (d).

*Note that some letters prevail, but, somehow or other, it is not uncommon to see traits of different cultures in an organization.*



- a) The culture of your organization matches the culture of power. This type of corporate culture is effective when speed of decision-making is more important than correctness of details, and when delay costs more than a mistake that the organization can correct later, this type of culture "helps" to make revolutionary changes, on the pace of which the very survival of the organization depends (overcoming a crisis, for example);
- b) The culture of your organization matches the culture of the role. This type of corporate culture is effective when the external environment is stable and predictable and when there is no strong competition;
- c) The culture of your organization is a problem culture. This culture is effective when the product of the organization at this stage of development is the solution to a problem or a number of important problems (If we talk about industries, consulting companies, advertising agencies, business development units gravitate to this type of culture);
- d) The culture of your organization is a culture of personality, effective if the business is built on the result of the work of talented people (creation of new IT products, medicine, consulting, e t c . ) or organization plans actively develop in the area of human capital development and talent management. Analyze whether the corporate culture of the organization today is aligned with your organization's strategy and plans for change. What cultural aspects do you think are worth changing?

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### SECTION 3. TOOLS FOR CORPORATE CULTURE REFORM

**Assignment 3:** Do you have subordinates who work in remote offices, branches or on contracts for long periods of time without coming to the head office? How do you introduce them to the company's corporate culture?

Employees of remote offices	
Employees of branches and representative offices	
Employees performing work under civil law contracts	



Assignment 4: List the primary and secondary mechanisms of corporate culture reform.

Primary	Secondary

Maybe your practice shows that there are other effective tools? Describe in your own words which ones, discuss with your fellow students and your tutor on the forum.

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## SECTION 4. ORGANIZATIONAL POLITICS AND CORPORATE RELIGION

**Assignment 5.** Can you identify the different political currents and "parties" in your organization? What kind of "mini-state" does your company resemble today?

- unitary, pluralistic, radical? Why?

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**Assignment 6.** Read the case study below and determine what challenges this organization might face if it decided to move toward being more customer-centric and agile, how would the organization's corporate culture affect its strategy, and how would you suggest changing it?

A company specializing in retail sales of men's clothing decided to conduct a "cultural audit" in the second half of the 1980s. In the 70's the company was successfully developing, providing the market with very average quality products, quite satisfactory for a wide layer of consumers. In the early 80's, however, the competition in the industry intensified, which led to a decrease in efficiency. Ideas about using fashion trends as a main strategic line, was slow to materialize, as the company was "used" to focus on cost leadership, sources of raw materials in Southeast Asia. Previously, stores were perceived by the management only as counters, on which the goods are laid out, no one even thought about marketing, the proposals of external consultants met "in the hostility" ... So, let's look at the results of the analysis of the cultural network of this company:



### Paradigm

Our customers are working guys.

Trading skills and low operating costs are most important. Dependence of assortment on the possibility of purchase (we sell what we buy)

Sales volume is vital

Experience and loyalty are the most important qualities of an employee

### Power

Uneven distribution of power - the head office dominates the branches, as well as the main business over the auxiliary

Old-timers omnipotent, newcomers - powerless и not They don't take root (hazing)

The first person is powerful but kind

### Organization

Hard systems reporting by verticals, Weak links between operations

Each unit has its director и a sprawling bureaucratic structure

### Control systems

Control by financial indicators, old proven systems Weak use of modern information technology

### Rituals and customs

Long-term supplier relationships in Asia

All newcomers are bound to become "journeymen"

st, fir un

til they adapt or are superseded by the organization.

Suppression of doubts and criticism (you can doubt, as long as it does not make me uncomfortable).

Strict subordination

Promotions only within the function



## Stories

Major deals in the past Paternalistic

executives in the past

The "nasty executives" of the recent past, from whom all the problems



## Symbols

Separate offices and canteen for directors and selected senior managers

Named parking spaces, numbered according to the rank of their owners

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## MBA-Start Program

### *Accounting and Reporting" module*

Topic: "Reflection of the facts of economic activities in accounting according to Russian standards".

## WORKBOOK

## SECTION 1. BALANCE SHEET SUMMARY OF ASSETS AND LIABILITIES OF AN ORGANIZATION IN ACCOUNTING

**Task 1.** Group the objects of accounting observation of the organization presented in Table 1, by types of property and liabilities. Present the grouping results in Table 2 and 3.

Table 1: Assets and liabilities of a contingent organization as of September 1, 200X.

№ n/a	Property and liabilities	Amount , rubles
1	Basic materials	12 500
2	Production equipment in the shops	63 000
3	Management Building	25 600
4	Finished products in stock	23 500
5	Patents	6 500
6	Shop buildings	50 000
7	Work in progress	13 000
8	Kacca	700
9	Authorized capital	66 000
10	Long-term bank loans	26 000
11	Current account	7 300
12	Additional paid-in capital	32 000
13	Building and equipment of warehouses and other general business subdivisions	18 000
14	Advances from accountable persons	2 000
15	Retained earnings of the reporting year	11 000
16	Currency account	10 000
17	Indebtedness of personnel for wages and salaries	23 000
18	Long-term securities	5 000
19	Short-term bank loans	37 000
20	Other debtors	1 500
21	Other creditors	2 100
22	Indebtedness on taxes and levies	9 300
23	Arrears of social security contributions and providing	3 100
24	Short-term securities	4 000
25	Fuel	900
26	Reserve capital	12 000
27	Other materials	3 000
28	Long-term loans (received)	35 000
29	Debts to suppliers and contractors	10 000
30	Indebtedness of buyers and customers	20 000

Table 2. Grouping of objects of observation by types of property of the conditional organization

No. by Table 1	Group, subgroup and individual types of property	Amount, rubles.
	1. Non-current assets	
	1.1 Intangible assets, including	
	1.2 Fixed assets, including	
	1.3 Long-term financial investments, including	
	Total for group 1	
	2. current assets	
	2.1 Inventories, including	
	2.2 Accounts receivable, including	
	2.3 Short-term financial investments, including	
	2.4 Cash, including	
	Total for group 2	
	Total property	

Table 3. Grouping of objects of observation by sources of formation of property (liabilities) of conditional organization

No. according to Table 1	Group, subgroup and individual types of sources of formation of property and liabilities
	1. Own
	1.1 Capital, including
	Total for group 1
	2. Borrowed
	2.1 Long-term, including
	2.2 Short-term, including
	Total for group 2
	Total sources of property formation

**Task 2.** Based on the data contained in Tables 2-3, make a balance grouping of property and the sources of its formation of the conditional organization in Table 4.

Table 2. Grouping of observation objects by type of property  
notional organization

No. by Table 1	Group, subgroup and individual types of property	Amount, rubles.
	1. Non-current assets	
	1.1 Intangible assets, including	
5	Patents	6 500
	1.2 Fixed assets, including	
2	Production equipment in the shops	63 000
3	Management Building	25 600
6	Shop buildings	50 000
13	Building and equipment of warehouses and other general business units	18 000
	1.3 Long-term financial investments, including	
18	Long-term securities	5 000
	Total for group 1	168 100
	2. current assets	
	2.1 Inventories, including	
1	Basic materials	12 500
4	Finished products in stock	23 500
7	Work in progress	13 000
25	Fuel	900
27	Other materials	3 000
	2.2 Accounts receivable, including	
14	Advances from accountable persons	2 000
20	Other debtors	1 500
30	Indebtedness of buyers and customers	20 000
	2.3 Short-term financial investments, including	
24	Short-term securities	4 000
	2.4 Cash, including	
8	Kacca	700
11	Current account	7 300
16	Currency account	10 000
	Total for group 2	98 400
	Total property	266 500



Table 3. Grouping of objects of observation by sources of formation of property (liabilities) of conditional organization

No. by Table 1	Group, subgroup, and individual types of sources formation of property and liabilities	Amount, rubles.
	1. Own	
	1.1 Capital, including	
9	Authorized capital	66 000
12	Additional paid-in capital	32 000
15	Retained earnings of the reporting year	11 000
26	Reserve capital	12 000
	Total for group 1	121 000
	2. Borrowed	
No. by Table 1	Group, subgroup, and individual types of sources formation of property and liabilities	Amount, rubles.
	1. Own	
	1.1 Capital, including	
9	Authorized capital	66 000
12	Additional paid-in capital	32 000
15	Retained earnings of the reporting year	11 000
26	Reserve capital	12 000
	Total for group 1	121 000
	2. Borrowed	
	2.1 Long-term, including	
10	Long-term bank loans	26 000
28	Long-term loans (received)	35 000
	2.2 Short-term, including	
17	Indebtedness of personnel for wages and salaries	23 000
19	Short-term bank loans	37 000
21	Other creditors	2 100
22	Indebtedness on taxes and levies	9 300
23	Arrears of social insurance contributions and ensuring	3 100
29	Debts to suppliers and contractors	10 000

Table 4. Simplified form of "Balance Sheet" of conditional organization as of September 1, 200X.

ACTIVE	The amount, in руб.
<b>I. NON-CURRENT ASSETS</b>	
Intangible assets	
Fixed assets	
Construction in progress	
Profitable investments in tangible assets	
Long-term financial investments	
Deferred tax assets	
Other non-current assets	
<b>TOTAL for section I</b>	
<b>II. CURRENT ASSETS</b>	
Stocks, including:	
raw materials, supplies and other similar valuables	
fattening animals	
work in progress	
finished goods and goods for resale	
goods shipped	
prepaid expenses	
other inventories and expenses	
Value added tax on purchased valuables	
Accounts receivable (payments on which are expected more than than 12 months after the reporting date)	
including buyers and customers	
Accounts receivable (payments on which are expected in within 12 months after the reporting date)	
including buyers and customers	
Short-term financial investments	
Cash	
Other current assets	
<b>TOTAL for section II</b>	
<b>BALANCE</b>	

Table 4 (continued).

PASSIVE	The amount, in
III. CAPITAL AND RESERVES	
Authorized capital	
Treasury shares repurchased from shareholders	
Additional paid-in capital	
Reserve capital	
Retained earnings (uncovered loss)	
TOTAL for section III	
IV. LONG-TERM LIABILITIES	
Loans and Credits	
Deferred tax liabilities	
Other non-current liabilities	
TOTAL for section IV	
V. SHORT-TERM LIABILITIES	
Loans and Credits	
Accounts payable, including	
suppliers and contractors	
debt to the organization's personnel	
debts to state non-budgetary funds	
Taxes and levies arrears	
other creditors	
Indebtedness to participants (founders) for the payment of	
income	
Deferred income	
Reserves for future expenses	
Other current liabilities	
TOTAL for section V	
BALANCE	

## SECTION 2. SYSTEM OF ACCOUNTS AND DOUBLE ENTRY METHOD

**Task 3.** Record the following business transactions on account 50 "Kacca":

- received from the current account the amount 1 200
- Salaries paid to employees 1,000
- given out for household needs 300
- the balance was deposited by the accountable person  
of the unused amount 40
- The amount for travel expenses was issued 350

Determine the final balance of account 50 "Kacca", if the initial balance was 500 rubles.

Account 50 "Kacca"

Debit	Credit

**Task 4.** Record the following business transactions on account 66 "Short-term credits and loans":

- part of a short-term loan was repaid 4,000;
- a short-term loan is arranged 5,000;
- interest on the loans is repaid 2,000.

Determine the final balance of account 66 "Short-term credits and loans" if the initial balance was 15,000 rubles.

Account 66 "Short-term credits and loans"

Debit	Credit

**Task 5.** Determine how the sums of the assets and liabilities of the balance sheet change under the influence of business transactions. Note that there are four types of business transactions that have the following effect:

- 1) change in balance sheet asset items (+ asset and - asset);
- 2) change in the balance sheet liability items (+passive and -passive);
- 3) equal increase in the assets and liabilities items of the balance sheet (+ asset and + liability);
- 4) equal decrease in the asset and liability items of the balance sheet (- asset and - liability).

Determine how and by how much the balance sheet currency will change after the business transactions shown in Table 5.

Table 5: Changes in the balance sheet of a notional organization as a result of business transactions

№ n/a	Contents of the business transaction for September 200X.	Amount , rubles .	Type of operation	Changes in the currency of the balance sheet,
1.	Retrieved from cashier's desk to accounts	1 200		
2.	Paid to settlement account receivables suppliers of materials	2 200		
3.	Retrieved to account account short-term bank loan	11 000		
4.	Received from the supplier to the warehouse materials, invoices for which are not paid	2 500		
5.	Issued by from under Cashier's desk report to business needs	1 000		



6.	Transfers from the current account taxes to the budget	1 500		
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7.	Accrued wages to the workers for the work done	4 200		
8.	Produced by withholdings from wages tax personal income tax (PIT)	700		
9.	Wages and salaries issued from the cashier's office	3 500		
10.	Retrieved to account amount в repayment trade receivables	15 000		

**Assignment 6:** Determine the correspondence of accounts for the business transactions shown in Table 5 and complete Table 6.

Table 6. Business operations for September 200X and correspondence of accounts

No. n/a	Contents of the business transaction for September 200X.	Amount , rubles .	Debit	Credit
1.	Retrieved в cashier's desk c account accounts	1 200		
2.	Paid c settlement account receivables suppliers of materials	2 200		
3.	Retrieved to account account short-term bank loan	11 000		
4.	Received from the supplier to the warehouse materials, invoices for which are not paid	2 500		



5.	Issued by from under Cashier's desk report to business needs	1 000		
6.	Transfers from the current account account taxes to the budget	1 500		
7.	Accrued wages wages to the workers for the work done	4 200		





8.	Produced by deductions from the salary wages tax for Personal income tax (PIT)	700		
9.	Wages and salaries issued from the cashier's office	3 500		
10.	Retrieved to account account amount в repayment trade receivables	15 000		

Make a breakdown of the amounts of business transactions in the cards of the corresponding accounts. Determine the monthly turnover and closing balances of the accounts if the opening balances are known:

Account	Initial balance (balance), rubles.
10	7 000
20	2 300
50	4 000
51	5 500
60	3 700
62	15 600
66	1 000
68	2 000
70	1 800
71	300

Account 10 "Materials".

Debit	Credit



Account 20 "Basic Production"

Debit	Credit

Account 50 "Kacca"

Debit	Credit

Account 51 "Current accounts"

Debit	Credit



Account 60 "Settlements with suppliers and contractors

Debit	Credit

Account 62 "Settlements with Customers

Debit	Credit

Account 66 "Short-term credits and loans

Debit	Credit



Account 68 "Taxes and levies"

Debit	Credit

Account 70 "Settlements with the personnel on payment of wages"

Debit	Credit

Account 71 "Settlements with accountable persons"

Debit	Credit

### SECTION 3. ANALYTICAL AND SYNTHETIC ACCOUNTING

**Task 7.** Based on the account balances below, compile a balance sheet of a notional organization, grouping them by sections in a simplified form (Table 7 rubles.):

Fixed assets	8 300
2. Intangible assets	1 000
3. depreciation of fixed assets	2 500
4. amortization of intangible assets	300
5. Authorized capital	10 000
6. Profit and loss (profit)	2 000
7. Materials	2 500
8. Loans granted	2 000
9. Reserve capital	500
10. Short-term bank loans	3 000
11. main production	800
12. Deferred expenses	500
13. Debts to suppliers and contractors	2 000
14. Indebtedness of buyers and customers	2 200
15. Settlement of taxes and levies	500
16. Kacca	200
17. Settlements on social insurance and security	500
18. Settlements with Personnel on Payroll	900
19. Current accounts	5 400
20. Foreign currency accounts	1 500
21. Settlements with different debtors and creditors: debit	300
	a. Credit
	500
22. Long-term bank loans	2 000



## MBA Start Program

*Module "Financial meledzhmelta*

Topic: "Marginal Profit. CVP-analysis".

Workbook

## SECTION 1. Categories of costs

Assignment 1. How are fixed and variable costs interrelated?

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Task 2. How are variable costs subdivided according to growth in production?

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Assignment 3. Consider which type of variable cost is typical of the modern Russian economy.

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### Задача 4

Determine whether you can operate profitably with variable costs per product of 105 rubles if you have the following production data:

Sales volume, units	500
Price, rub./ed.	300
Fixed costs, rubles.	100 000

### Solution

Response:

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### Assignment 5

Using your company as an example, calculate how variable costs increase in relation to volume growth. Conclude on the cost response coefficient  $K_z$ .

### Solution

### Response:

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## SECTION 2. COST-VOLUME-PROFIT ANALYSIS. BREAK-EVEN POINT

Assignment 6. What parameters are evaluated in marginal analysis?

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Task 7. How is the rate of marginal profit determined?

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Assignment 8: What is a break-even point? Reflect on the importance of the break-even point to the economy of a business. Why is it necessary for every business to know the value of this point. What can ignorance of the break-even point lead to?

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Task 9.

At For example your enterprise calculate  
point break-even point on the products you produce. Based on the  
calculations, conclude whether your



enterprise break-even points , and what are the  
dynamics of changes of  
production at your enterprise relative to the break-even point.

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**Assignment 10.** What is the financial strength of an enterprise? What does a company's financial strength reserve indicate? What factors influence the size of the financial strength reserve?

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**Assignment 11.** What is marginal revenue and marginal cost? In what combination does an enterprise achieve maximum profit per unit of output?

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### Assignment 12

Using the example of your company, calculate what marginal profit each type of product brings. Is it possible to change the structure of the output of your company in order to maximize the total marginal profit?

#### Solution

#### Response:

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### Building 13

Using the example of your company, calculate the point of maximum profit per unit of output X2 How much will your company's profit increase if it achieves maximum profit per unit of output?

#### Solution

#### Response:

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## Assignment 14

Based on the raw data, determine the production volume at which the costs of the two technology options will be the same.

Costs	Option 1	Option 2
Permanent, thousand rubles.	1500	2000
Variables, thous. rub./unit.	20	15

Solution

Response:

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### Assignment 15

Determine the number of components used by the enterprise, which is more profitable to own production than purchase, if the own production will require fixed costs 3000 thousand rubles per year and variable - 100 rubles per unit, and the price of purchasing components - 150 rubles per unit.

#### Solution

#### Response:

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## Assignment 16

Based on the raw data, determine the profit, the profitability of production and the profitability threshold of the enterprise.

Production volume, pcs.	10000
The price of the product, thousand rubles.	150
The cost of the product, thousand rubles.	100
Fixed costs, thousand rubles.	200000
Variable costs, thousand rubles/unit.	80

## Solution

## Response:

Profitability: \_\_\_\_\_ P

Profitability: \_\_\_\_\_

. Порог рprofitability: \_\_\_\_\_



## SECTION 3. OPERATING LEVERAGE

Assignment 17. Which formula is used to calculate the effect of operational leverage?

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Assignment 18. How does high operating leverage affect a company's profit growth?

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## MBA Start Program

*The module "Odd meledzhmeltah*

Topic: "Job Design"

**Assignment'1.** Select one of your subordinates and make a list of the tasks he or she performs and the roles he or she plays. On a 5-point scale, rate how well his or her tasks meet the criterion of completeness and include the planning, implementing, monitoring, and correcting function.

Task	Assessment of completeness	How can you change the job so that the tasks performed by the employee meet the criterion of completeness
1.		1. 2.
2.		
3.		

**Assignment 2.** What factors should be considered when designing a subordinate's job?

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**Assignment 3.** How does your company's corporate culture affect the job design of your subordinates? What characteristics would you identify as critical in designing the work of your colleagues?

**Assignment'4:** On a 5-point scale, according to the Turner-Lawrence model, how motivating the work you are currently doing can be judged using the template below. What measures might make your job more attractive to you? Try a similar evaluation of the work done by one of your subordinates.

#### Self-Assessment

Factor	Evaluation	If your grade is below 4, what measures might make your job more attractive to you?
1. Variety		
2. Independence		
3. necessary interactions		
4. Additional interactions		

5. Knowledge		
6. Skills and responsibility		

*Evaluation of work performed by a subordinate*

Factor	Evaluation	If your grade is below 4, what measures might make your job more attractive to you?
1. Variety		
2. Independence		
3. necessary interactions		
4. Additional interactions		

5. Knowledge		
6. Skills and responsibility		

**Assignment 5.** Describe in your own words, based on your experience, what you understand the "Characteristics of Purpose" factor suggested by Cooper for assessing how motivating the job is for the doer.

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**Assignment 6.** Suggest ways in which the office manager's work could be expanded, which ways could enrichment be accomplished?

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**Assignment 7.** Choose one of your subordinates or colleagues. Analyze which internal or external customers/customers of his/her services or products he/she should have direct contact with?

Subordinate name	Its "internal" and "external" customers
	1.
	2.
	1.
	2.

**Assignment 8.** What positive side effects of staff rotation do you know?

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**Assignment 9.** What bottom-up ways of encouraging feedback on job content are used in your organization? List how you might add to the list that exists today based on the material you have studied.

Methods of stimulating feedback the bottom-up connections that take place in the organization	Methods that could be additionally





**Assignment'10.** Recall a project in your company that implemented an information system or other software tools. Evaluate the extent to which your company has considered sociotechnical design principles in implementing technical innovations.

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## MBA Start Program

*The module "Odd meledzhmeltah*

Topic: "Communication in Organizations



## SECTION 1. COMMUNICATION AS A PROCESS

Assignment 1. Which channel of communication has the greatest capacity?

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Assignment 2: Describe the elements of the communication process, using the example of communication between students and the instructor during distance learning.

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## SECTION 2. INTERPERSONAL COMMUNICATIONS

**Assignment 3.** Define productive and effective communication.

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**Assignment 4.** Name the obstacles to interpersonal information exchange.

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**Assignment 5.** Your subordinate is not being fair to your customers: he does not consider customer needs, he ignores agreements, and he only considers the interests of your company. Using the basic principles of CB formation and Russell's formula, give your subordinate negative feedback.

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## SECTION 3. ORGANIZATIONAL COMMUNICATIONS

**Assignment 6.** How are group communications and group tasks related? How should communications differ between the strategic planning team and the group of workers who shelve the merchandise in the store?

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**Assignment 7.** Read Kabanov's article "Epathetic Motivation" and answer the questions.

**Ilya Kabanov. Epathetic motivation.**

<http://justbiz.ru>

Letters for internal use, signed by Evgeny Chichvarkin, chairman of Euroset's board of directors, periodically appear on the Internet, in which he uses more than unconventional methods to motivate his staff. The letters explain to employees the company's position on suppliers, give plans and recommend methods of working with customers - in such a lexical form that some may be offended.

In his "letters to subordinates," Mr. Chichvarkin recommends that employees know the wage structure by heart, serve customers better, hang air conditioners in sales offices and "not work with morons. In addition, in his letters Chichvarkin explains the company's position on Samsung cell phones. The position is simple: "Try as much as you can to sell other phones. Evgeny Chichvarkin's letters are actively discussed on forums and industry websites by personnel specialists, PR people, advertisers, as well as ordinary cell phone fans. Some think Chichvarkin is overreaching, others call him a genius. No one doubts one thing: the appearance of such letters helps to strengthen the image of the company and its management and is not only a way of working with personnel, but also a PR tool.

The Novosibirsk office of Euroset could not be reached for comment on the internal letters. A former employee of the company's Novosibirsk office

"Euroset said on condition of anonymity that these letters are more than consistent with the general spirit of the company. "Just as it is true that in the head office hangs a piece of paper printed on a printer: 'Walk quickly down the corridor,'" the source continues. - A charge of aggressiveness, leadership, and self-confidence is actively cultivated among sales personnel. Middle managers are not so much affected. Because salespeople earn money, and "office workers" spend it. The company's personnel, according to a former employee, take such initiatives of management seriously.

"Everything it says, being even beyond common sense, is true," says the source. - Either you're loyal to the company or you're not. Nothing is ever empty. Cases of mass layoffs are known in large numbers. They were fired in salons, in full

As a part of it. We recruited new ones, and everything worked. In principle, almost every salesman knows the phone number of Zhenya Chichvarkin and can call. If the issue is adequate, they will solve it. If not, then it depends on the mood.

Experts unanimously recognize "Chichvarkin's letters" as a good move, but doubt that this success can be repeated by any other company. "The image of Evgeny Chichvarkin is similar to the image of his company - it's a flirtation with the public," says senior public relations specialist of the branch of OAO MTS Siberia Macroregion Ilya Stakheev. - This kind of corporate mailing is part of internal corporate PR. And, naturally, it bears fruit, otherwise the company would not have achieved such results. Undoubtedly, his letters are thought-out and calculated steps, a sort of "pumping" of the staff, which motivates employees to implement the famous aggressive model of behavior in the market, which gives quite tangible results". According to Stakheev, it would be unnatural if the head of the company spoke aggressively and passionately in the press and was not ashamed of invective, while he behaved politely and officially with the employees.

Ilgiz Valinurov, managing partner of the Business Connection agency, calls Chichvarkin's letters yet another confirmation of his genius. The employees in any company lack the attention of the management, let alone the owner," says Valinurov. - Mr. Chichvarkin successfully solves several serious problems with his letters. Firstly, he communicates important standards of the company's work, service - about order, cleanliness, attitude towards the client. Secondly, he positions his attitude towards manufacturers (Samsung). I absolutely agree with him. It is impossible to work with this company. We had the experience of selecting personnel for them - I can't recall a more unpleasant negotiation.

Anton Kaltygin, director of the Agitprop RR-agency, believes that it is difficult to evaluate the effectiveness of the technique used by Chichvarkin. "It is unlikely that the goal was simply to "Make some noise. The idea is great, it's a pity to spend just for noise," says Kaltygin. - For example, if one of the goals of the second letter is to clearly explain your position in the conflict with Samsung, then it has been achieved. And in a more effective way than with a standard press release. In general, epatage in marketing communications is a fairly common thing. The first such technique in my memory was used by Vladimir Zhirinovskiy in an infernal video "Reply to Bush on Iraq," which was circulated on the Internet. As for this particular action, it is not worth repeating - not another company, and not even Euroset itself. Simply because the second time is no longer a joke.

Elena Borkina, HR Manager of the DoubleGIS project, believes that such a move can be effective under certain conditions. "You need to specifically select people who are happy with this style of communication - you can start swearing right at the interview when hiring," says Borkina. - It is better to be sure that you speak to the employee in the language he or she understands. It is unlikely that this approach can be transposed to another company: what matters here is not the approach itself, but the harmonious combination with the person who uses it. It's more a work of art than a role model.

Point of View:

Igor Sizikov, marketer:

- "Cheecha zhitot" - a lot of people read letters with that subject line with pleasure and a smile every month. And these people are not employees of Euroset. Those, to all appearances, are having a hard time. For all the humor, the meaning of the instructions is quite simple and, by all appearances, effective. I think that the Euroset employees take these texts quite seriously. Soberly speaking, the brilliance is in the following: the information is delivered. The good information is reinforced by such a presentation and the negative information is weakened. That is, the loyalty of employees

higher than in any standard presentation. And the perceptibility of the texts, by the way, is also higher. Jokes are jokes, but you have to do it. The second aspect of letters - partners, counterparties, enemies and other interested persons. The general impression from such letters to them - you can't defeat such a person or company! Or very difficult. You can either be friends or be wary or you cannot ignore them. "Euroset is dangerous for everyone, and everyone in the industry will have to reckon with it, without exception.

### Questions

What channel of communication did the hero of the article use to motivate staff and explain company policy?

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Based on the classic rules of building communications, think about whether the choice of channel was correct, if the purpose of communication was to shape a certain behavior of employees?

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How do you think the hero of the article still managed to achieve his goals?

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**Assignment'8.** Develop a communications plan for your organizational unit using the suggested algorithm:

Step 1: Analysis of the participants of the structural unit.

STEP2. Identify the participants in the communication and their information needs.

Communicator	Information needs

STEP 3. Identify the documents, the types of reports that will be involved in this project.

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Step 4: Determine what information will go from whom to whom.

Sender	Information	Recipient





Step 5. "Identify channels of communication: meetings, informal meetings, telephone, e-mail, collaboration software, etc.

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Step 6. Set the frequency of the information.

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Record the results of the study in the summary table.

Information sender	Recipient of information	Means of communication (document, report...)	Frequency	The way of communication	Expected result



## SECTION 4. COMMUNICATIONS AND THE HIGH-PERFORMANCE WORKPLACE

**Assignment 9.** Many managers have a negative attitude toward the introduction of electronic communications. Why do you think so? What can be done to reduce resistance to innovation in communications?

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**Assignment 10.** Evaluate "open communications" and its impact on the company's corporate culture.

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**Assignment 11.** Read the text and answer the questions.

### **Inter-City Manufacturing, Inc.**

The president of Inter-City Manufacturing Plc. Rich Langston wanted to improve upward communication by all means. He thought he should start by instituting an open-door policy. He announced that his office door was always open to workers, and he recommended that all top managers do the same. This, the president believed, would enable him to receive timely alerts that would not be filtered or redirected through formal channels. He knew that many employees were quite confident in talking to top managers. Occasionally the president would receive reports that such and such procedures were wrong and needed to be adjusted. In such cases R. Langston would raise these issues at the next meeting of the firm's managers.



It was difficult to deal with the complaints of people who could not get along with their managers. One of the workers, W. Leroy, complained bitterly that his manager was making excessive commitments to the department and that they were all feeling a lot of pressure from him. The worst part, according to W. Leroy, was having to work overtime. He did not, however, support the president's suggestion to invite the manager to a discussion, nor was he opposed to having other members of his department corroborate his complaint. R. Langston, realizing that W. Leroy might not be right, could not let him sit there and complain about his fate like that. "Have you thought about leaving the company?" Y. Leroy realized that a meeting with his immediate supervisor could not be avoided.

Before the tripartite meeting, the president contacted W. Leroy's manager and explained the situation to him. He insisted that the manager come to the meeting willing to listen to the other side without any hostility. And indeed, during the meeting the manager of W. Leroy listened very actively and did not show any prejudice. He looked at the problem through the eyes of his subordinate and recognized that he himself was under tremendous strain. After the meeting, the manager said he felt much better. He had only been in the technical department for a few months and had not had the requisite experience in management and planning. And he gladly accepted R. Langston's offer to help him in his work.

Source: Everett T. Suters, "Hazards of an Open-Door Policy," Plc., January 1987, 99-102.

### Questions

C with which methods P. Langston was able to improve the effectiveness of communications?

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How do you evaluate the effectiveness of an open-door policy for encouraging upward communication? What other ways can you suggest?

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What problems does the open-door policy create? Do you think employees are willing to use it? Why?

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## MBA Start Program

### *Module "Operations Management"*

Theme: "LOCATION AND LOADING OF  
PRODUCTION AND SERVICE OBJECTS"

WORKBOOK



## SECTION '1. PLACEMENT OF PRODUCTION AND SERVICE FACILITIES

**Task 1.** What factors should be considered when choosing production facilities?

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**Task 2.** When and how best to approach the issue of selecting and planning the purchase of necessary production equipment?

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**Assignment 3.** What are some of the reasons firms are usually motivated to relocate or re-locate production facilities?

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**Assignment 4:** State five main reasons why a firm producing new electronic components might locate its production in your city.

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**Assignment 5.** How are location decisions for manufacturing facilities different from location decisions for service firms?

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**Assignment 6.** Suppose you could locate a new software company anywhere in the world. Which location would you choose and why?

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## SECTION 2. LOADING OF PRODUCTION AND SERVICE FACILITIES

**Assignment 7.** What type of placement does your company use? Describe its advantages and disadvantages.

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**Task 8.** What is the purpose of balancing an assembly line? How would you handle a situation where one worker on an assembly line, working at full capacity, takes 20% longer to do his job than the other 10 workers?

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**Assignment 9.** Give an example of a process placement in a service enterprise that maximizes customer dwell time.

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### SECTION 3. INDUSTRIAL DYNAMITE

**Assignment 10.** Give a definition of "dynamic modeling".

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This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

**Assignment 12.** Describe the whiplash effect and its impact on the efficiency of supply chain participants' operations. What are some preventive measures?

[illegible]



## SECTION 4. THEORY OF CONSTRAINTS (TOC)

**Assignment 13.** Define and explain the reason (or reasons) for new bottlenecks (insufficient resources).

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**Assignment 14.** Explain, for what reasons an excessive resource can become insufficient (bottleneck).

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## "Assignment 15.

### CASE 1. Pharmacy Chain 36'6

At 36.6 pharmacies, everything can change, from marketing strategy to the layout of products on the shelves. Only attention to the smallest details of retail business is unchanged. The company's management considers this to be an advantage of the "female" management style.

It is difficult to clearly define the format of 36.6 outlets in our usual system of coordinates. On the one hand, they are called pharmacies, and indeed, in each of them you can buy a standard set of drugs for an ordinary pharmacy. On the other hand, marketing agencies studying the market include 36.6 in one rating with well-known supermarkets and retail chains such as Perekrestok or Arbat-Prestige. And, by the way, pharmacies under the greenish-blue sign look quite competitive in this weight class - the turnover of "36.6" in 2002 reached 70 million dollars. The company itself says that they are striving to create a retail network of "health and beauty products," where the atmosphere of "ideal shopping" would reign.

Provisors were taken out of Zastekolye

The concept of the network of pharmacies created within the production and wholesale pharmaceutical company "Time" has changed more than once during the five years of its existence. The decision to form a retail structure in the holding was made as soon as privatization of pharmacies was allowed, i.e. in 1997. The company acquired several municipal enterprises and started working with them. But very soon the team implementing the retail project realized that the promotion of conventional pharmacies was not promising. They were not attracting a sufficient flow of visitors.

The founders, or rather the founders of 36.6 (it just so happened that three women began to implement the project) came to the conclusion that pharmacies, which had become a business, should be approached with the same standards as ordinary retailers and stores. As a result, several key decisions were made that contributed to the project's success.

"After analyzing the success factors of a retail outlet," says Yulia Rezvina, director of development at 36.6, "we realized that the key factor is

location. And the pharmacies that we started with are not in the best locations. So we decided to go a different way: look for suitable premises and open retail outlets in them, not based on municipal pharmacies.

Another landmark decision was to get rid of the burden of a decades-old image of Soviet pharmacies. "Before rolling out a retail network,

- explains Anastasia Vavilova, General Director of 36.6. We needed to understand what consumers associate the word 'pharmacy' with. As you might expect, this is a place where people go when they feel ill, that is, when they fall ill. Most respondents would never go there with a child because it is full of sick people who can make them sick. So the pharmacy is a retail outlet where you go, being almost dead. So, first of all, it was necessary to ensure that from visiting our pharmacies the customer gets positive emotions. We started to build our chain as a store chain not for the sick, but for those who want to lead a healthy lifestyle and not so much to be treated as to prevent disease.

By that time, more than one supermarket had already appeared in Moscow, that is, a retail format involving an open form of trade. Seeing that customers felt comfortable there, the managers of the retail pharmacy project took this format of stores as a model. However, the world has long since switched to a pharmaceutical supermarket format, where non-prescription drugs are displayed in open sale. It is more convenient for the buyer than the traditional form of medicine trade, which has established itself in our country, which for a long time stood outside of the world's trends. So, the customer can take the package in his hands, read the abstract and make his choice himself, without having to turn to the pharmacist behind the counter. This saves time: you don't have to stand in line just to ask a question, get an explanation, make sure that the medicine you were asking about is not available or not suitable for you, and then start asking the pharmacist again to figure out what you really need.

The open form of trade in medicines is also beneficial to business: by saving on purchase time, turnover in the outlet increases. In addition, not being locked in the format of a traditional pharmacy, it is easier to implement the concept of "health and beauty" stores. After all, it requires the introduction of a mass of

parapharmaceutical products: hygiene products, cosmetics, herbal teas, baby food, juices, which, incidentally, has a very positive effect on turnover.

However, despite the global practice, in our country the pharmacy business was afraid to experiment with the open form of trade. First of all, because of the attitude of the old pharmacy workers. They saw in the idea of putting even a simple aspirin on the shelf an attempt on the holy of holies. There were plenty of objections: from "they will steal everything from us" to "if a small child takes it, he will be poisoned".

The old-school pharmacists were adamant about eliminating the glass with the small prescription opening between them and the customers. And even to go into the hall as a consultant and come into direct contact with live customers, they were certainly not ready. There was a long-standing prejudice: to see visitors to pharmacies not as customers, but as infection carriers.

And the traditionalist pharmacists were not psychologically prepared for active sales, that is, to enter into a conversation with the client on their own initiative, to help navigate the range, to push the confused person to the right choice. On the contrary, it is to him, the specialist, that profane people should approach for advice with reverence for his knowledge.

However, the active behavior of the salesperson in the hall is a necessary condition for the success of the open form of trade in pharmaceutical and parapharmaceutical products, it is the way to increase sales. So the managers of the future 36.6 pharmacies did something radical: they started recruiting from young specialists with no work experience, who had practically just left the student's bench.

The pharmacy (not yet under the 36.6 brand), where the experiment began with just soap and shampoo in the public domain, also suffered from the first customers. Many people came and spat," says Anastasia Vavilova, "saying, 'What have you arranged here, a shameless mess,' and did not buy anything. However, the results of the "outrage" were stunning: almost immediately sales increased two or three times.

In other words, the right format was found. In fact, the retail project team was pushed to this format by the results of marketing research. "The researchers interviewed people about what they would like to see in our pharmacies. People mostly talked not about technology, but about the experience:

a pleasant and convenient shopping experience, a pleasant pastime. Even the strange answers, like 'I wish there was a fountain,' in the end, said just that. On the whole, the survey showed that there is a large layer of customers who are ready for pharmacy service of a new quality and level," explains Yulia Rezvina.

Further development of "36.6" confirmed the installation of the pharmacy-supermarket: today in the company's turnover the shares of pharmaceutical and parapharmaceutical products are equal, but the demand is evolving towards the predominance of the latter. Already now in the assortment set there are 3 thousand items of medicines and 10 thousand other goods. There is a clear trend that most of the customers coming into the "36.6", do not buy medicines at all, but buy beauty products, diapers and medical cosmetics. And in general, as Alexandra Ushkova, marketing director, notes, people have become accustomed to say not "I'll go to the pharmacy," but "I'll go to '36.6'". That is, buyers have recognized its status as a special format of trade.

### **In the land of frightened grandfathers**

By mid-1998, the decision was made to move from an experiment to a full-fledged network. The new network was focused on the middle class. That is, they were not pharmacies for everyone. We were counting on people who had already traveled and seen the world, including good Western pharmacies and their service. In this regard, prices were supposed to be set rather high, because, in theory, only an expensive project involving installation of high-quality equipment, beautiful design, costly decoration and assortment could give the buyer a sense of comfort.

It was also important to create an appropriate brand, for which they invited consultants from the *SCG London* agency. However, the name of the network, according to Alexandra Ushkova, came up with their own advertising department: "It was very good, and was accepted without a doubt: what else can so strongly associate the mass of buyers with health? The more so because the name was very concise and memorable. We owe the British the colors of our logo: green and blue. Psychologically, this scheme calms people down and causes trust. On the other hand, we moved away from white, from the association with people in white coats. Because of this, we even



We thought of dressing pharmacists in pants: at the time it was also part of the concept - to change the image of the pharmacist, to give him an interesting, colorful uniform.

Finally, the company "36.6" was registered, the date of registration being August 17, 1998 (!). The top managers, together with their subordinates, decorated the first pharmacies with their own hands: they laid out the goods, made posters, even repainted the shelves - they tried to make it look nice. In the fall of 1998 opened the first "36.6", but no visitors. Anastasia Vavilova tells of a picture that sticks in her memory: "A grandfather is walking... He sees a pharmacy, climbs the stairs, the doors open. And then our staff all chorus: 'Good afternoon! The grandfather put his foot over the threshold and froze, and then he turned around and left. No one has any money after the crisis, people are in shock, and here is such a beauty: they will surely be cheated.

So we had to urgently change our marketing strategy, to refocus on the mass consumer. The management of the chain convinced the shareholders that it was necessary to reduce prices, carried out an appropriate advertising campaign, filled the range with domestic products, and sacrificed some of the margins. And sales began to grow - in a matter of months by 8-10 times, depending on the pharmacy. The word went out: there are pharmacies where everything is cheap, but what you buy is packed in a bag, the staff is polite, and the atmosphere is pleasant. "In short, we hit the bull's-eye," says Anastasia Vavilova. - After all, if we had conceived of 'pharmacies for everyone' from the outset, we would not have paid so much attention to service. But here we gained popularity due to the fact that at good prices the customers received quality service.

### **The Ideology of Small Parts**

However, marketing is marketing, but, as 36.6 executives admit, they would not have succeeded if they had not learned how to manage their pharmacies. They remember the shock they experienced when they arrived at their lovingly decorated first pharmacy two weeks later and saw a black floor, untidy cleaners with dirty mops, stale uniforms of staff, untidy shelves. To complete the picture, the women in charge of the pharmacy were sitting in their room in the middle of the work day, drinking tea and jam.

It turns out that the atmosphere of 36.6 pharmacies, and consequently their success, is built on a thousand little details: whether all the lights are on, whether the dust on the shelves is visible, whether the pharmacist is combed. That said, the customer may not notice that the baseboard is clean, but the feeling of freshness will remain with him. "So," Anastasia concludes.

Vavilovat - either you realize that every detail is a hundred percent important, or you'd better do nothing at all. Only attention to detail on our part will make a person come back to us, even if he doesn't understand why he likes us so much. What's more, even if he suddenly hasn't found the right medicine with us.

The first thing we had to do was to prescribe all the details of trade technology, right down to how to put the packaging in the bag, where to pin the receipt, how to give it to the customer, with what and how many times a day to wash the floor. In this case, as the heads of the network, there are still a lot of problems around the little things: the bulbs to replace a burned out in time is not brought, the cleaners get sick, the staff roll up their sleeves uniforms. In other words, in addition to detailed instructions, it takes time for all employees to get into the "small things" ideology.

To help employees, the company's management has adopted organizational measures: if you deviate from the instructions, you can lose a bonus, but following the instructions is rewarded not only with a raise in salary, but also opens the way to rapid career growth. "Many of those who started their careers behind the counter or sales assistant in the salesroom, have already taken senior positions in the office," says Alexandra Ushkova. - And it should be noted that we are the first time in the pharmacy business, the head of the pharmacy became a girl of twenty-four to twenty-five years. Usually people come to this position by the age of fifty, but if it happened at forty, then we can talk about a fast-paced pharmacy career.

However, attention to detail is important not only in terms of statics (compliance with standards), but also in terms of company dynamics. It is the search for the little things that create an atmosphere of comfort that leads to changes: from rearranging goods in the hall to creating a new trade format.

So, in the beginning, following the principle of openness of trade, on the shelves of "36.6" they put the simplest medicines: aspirin, analgin, allochol. But customers were constantly confused, because the drugs were domestic. The fact is that Russian manufacturers did not pay attention to the packaging, and it was faceless and identical. The managers of 36.6 pharmacies thought long and hard about what to do. They tried to put special sliding drawers in the cabinets with large lettering. But, in the end, it turned out to be easier to return these simple medications behind the counter.

The "truth is," things are different now. Over the years, manufacturers have changed their approach to packaging. They have realized that for sales to be successful, they need to work on the brand, and therefore, the appearance of the drug should make it stand out from the crowd. So soon everything will fall into place: only prescription drugs will be sold from behind the counter, and over-the-counter drugs will take their place in the public domain.

And how much fiddling with the pharmacy on Tverskaya! It was redesigned five times. In general, the layout of the sales areas in 36.6 pharmacies is a troublesome business, as Alexandra Vavilova says, "each time you have to solve the most complicated puzzle". The fact is that the premises acquired for the pharmacies have the undeniable advantage of being located near large customer flows, but they are poorly suited for modern retail trade. They differ in area and shape, in each there are some non-standard protrusions or columns, because of which a standard cabinet can not enter into the partition. Cabinets should be located so that there were respected uniform patterns of location and grouping of products: seasonal - closer to the entrance; expensive cosmetics - in isolation (thus emphasizing not so much its exclusivity, as the exclusivity of its buyer); prescription department - as far as possible from the entrance (so the buyer walked through the room and saw the entire range), new items stand out in a special way, single-type items are placed in a single block (sometimes a group, such as vitamins, may include many items that take more than one year); special attention should be paid to the products of various brands and categories. Arranging products in groups, it is necessary to imagine on which trajectory customers will move. Although 36.6 still does not have clear rules for customer paths, and sometimes it is necessary to adjust the layout of existing pharmacies. On top of that, the customer should get the impression that the chain's pharmacies are indistinguishable from each other.

But let's return to Tverskaya. The first redevelopment of the pharmacy there was needed because the authors of the project did not guess the route of customers' movement through the pharmacy the first time. The customers were supposed to move from right to left, but in fact the flow of customers was moving strictly the other way around. One redesign of the hall was carried out. Then again, the pedestrian trails were observed - improved the layout again. Then the pharmacy expanded at the expense of the neighboring store, as sales were growing by leaps and bounds. The layout had to be redone - taking into account the addition of the new block. But life didn't

The demand for children's products suddenly increased dramatically, and we had to urgently increase the area dedicated to children's goods. Suddenly there was a sharp increase in demand for a range of children's products, and the area dedicated to children's goods had to be urgently expanded.

### A Woman's Approach

It has to be said that, apart from concentrating on the details, designed to create an atmosphere of pleasant shopping, the managers of 36.6 also demonstrate a very emotional attitude towards their product. Thus, when one of them learned that the "Expert" correspondent often visits the pharmacy on Novy Arbat, she exclaimed: "This is my favorite pharmacy!" Naturally, I had to ask why.

Says Anastasia Vavilova: "I always opened the first pharmacies myself, then as general director I started doing other things. But the moment we got the premises on Novy Arbat, Julia had a baby, and I took over the functions of the first deputy. Here we implemented a completely new idea. Novy Arbat is a very attractive place in terms of shopping, and we decided to create for it another format - a megamarket. We have introduced new groups of goods: natural cosmetics, perfume and cosmetics of high brands and optics. There we had a skin health clinic, where we installed special equipment: the customer can now check the condition of his skin and get advice from a specialist. We wanted to create a pharmacy where the shopping experience would be unforgettable and people would not want to leave. Everything there was non-standard, different from our usual pharmacies - the signage, the design of the equipment, the design. I think that customer flows were better planned there than elsewhere: the customer has to walk in a circle, and until he walks through it, he won't leave the pharmacy. We opened Novoarbatskaya pharmacy on New Year's Eve, and I decorated the Christmas tree and arranged the children's corner. We came up with the idea of dressing the clerks in red Santa Claus caps. The next year the whole of Moscow did the same thing. For me this pharmacy is my favorite child, in whom I put a lot of effort and what I couldn't put in other children. A very good team was put together. The pharmacy has been open for two years, and the feeling remains pristine, it's still as beautiful as it was when it opened".

After this monologue, a question arose: don't the 36.6 directors have an overly "feminine" attitude toward the business? And what about the scientific approach to management, which usually

demonstrate men immediately talking about the intricacies of logistics, automated control systems, and financial flows?

"In fact, we solve different problems: we have to be at construction sites, we have to quarrel with foremen and workers, a lot of unpleasant things, - answers Anastasia Vavilova. - But men, as a rule, know how to identify problems well, while women think how to solve the problem beautifully. And, in my opinion, beauty and technological management are related. For example, I was involved in the development of an automated system that would order drugs from a warehouse. The fact is that the problem of defectiveness (lack of the right product) was very acute for us in the beginning. Especially as the seasons changed. I used to look at the lists every day to see why there was no such drug, why there was no other. Then the programmers and I sat around and devised formulas that, given the speed of turnover in our pharmacies, would allow us to replenish the stock in the stores on time. A very beautiful system came out: logical and transparent. I don't think men would have had the patience to seek beauty from the system. They often don't understand the connection between beauty and logic.

However, from time to time, though not often, the company also needs "male" solutions. For example, recently competitors of "36.6" have appeared on the market, working in the same niche of chain pharmacies-supermarkets - "Doctor Stoletov", "Stary Doctor". It seems that it is always easier to follow the path of the leaders: you do not have to spend time looking for solutions that, once found by others, seem obvious. Some newly-opened pharmacies even have a light touch reminiscent of the pioneers. Realizing that it was necessary, by all means, to get ahead, the shareholders of 36.6 sold part of the company's shares in order to obtain funds to accelerate the network's growth.

Once again, "little things" are on the agenda. The acceleration of development is always fraught with a choice: either quality or growth. In addition, now any idea can be quickly copied by a competitor. But the management of 36.6 sees no problem here. When asked how the chain is going to be different from others, Anastasia Vavilova answers: "Let them think how they can be different. A copy is never better than the original, only the author himself can reproduce so many details".



### Questions:

1. With whom does the 36'6 pharmacy chain compete? Compare the format of an ordinary pharmacy and a pharmaceutical supermarket. What advantages or disadvantages do each of these formats entail?

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2. What are the characteristics of the "female" management style of 36'6 pharmacies? Is this characteristic of this type of business (industry) or is it a feature of Russia?

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3. Suggest an alternative placement system for Zb'b's service process, taking into account elements of merchandising.

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# Task 16.

## CASE 2: DETERMINING THE LOCATION OF THE DISTRIBUTION WAREHOUSE.

Look at the data in the table calculating the amount of transportation work for some nodes in the transportation network map of the service area, and then answer the question.

Store No.	Store turnover, t/month.	Amount of transport work																	
		For node 0		For node 1		For node #2		For node #3		For node #4		For node #5		For node #6		For node #7		For node #8	
		RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.	RS, km	GO, tkm/month.
1	15	12	180		0	6	90	12	180	6	90	10	150	14	210	15	225	19	285
2	10	12	120	6	60		0	6	60	12	120	11	110	15	150	15	150	19	190
3	20	6	120	12	240	6	120		0	9	180	5	100	9	180	9	180	13	260
4	5	6	30	6	30	12	60	9	45		0	4	20	8	40	9	45	13	65
5	10	2	20	10	100	11	110	5	50	4	40		0	4	40	5	50	9	90
6	20	6	120	12	240	15	300	9	180	8	160	4	80		0	3	60	10	200
7	45	3	135	15	675	15	675	9	405	9	405	5	225	3	135		0	7	315
8	30	7	210	19	570	19	570	13	390	13	390	9	270	10	300	7	210		0
Total			935		1915		1925		1310		1385		955		1055		920		1405

RS - distance from the warehouse, km; CS - cargo turnover of transport, thousand km/month.

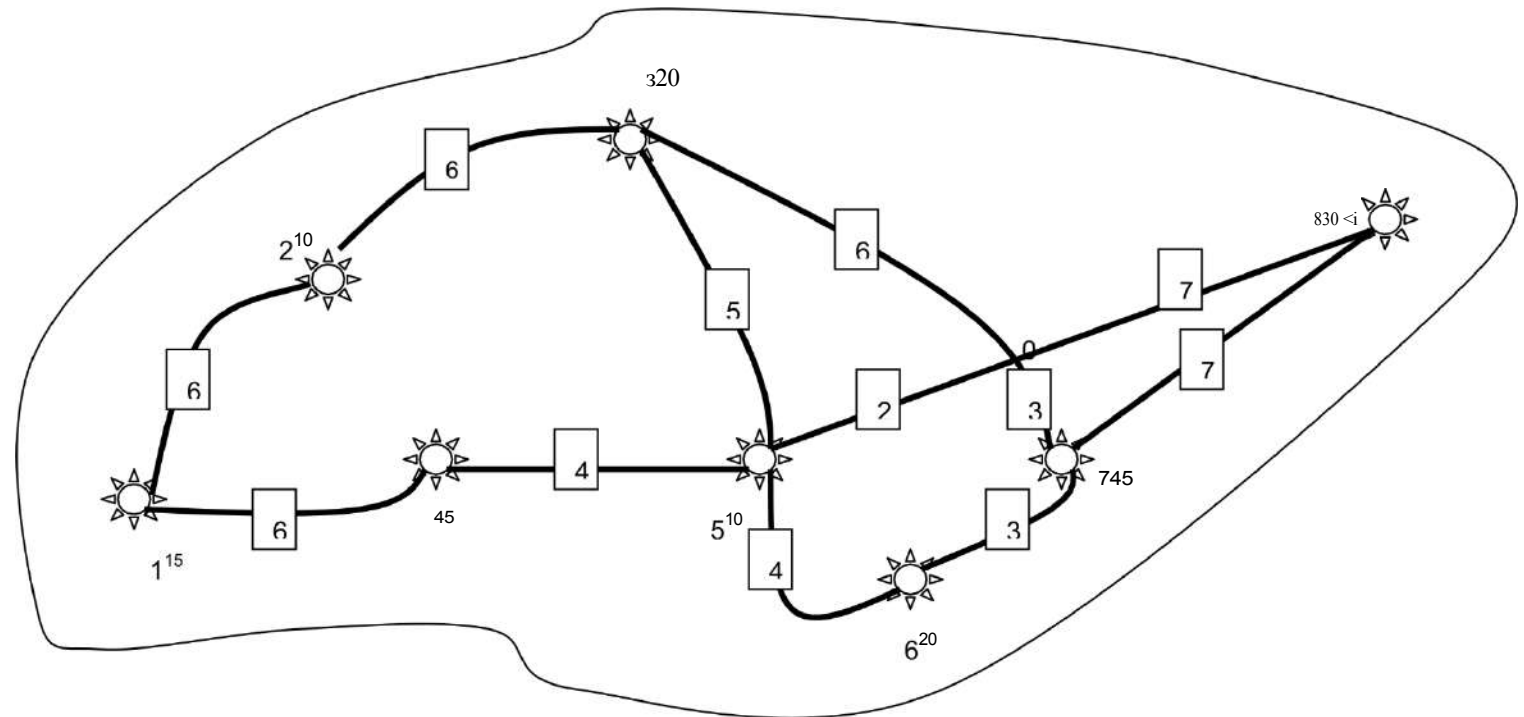
## Service area map

Designations:

$\boxed{6}$  - distance between the  
served stores - consumers  
material flow;

$6^{20}$  - store number and turnover  
(store 6, turnover - 20t/month)

- roadways



**Question:** Determine the best distribution warehouse location to serve the area in which these hubs are located.



MBA-StateP Program

*Strategic Marketing Module*

Theme: "Prominent Marketing"

WORKING NOTEBOOK

[illegible]

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**Assignment 3.** Conduct an independent research and identify the characteristics of marketing strategies in the market of b2b-services. In your opinion, how do marketing strategies differ in the markets of b2b-services and industrial goods?

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MBA-StateP Program

*Strategic Marketing Module*

Topic: "Poisoning.

You+u nyvwe - snavi+would+be+and+gruim!"

WORKING NOTEBOOK



**Assignment 1.** Which direction does your company's product positioning follow? Give some examples of the positioning of your products.

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**Assignment 2.** Give examples of unsuccessful positioning. What do you think are the marketers' mistakes in these particular cases?

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**Assignment 3.** Select two newspapers that target a specific socio-demographic group (young people, business people, housewives, ethnic group). Select four advertisements and try to determine the positioning the advertisers are trying to achieve.

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MBA-StateP Program

*Project Management module*

Topic: "Introduction to project management"

WORKING NOTEBOOK



## SECTION 1. GENERAL DEFINITIONS

### Task 1.

1. What is the main difference between project activities and production activities?

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2. Give three examples each of production and project activities.

Production activity	Project activities

**Assignment 2.** What does it mean when a project is limited in time? Try to describe it in your own words.

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Assignment 3: What is the criterion for the success of a project and what is a limitation?

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Assignment 4. Analyze, what reasons could become the basis for starting a new project in the organization where you work?

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## SECTION 4. CONNECTION OF PROJECT MANAGEMENT WITH OTHER MANAGEMENT DISCIPLINES

**Assignment 5.** Give examples of the most famous organizational, social, technical, and mixed-use projects in history. In what ways would you classify these events as projects?

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**Assignment 6.** Prove that the Sochi Olympics in 2014 is a project (State and describe the goals, objectives, and resources of this project).

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## MBA-StateP Program

### *Project Management module*

Subject: "Сущность дисциплины проектного  
Management and its main elements"

## WORKING NOTEBOOK



Assignment 1. What are the project goal and project objectives? Imagine that you have been made project manager for a Mapc expedition sponsored by your company and the placement of the company's advertising slogan on Mapce. Formulate a project goal and project objectives.

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Assignment 2. List the methods you know of for determining project goals.

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Assignment 3: In which phase of the project are costs the highest? Why?

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stage of project development?

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**Task 5.** The space expedition to place your company's advertising slogan on Mars is over. Tomorrow the spacecraft will return to Earth and the videos will be broadcast to the whole world. What activities/work should characterize the stage of completion of your project?

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**Assignment 6.** List the main functions of the project manager. What levers of management does he/she have?

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**Assignment 7.** What recommendations would you give to project managers selecting a project team? Why is a specialist's professional competence a necessary, but not sufficient, condition for inclusion on the project team?

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**Task 8:** In which type of enterprise is change the easiest to implement?

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**Task 9.** What are the peculiarities of interaction between project and functional managers in different types of organizational structures?

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MOSCOW  
Business School

MBA-StateP Program

*Strategic Marketing Module*

Subject: "Multifarious noxogoiv  
x segmen+irovanii"

WORKING NOTEBOOK





Assignment 1. Suggest your version of segmenting the market of the retail price consumer.

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Assignment 2. Crystal Clear is currently one of the world's largest manufacturers of lead crystal. The company's brand is considered prestigious, highly valued, and purchased primarily as gifts.

Suggest your version of Crystal Clear's market segmentation.

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Assignment 3: Describe your products, differentiate them for each consumer segment.

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Task 4. There is a growing fragmentation of markets in advanced economies as customers increasingly seek solutions tailored to their specific needs. How does this coincide with the development of global marketing, which emphasizes the standardization of products and brands around the world?

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### Task 5.

A) Segment your customers. Describe the target audience for your company's products according to the specified segmentation criteria:

1. Geographic
2. Demographic
3. Psychodemographic
4. Behavioral

B) Formulate goals for each segment in the context of increasing sales (what you want to get from each segment).

B) Determine the key factor of influence on the segment, which contributes to the achievement of the stated objectives (advertising, price, range, service).

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This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## MBA Start Program

### *Accounting and Reporting" module*

Topic: "Main types of accounting: accounting (financial), managerial and tax. Introduction to IFRS".

## WORKBOOK

## SECTION 1. TYPES OF ACCOUNTING AT THE ENTERPRISE AND THEIR INTERRELATION.

Assignment 1. On which accounting basis does the organization prepare its public statements?

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Assignment 2. Which document is the common information base for tax, management, and financial accounting?

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Assignment 3. Who are the users of management accounts?

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## SECTION 2. FUNDAMENTALS OF INTERNATIONAL FINANCIAL REPORTING STANDARDS.

Assignment 4: Which business entities are considered socially significant?

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Assignment 5. What does the accrual principle mean according to IFRS?

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Assignment 6: The reporting date for the first IFRS statements is December 31, 2007. The comparative information in the first IFRS statements is for 2 years. What will be the date of transition to IFRS?

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Assignment 7: Describe the specifics of IFRS implementation in your country.

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Assignment 8. Does your organization prepare IFRS or US GAAP financial statements? For what reasons? If not, are there any reasons that would encourage your organization to transition to IFRS in the future?

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## MBA Start Program

### General Management Module

Topic: "Basic categories of  
management and trends in its  
development

WORKBOOK



This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Assignment 2: Describe the tenets of scientific management and other 20th century management trends that you, as a manager, use in your practice today by entering the relevant information in the table.

Current name	Using today	I don't use it, but it would be useful to adopt
School of Scientific Management		
School of Human Relations		
Administrative School		
Systemic approach		
Situational approach		
Quantitative approach		

Assignment 3: Describe from a situational perspective how situational factors such as the size of the organization and the pattern of technology used in the organization can influence the actions of management personnel.

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Assignment 4: Analyze how your company develops strategy. Which approaches to strategy formation are used and which are not?

Session 5. What management trends did the Empirical School incorporate?

Assignment 6. Systematize your knowledge of the various currents that have shaped the basic approaches to company strategy management using the following table:

Schools and approaches	Representatives (if specified in the electronic allowance)	Main achievements of the school	The solutions used in today's stage
Modeling School			
The School of Strategic Planning			
The School of Market Positioning			
School entrepreneurship			
The Empirical School			
The School of Power			
School of Learning			
School of Culture			

Assignment 7. List the typical goals that strategic alliances or coalitions in a business environment can promote.

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Study 8. Which of the following schools of strategy is closer to you and why?

Session 9. Does globalization matter in e-business? Explain your point of view.



### Task 10.



Analyze who your subordinates' external and/or internal customers are. How could your subordinates improve their performance based on the principles of Total Quality Management?

Name subordinate	Who is it internal client?	Who is his external client?	What was possible would improve the quality of the relationships with the client?



## MBA Start Program

*Module "Operational Management"*

Topic: "Supply Chain Management.  
Forecasting."



## SECTION 1. THE CONCEPT OF SUPPLY CHAIN MANAGEMENT, ITS DEVELOPMENT AND IMPORTANCE IN BUSINESS

Assignment 1. List elements of chain of custody management chain system supply chain. Name the tasks of each element.

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Assignment 2. Formulate the goal of supply chain management.

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Assignment 3: State the difference between logistics and supply chain management.

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## SECTION 2. SUPPLY CHAIN MANAGEMENT

**Assignment 4:** How can a just-in-time delivery strategy benefit the hotel? Determine the key performance indicators of the hotel's supply department?

[illegible]

[illegible]



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## MBA Start Program

### *Module "Funals/ in the organization"*

Topic: "Sources of finance. The price of financial resources. The money market".

## Section 1: Sources of Financial Resources

Assignment 1. What is the rate of equity growth? What is its effect on the cost of capital?

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Assignment 2. What is loan diversification? What is its purpose?

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Assignment 3. Why is hiring experienced management personnel considered a key component of the market value of capital?

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## Section 2: The price of financial resources

Assignment 4. What is the price of equity?



**Task 5.** At what threshold level of profitability of operations and net income that a company earns is it appropriate to place corporate debt? How is it more profitable to raise funds with less business?

### Section 3: Money Market

**Assignment 6.** What are the main factors influencing the value of money?

**Assignment 7.** What is the reason for the growth of Russian investment ratings?



**Assignment 8:** Evaluate the potential for external financing of your company. Justify your answer.

**Assignment 9.** What are the advantages and costs  
transparency of a company in terms of raising debt  
capital?



MBA-StateP Program

*Strategic Marketing Module*

Topic: "Introduction to Strategic Marketing

WORKING NOTEBOOK



## SECTION 1. MARKETING MANAGEMENT AND MILITARY STRATEGIES

**Task 1.** Which product will give a higher return on working capital and which one? Light bulbs with a trade markup of 15% and purchase frequency once a week or luxury chandeliers with a trade markup of 60% and purchase frequency once a month.

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**Task 2.** At what stage of management (according to I. Ansoff) is the majority of Russian companies, and at what stage is your company? When can we say that the company has moved from situational marketing to strategic marketing and is market-oriented?

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**Assignment 3.** Companies among the top 15 largest advertisers in Russia in 2007 had significantly slower growth of advertising expenses than advertising market turnover - 25% vs. 37%. What does this mean?

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**Assignment 4:** What type of marketing war did the company described in the case study below win?

Experts divide 50 years of Soviet-Russian kayakbuilding into two historical epochs - "Taymenev's" and "pre-Taymenev's". Frame kayak

"The Taimen is produced by the Salyut aviation plant, but if before the beginning of the 90's they made 25,000 units a year, now there are only 5,000 units. Frame boats and kayaks with inflatable cylinders are produced by St. Petersburg firm Triton, Raftmaster also specializes in inflatable boats and kayaks. The weight of such products is about 20 kg.

"We are the only ones who make a three-seater inflatable kayak weighing 12 kg," says Mikhail, director of Stalker. I don't know why our competitors don't switch to lighter versions.

The idea to create the "lightest" kayak came to Mikhail in 1993. The main rationalization idea was to replace the inflatable bottom with struts between the cylinders, but the search for cheap materials for the cylinders was delayed - the first sample of "Shchuka" appeared in 1997.

Mikhail estimates his 400-500 kayaks a year as 5% of the market, costing about 10,000 rubles, while imported plastic kayaks cost about 25,000 rubles.

When asked about the shortcomings of his product, Mikhail answers: "Shchuka's reliability is fine, but it's not perfect. It's a bit cramped - clients complain that backpacks don't always fit in. But here's another interesting thing: even if the boat leaks and ruins people's vacation, as a rule, they come back to me to complain about the fate, and then they ask me to sell them another one.

In the mid-2000s Mikhail actively began to develop the production of catamarans - "bananas" and fishing inflatable boats of the "super light" category, which are unloved but in demand on the market, gradually strengthening its position in these types of business.

(The case was based on the book "Business is Business 2", "Secret of the Firm" Publishing House, 2006).



AssignmentS . Categorize brands' advertisements  
intopredominantly emotionally and predominantly functionally oriented.  
"A complete meal without much trouble" (Bystrov porridge).  
"Fresca means fresh" (Fresca pizza).  
"Oleina, think of the benefits" (Oleina oil).  
"Gurmania - delicious to the point of insanity!" (Gurmania soups).



## SECTION 2. TACTICAL MARKETING

Assignment 6: Mark in the table the tactical marketing decisions.

	Tactical solutions
Selling of goods in cosmetics shop not seller consultant	
Buying a new store	
Selecting a bank for cash management services	
Choosing a CRM Vendor	

Write down your examples of tactical and strategic marketing decisions that have been implemented by the company for which you work. Justify why you have categorized some decisions as strategy and others as tactics.

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## SECTION 3. THE CONCEPT OF STRATEGIC MARKETING

Assignment 7. "Cities are overloaded with cars. Traffic jams and parking problems have become an annoying norm of modern society" - based on this assumption, the Mercedes Car Group company decided to expand the already existing brand range of Mercedes-Benz and Maybach brands with a new brand - the small cars Smart. Mercedes has suffered losses that exceeded \$1 billion in total. What principle of strategic planning has Mercedes Car Group management "forgotten"?

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## MBA Start Program

### *Module "Funals/ in the organization"*

Topic: "Basic Financial Statements of an Enterprise: Interpretation and Analysis".

Workbook

### Task 1.

Describe the requirements for financial reporting. Provide arguments as to why You consider some factors to be more important than others.

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### Task 2.

What is included in the annual financial statements?

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### Assignment 3.

Describe why the sum of assets is the same as the sum of liabilities in the balance sheet.

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#### Task 4.

What principles underlie the allocation of asset  
and liability lines B  
balance sheet?

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#### Task 5.

What types of debts are shown on the balance sheet?

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#### Task 6.

Describe how the size and dynamics of accounts payable and accounts receivable affect the financial position of the company. Which of these debts should the company pay more attention to and why?

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### Task 7.

What are the main types of profits that characterize the financial results of an enterprise? What are their values?

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### Task 8.

Evaluate the fundamental differences in the use of methods for determining profit from sales. What reasons, in your opinion, give rise to disputes about the appropriateness of one or another method?

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### Task 9.

Think about how the choice of depreciation method can affect the amount of income earned. Why do the tax authorities prefer to consider only the straight-line method of depreciating property?

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### Задание 10

Determine whether you can break-even sell the product at a price of 60 rubles if the following production data are available:

Sales volume, units	Variable	1000
costs, rubles/unit	Fixed costs,	30
rubles.		40 000

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### Assignment 11

Define, at What volume production is more profitable yourself to produce

component parts, rather than buy them, based on the following data:

Purchase price, rubles/unit.	85
Production costs	
Variable costs, rubles/unit	55
Fixed costs, rubles	300 000

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## Задание 12

Identify The effect of of the sales volume factor on of profit based on the following data:

	plan	fact
Sales volume, pcs.	4000	4200
Price, rubles/piece.	5,0	5,0
Cost, rubles/piece.	4,6	4,5

## Assignment 13

Determine the profitability of production based on the following data:

Sales volume, pcs.	700
Price, rubles/piece.	120
Cost, rubles/piece.	105



### Задание 14

The planned costs per ruble of sales are 85.26 kopecks. Determine the profit on sales and profitability of sales if the value of the planned sales volume is 5,732,000 rubles.

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## MBA-StateP Program

### *Strategic Management Module*

Topic: "Managing the reapplication of strategy  
and assessing its effectiveness"

## WORKING NOTEBOOK



## SECTION 1. IMPLEMENTATION OF THE STRATEGY IN THE STRATEGIC MANAGEMENT CYCLE OF THE COMPANY

**Assignment 1:** Have you ever been in a situation where you have played the role of manager-executor of strategy or manager-goal maker? In the template below, try to describe the competencies needed for each.

Manager-target-setter competencies	Competencies of the manager-executor of the strategy

**Assignment 2:** If you have information about your company's development strategy, describe what limitations this knowledge of company strategy imposes on your daily managerial activities.

What should you do?	What should you not do?



Assignment 3. What factors contribute to the success of an enterprise's strategy?

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## SECTION 2. LOGIC OF MANAGEMENT BY OBJECTIVES (MANAGEMENT BY OBJECTIVES)

Assignment 4: Describe in your own words what the balance of the BSC (BSC) is all about.

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Assignment 5. Formulate the goals of your organization or any organization you know well and identify projects to achieve them. Have you found any "sagging" goals that are not supported by any activities? Have you found goals that can be achieved with fewer projects? What advice could you give to the developers and implementers of the company's strategy?

Write down the answer.





	Goal 1	Goal 2	Goal 3	Goal 4
Project 1				
Project 2				
Project 3				
Project 4				
Project 5				

**Task 6.** Suggest a possible set of leading and lagging indicators for a strategic map of a laser manufacturer. Use a template for convenience.

Target	Indicators

### SECTION 3. DECOMPOSITION OF THE STRATEGY

**Assignment 7.** Give a list of the strategic goals developed in your company. How do they translate to the objectives of your division, your personal goals/objectives, and those of your subordinates?

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## Task 8 (case study).

### GROCERY TRADE ON THE INTERNET

In the courses "Methods of Strategic Analysis" and "Strategy Creation and Formalization" (module "Strategic Management") there is a case on the basis of which you have already developed a variant of the strategy for the company described in it. Imagine yourself as a development director at Peapod who has been given the task of leading the process of developing the company's 10-year strategy.

Develop on this case study a strategic map of the described organization, as well as a balanced scorecard for the top-level strategic map, formulate the main tasks that, according to the materials of the case study, must solve the auxiliary units to ensure the success of its strategy.







Workbook 8 / 9



Workbook

9 / 9

## STAP MBA Program

/Idodyl "Cmpamezuecxuiy mapxemunz"

Topic: "The concept of international  
marketing

## Section 1: Motivations and risks of companies entering foreign markets

**Assignment 1.** Make a list of risks that your company may face when entering foreign markets, and rank them in order of importance.

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**Assignment 2.** What international business trends would encourage SMEs to become more involved in international operations? Justify your answer.

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## Section 2: Stages of a company's involvement in international business

**Assignment 3.** Which is the most preferable path to the global marketplace for your company?

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**Assignment 4.** What is the essence of the "Think globally, act locally" strategic approach used, for example, by Unilever? How can this approach be used to develop an international marketing mix (4Ps)?

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### Section 3: Challenges and opportunities for international expansion of Russian companies, the experience of companies and countries with developing economies

Assignment S. Which strategic model of globalization might be most preferable for your company? Justify your answer based on your industry (product) and company resources.

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## Section 4: How to choose markets for international expansion

**Assignment 6.** Company N is a large Russian retail chain selling sports equipment, clothing, and footwear (the target audience is urban residents with average and above-average incomes) and plans to expand into international markets. At the same time, the company has refused to use franchising and is going to create its own network. What criteria would you use for selecting countries to enter? Justify your answer.

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## Section S. Comparative analysis of exit models to foreign markets

**Task 7.** If you were the head of the international division of a large French confectionery company (the main product lines are chocolate bars, chocolate candy sets and handmade chocolates), which model of entry into the Russian market would you suggest? Justify your answer.

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## Section 6: Choosing an international marketing strategy

Assignment 8. Formulate opportunities to reduce export price escalation.

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Assignment 9. What possibilities do you see for solving the problem of parallel imports?

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**Assignment 10.** Develop the elements of an international marketing strategy for your company.

A) Select a product/product line/service that has export potential. Determine if you can use a product standardization strategy or if there is a need to adapt your product to the requirements of international markets. Explain each element of the product strategy:

Physical characteristics of the product	
<b>Логотип</b>	
Brand Name	
Packaging	
Assortment	
Pre- и <b>aftermarket service</b>	
Quality	
Design	
Guarantees	

B) How do you position your product with export potential in the domestic market? Which elements of the positioning strategy can be retained and which need to be changed to suit foreign markets? Explain your answer.

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C) Which innovation strategy is most preferable for your company? Why?

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D) Which approach to pricing in international markets would you recommend for your company: standardized (one price for all markets) or differentiated? Explain.

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E) Justify the choice of the form of international sales organization (direct sales, sales through intermediaries, joint sales, mixed approach) for your company.

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## MBA-Start Program

### *Module "Operations Management"*

Subject: "Warehouse logistics"

## WORKBOOK

## SECTION 2. WAREHOUSE SERVICES MARKET AND TYPES OF LOGISTICS PROVIDERS

**Assignment 1.** Classify by level of service the types of logistics operators with whom your company works.

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**Task 2.** What value-added services do you consume in the warehousing market, or (if you are not related to such production) what value-added services do logistics operators offer in your regional market? Why do you think these services are in demand in your market?

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**SECTION 3. CLASSIFICATION  
THEIR****MERCHANDISE****SKILLS И****FUNCTIONS IN THE LOGISTICS SYSTEM**

**Assignment 3.** What are the benefits to the supply chain of the consolidation function of the warehouse? Give 2 - 3 examples where the use of this warehouse function has a positive result.

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**Task 4:** What are the benefits of unbundling for the logistics chain? Give 2-3 examples where the use of this warehouse function has a positive result.

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Assignment 5. What are the main factors to be considered in adopting decisions on the choice of warehouse (own, lease or outsourcing).

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#### SECTION 4. MAIN TYPES OF WAREHOUSE EQUIPMENT

Assignment 6. If the firm is producer frozen food products (e.g., pizza and dough), then:

- (a) What kind of warehouse should she choose?
- b) what kind of storage is better to use?
- c) Give examples of the type of equipment needed.

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**Assignment 7.** If the firm is engaged in mediation at supply to

regional market for audio and video equipment, then:

- (a) What kind of warehouse should she choose?
- b) what kind of storage is better to use?
- c) Give examples of the type of equipment needed.

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**Assignment 8.** Give the factors for selecting an automated warehouse. Where in Russia are automated warehouses already in use?

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## SECTION 5. DESIGN AND LAYOUT OF WAREHOUSES

Task 9. What additional areas of the warehouse should be allocated if the warehouse is a distribution center?

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Assignment 10. If you want to organize organizing of "New Year's gifts" (candy), which method of goods handling should you choose?

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## SECTION 6. DEVELOPMENT AND PROBLEMS IMPROVEMENT WORK OF THE WAREHOUSE.

Task 11. Give some examples of "unnecessary" events (operations) that can be encountered in the warehouse and how to get rid of them?

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## STAP MBA Program

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Topic: "Creating and formalizing  
strategies."

## SECTION 1. FROM STRATEGIC DIAGNOSIS TO STRATEGY DEVELOPMENT

**Assignment 1.** Imagine that you have decided to open a family business - a mini-bakery in your neighborhood near your home. At the same time in the nearby neighborhoods there are two supermarkets, one working from 10:00 to 22:00, the other - around the clock, but the range purchased by the latter supermarket bread is quite limited, but the confectionery - more than wide. You have already noted that deliveries of bakery products are made once a day from the city bakery, located in another part of the city. In your area there is also a store of food orders by phone and the Internet, but today it does not offer bakery products to the consumer, and the volume of the minimum order is 2500 rubles (about 100 US dollars). Moreover, you read in the newspaper that the city authorities are planning to make additional investments in providing quality food products to the population of your district.

Develop development scenarios and the most essential elements of strategies to assess the risks and opportunities of your future enterprise. We recommend

"Imagine that you are going to open a small business in the house where you live and add more details to the case.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

[illegible]

**Assignment 2.** You already own a laundromat and have opened it in a densely populated residential area. It brings you a good profit, and you think that you could buy other similar service complexes nearby - one in the "business center" area full of office buildings and small textile businesses, the other in the university district. In doing so, you believe that your current firm will play the role of the management company of the holding company - the strategic overseer. What opportunities for synergistic effects can you find when analyzing the possibility of combining three laundry and dry-cleaning companies into one group of companies?

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**Assignment 3.** Present the strategy of your organization or your unit in the form of a strategic map. Mark the cause-and-effect relationships between the goals that your intuition, experience, or objective research tells you.

Assignment 4. What risks does в . fuzzy or ambiguity in the wording of the goal?

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Assignment 5. What is the difference between the classical approach to strategy development and the scenario approach?

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Assignment 6. What types of strategic opportunities allow you to form a portfolio of alternative strategies?

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Form	Advantages	Недостатки
Goal tree		
Strategy Card		
Strategic Concept		

**Assignment 9.** Imagine yourself in the year 2000. Using the tools provided in the module, develop a strategy for the company whose business is described below, to do this read again the recommendations for the program study (the section on case analysis).

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

This image shows a full page of blank handwriting practice paper. It features multiple sets of horizontal lines. Each set consists of three lines: two solid black outer lines and one dashed gray middle line, providing a guide for letter height and placement. The sets are repeated down the entire page, creating a series of uniform rows for writing practice.

## MBA Start Program

### *Accounting and Reporting" module*

Topic: "Managerial accounting and decision  
making



## SECTION 1. MANAGEMENT ANALYSIS

### Task 1.

In a value chain analysis, customer service is considered primary process or service support? Why?

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## SECTION 2. TRACEABILITY OF COSTS

### Task 2.

What is the difference between direct and indirect costs? Give examples of indirect and direct costs.

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## SECTION 3. ANALYSIS OF BREAK-EVEN PRODUCTION

### Assignment 3.

What are cost dynamics?

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#### Assignment 4.

Which equation is used to determine the cost-recovery point in units?

#### SECTION 4. PLANNING THE PRODUCT RANGE

##### Task 5.

Company Z produces two types of products: X and Y. The selling price is 120 rubles for product X and 160 rubles for product Y. The variable costs for product X are 80 rubles per unit, and for the product Y - 100 rubles per unit. The total cost is 350 thousand rubles per month. Each product represents half of the assortment of Company Z. How many units of product Y must the company sell to reach the breakeven point?



## SECTION 5. MAKING PRICING DECISIONS

### Task 6.

Why does a specific reduction in price increase the operating profit less than an increase in price (with the same dynamics of the dependence of demand on price)?

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## SECTION 6. THE CONCEPT OF STANDARD COSTS AND THE STANDARD-COST SYSTEM

### Task 7.

Name three components normative costs и cite examples of these components.

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## SECTION 7. THEORETICAL FOUNDATIONS OF THE DIRECT COST SYSTEM

### Task 8.

How profit center profit is calculated in the "direct-format" profit report bone?"

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## MBA Start Program

/Idodyl "Ulravlenenie pozmenenyamppa

Topic: "Diversity of Approaches  
to the problem of organizational change".

Workbook



## Section 1. ORGANIZATIONAL DEVELOPMENT

**Assignment 1.** Does your company need to change? List all the prerequisites that, in your opinion, indicate the need to change the organizational structure of your company.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

**Assignment 2.** Your company has been the market leader in its segment for the third year in a row. Recently, however, there have been some elements of stagnation in economic performance. How can you determine the main direction of development?

[illegible]



**Assignment 3.** You are the CEO of 3AO Growth Crisis. Your organization started out as a small, family-owned company, but has gradually grown into a powerful market player. However, you are increasingly noticing that previously successful ways of leading and motivating employees are no longer working.

What could be the reason and what are the possible ways out of this situation?

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Section 2: CLASSIFICATION AND REASONS FOR CHANGES. TRANSITION MANAGEMENT.

**Assignment 4.** Your organization is undergoing a reorganization for change that is met with clear opposition from the staff. List all the reasons for employee resistance and the steps you, as the CEO, can take.

[illegible]



Assignment 5. What are the key elements of Beckhard's change program?

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Assignment 6. Reflect on what economic forces can drive change in an organization. List them.

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Assignment 7. Reflect on what intra-organizational symptoms could be classified as incentives for change in the organization. List them.

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**Assignment 8.** Think of a change that has been implemented in your organization that fits more closely into the "participatory change" category. How were staff involved in implementing the change? What could you suggest to make the staff involvement more productive?

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### Section 3. BASIC MODELS IN CHANGE MANAGEMENT

**Assignment 9.** What are the basic stages in the development of the process of successful change that Kurt Lewin identifies in his model?

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**Assignment 10.** In what situations is it most effective to use the "transition" model for change?

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Assignment 11. What are the main advantages of the "gradual build-up" model?

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Task 12. Recall a change process that has taken place or is taking place in your company. Analyze it using the EASIER model using the following template:

Elements of the model	As it is.	Your recommendations for improvement
Creating a Vision		
Activation		
Support		
Implementing		
Provisioning		
Approval, acknowledgement		



## MBA Start Program

### *Module "General Management"*

Topic: "The person in the organization.  
The Motivation Function."



## SECTION 1. THE MAN IN THE ORGANIZATION

**Assignment 1.** Give a brief description and examples of power culture, role culture, task culture, personality culture. What type of organizations are they characteristic of?

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**Assignment 2.** What situations in the activities of an organization correspond to cultures: power, role, task, personality?

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**Assignment 3.** What factors determine the type of organizational culture?

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**Assignment 4:** Describe the organizational culture of an enterprise, a firm, where You work.

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## SECTION 2. MOTIVATION FUNCTION

**Assignment 5:** Having studied the substantive theories of motivation, fill in the table.

Table 1. Content theories of motivation

Title	Main ideas	Advantages	Disadvantages
Maslow's Theory of Needs			
Motivation Theory K. Alderfer			
Motivation Theory McClelland			



Motivation Theory Ф. Herzberg			

**Assignment 6:** Having studied the procedural theories of motivation, fill in the table.

Table 2. Procedural theories of motivation

Title	Main ideas	Advantages	Disadvantages
Expectation Theory B. Vroom			
Theory of Justice J.S. Adams			

L. Popzeпа's theory  Э. Lawler			

**Assignment 7:** Name the five most important motivators, ranking them from 1st to 5th, for the following: skilled worker, office manager, professional (doctor, lawyer, teacher), unskilled worker. Which motivational theory best explains the behavior of these categories of workers. What methods of influence can be used most effectively?

Table 3: Ranking of the main motivators for each category  
employees

Qualified manual worker	Office Manager	Specialist	Unqualified manual worker
1.	1.	1.	1.
2.	2.	2.	2.
3.	3.	3.	3.
4.	4.	4.	4.
5.	5.	5.	5.

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## MBA-Start Program

### *Change Management module*

Topic: "Coaching as a Change Management  
Tool"

## WORKBOOK

## SECTION 2. COACHING MANAGEMENT

**Task 1.** Analyze which of your subordinates needs coaching support. Formulate why you have chosen this particular person.

Employee	Reason for choosing

## SECTION 3. ORGANIZATIONAL CHANGE COACHING

**Assignment 2:** Determine the development of the change project over time.

Now 1 month

Consider your project. What will it be like by this deadline?

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What will happen to you, around this project?

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Look from the point of completion to the beginning of the project. What did you do to get this result?

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Now

8 months

Consider your project. What will it be like by this deadline?

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What will happen to you, around this project?

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Look from the point of completion to the beginning of the project. What did you do to get this result?

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Now

1 y0d

Consider your project. What will it be like by this deadline?

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What will happen to you, around this project?

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Look from the point of completion to the beginning of the project. What did you do to get this result?

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Now

5 лет

Consider your project. What will it be like by this deadline?

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What will happen to you, around this project?

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Look from the point of completion to the beginning of the project. What did you do to get this result?

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Now

10 years.

Consider your project. What will it be like by this deadline?

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What will happen to you, around this project?

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Look from the point of completion to the beginning of the project. What did you do to get this result?

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**Assignment 3.** What is meant by environmental friendliness of the goal?

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**Task 4:** What may be the obstacles to effective coaching by one leader of another?

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**Assignment 5.** Select coaching recommendations that set the mentee up for attainable and actionable tasks.

<b>Coaching tips</b>	<b>Requires/does not require specific action; Realistic task or vague</b>
Look at my example, someday you will have the opportunity to lead a project like this. You have the makings of a good leader.	Field for entering a response by the listener
The first step is to become a member of a large-scale project team. Even if your role at the first stage is small, it will help you become a good leader of similar projects in the future.	Field for entering a response by the listener
If I were in your If I were here, I would spend more time researching our suppliers. As an organization, we need strong relationships with them.	Field for entering a response by the listener
You will learn much more about our production limitations if you spend more time researching our key suppliers, DDD, for example. Find out if they can whether they can arrange for you to take a tour of the company and	Field for entering a response by the listener



be sure to familiarize yourself with

Alexander - the manager who supervises relations with us from their side, here is his phone number...

STAP MBA Program

*Project Management module*

Theme "Introduction to Risk  
Management"

WORKBOOK



## SECTION 1. BASIC CONCEPTS OF RISK MANAGEMENT AND ITS TASKS

**Assignment 1.** Compare the FERMA and COSO ERM standards and describe similarities, differences, and features of their application. Which standard is most suitable for internal use?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.



## SECTION 2. SETTING UP A RISK MANAGEMENT SYSTEM

**Assignment 2.** Using the methods in the outline, write at least twelve risks that could affect your organization. It should be noted that there should not be very many risks. The number of risks from real projects is between 30 and 80 for each business area. In addition, it is necessary to ensure that there is no overlap of risks. If some risk was identified without using the methods given in the course, try to explain how it happened and try to apply the same method to identify another risk.

1.	2.	3.	4.
5.	6.	7.	8.
9.	10.	11.	12.

**Assignment 3:** Determine the nature of the risks you have identified and group them.

Strategic Risk Numbers:

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Financial Risk Numbers:

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Operational Risk Numbers:

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Hazard Risk Numbers:

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**Assignment 4:** Give a detailed description of some of the identified risks. In the description, indicate how this risk will affect the company's activities (what kind of damage or missed opportunities, whether there will be suspension of activities, etc.)

Number r risks	Description

**Assignment 5.** Assign values of probability of occurrence and damage (loss of profit) for each risk you identified in Assignment 1. If possible, use statistical data; if not, work with on the basis of their own expert opinion.

		Probability (rub.)	damage (thous. rub.)
1.	2.	3.	
4.	5.	6.	
7.	8.	9.	
10.	11.	12.	

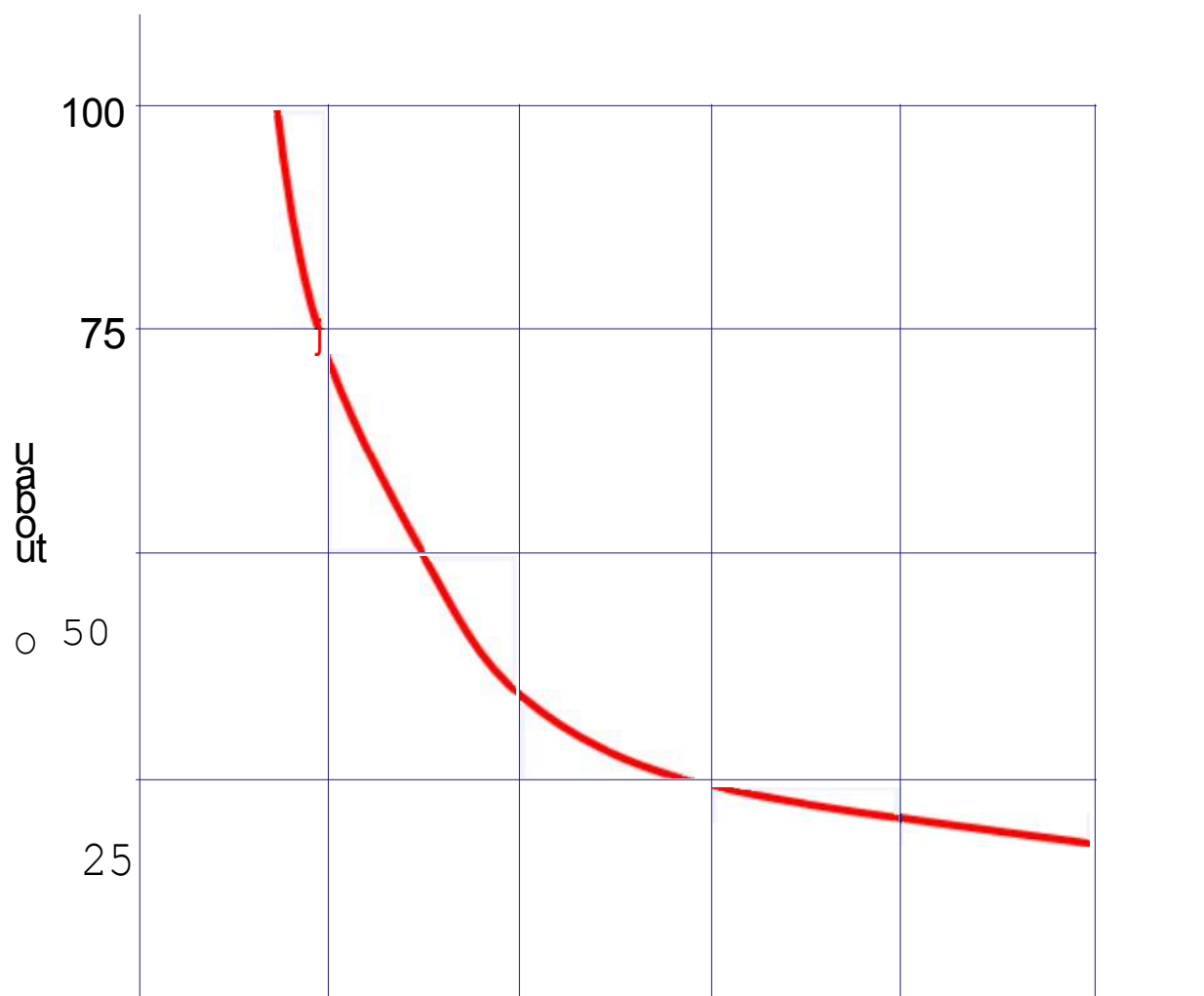
**Task 6.** Calculate the following values for your company:

- 5% of the net asset value: \_\_\_\_\_thousand rubles.
- 5% of EBITDA: \_\_\_\_\_thousand rubles.
- 10% of net profit: \_\_\_\_\_thousand rubles.

Choose one of the calculated values or some other value to determine risk tolerance.

Assignment 7. Create a risk map. To do this:

1. Apply the scale by damage. As a rule, the maximum value of the scale is selected so that 2-5 risks are not on the map.
2. Draw a line of tolerance on the map. It should be parallel to the existing one. The intersection of the numerical value of risk tolerance with a probability of 100% can be chosen as the starting point.
3. Plot the results of the calculation in task 6 on the map.



Damage, million rubles.



**Task 8.** For each of the risks, specify possible measures to manage them and estimate the cost of these measures.

risk number	Risk management measures	Cost events
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

Compare the cost of the measures to the change in the mathematical expectation (the difference between the current and residual value of risk) and circle the measures that need to be performed.



## SECTION 3. THE USE OF RISK MANAGEMENT IN DECISION-MAKING

**Assignment 9.** List the types of situations in which it is desirable to make risk-based decisions. Provide an example of such a situation from your company's operations.

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## SECTION 4. ORGANIZATIONAL ASPECTS OF RISK MANAGEMENT

**Assignment 10.** Who acts as a risk manager in your organization? With which specialists/departments does he/she primarily interact?

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## MBA Start Program

### *Module "Finance in organizations"*

### Topic: "Managing WORKING CAPITAL"



## SECTION 1. WORKING CAPITAL

### Task 1.

Calculate the current financial needs of the company, if the inventory of the company is 7 million rubles, accounts receivable - 2 million rubles, and accounts payable - 10 million rubles.

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### Task 2.

How are the assets of an enterprise divided according to their liquidity?

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### Assignment 3.

How are the current assets of an enterprise divided according to their liquidity?

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#### Assignment 4.

What does comprehensive operational management of current assets and current liabilities include?

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#### Task 5.

Think about what and why the order of priority should be to cover the current cash needs of the enterprise. Write down the answer.

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#### Task 6.

What factors influence current financial needs?

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**Task 7.**

What financial instruments does the company use to cover its current financial needs?

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**Task 8.**

In what cases is it impractical to obtain a loan and credit for the enterprise?

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**SECTION 2. WORKING CAPITAL MANAGEMENT****Task 9.**

Determine the amount of financial resources financed in inventory, if the average daily expenditure of inventories is 2 million rubles, the standard storage of inventories is 15 days, and the average amount of accounts payable on production inventories and finished products for prepayment is 10 million rubles.

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**Task 10.**

Determine the optimal size of the supply party (using Wilson's model), if the required volume of purchase of goods is 20 000 pieces, the size of the cost of delivery of a unit of inventory is 2.5 thousand rubles, and the size of the cost of storage of a unit of inventory is 100 rubles.

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**Task 11.**

Determine the minimum required amount of monetary assets for the current economic activity of the enterprise, if the estimated amount of payment turnover for current economic operations in the coming period (according to the plan of income and expenditure of funds) is 100 million rubles, and the turnover of monetary assets (in times) in the same reporting period is 2 times.

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**Task 12.**

What types of current asset and liability management policies are applied at the enterprises?

### Task 13.

Analyze which current asset management policy is used at the  
Your company. Why this policy? Is it optimal?

### Task 14.

Analyze which current liabilities management policy is used at the  
Your company. Why this policy? Is it optimal?

### Task 15.

What are the consequences of an aggressive current asset management policy for the  
company?



Task 16.

What are the consequences for the enterprise of using a conservative current asset management policy?

Task 17.

What are the implications for the enterprise of a moderate current asset management policy?

Task 18.

Think about why businesses need inventory and whether it is possible to operate without inventory. Write down your answer.



### Assignment 19.

What types of stock exist in enterprises?

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### Task 20.

When is it economically feasible to offer discounts on sales?

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# MBA-Start Program

## *Strategic Marketing Module*

Subject: "FUNCTIONAL MARKETING  
strategies"

WORKING NOTEBOOK



## SECTION 1. TYPES OF FUNCTIONAL STRATEGIES IN MARKETING

**Assignment 1:** Describe the brand strategy of your company or a competitor. Discuss why this particular strategy was chosen, and how effective is it?

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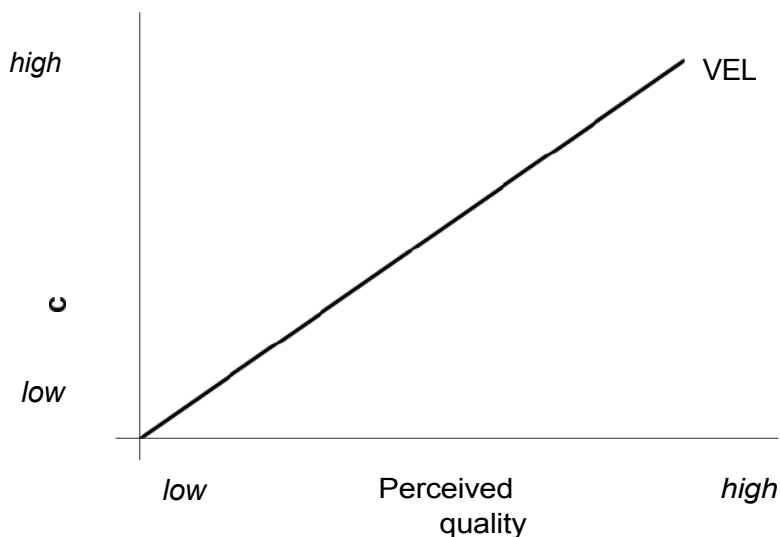
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**Assignment 2.** What pricing strategy does your company follow? On a value map, show the location of your product (service) relative to your competitor's product (service). Where is your product located relative to the VEL line? What are the pros and cons of this situation?



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**Assignment 3:** Based on the case study below, analyze the situation and recommend which point on the value map is best for the company.

CASE: "Price positioning of a retail company".

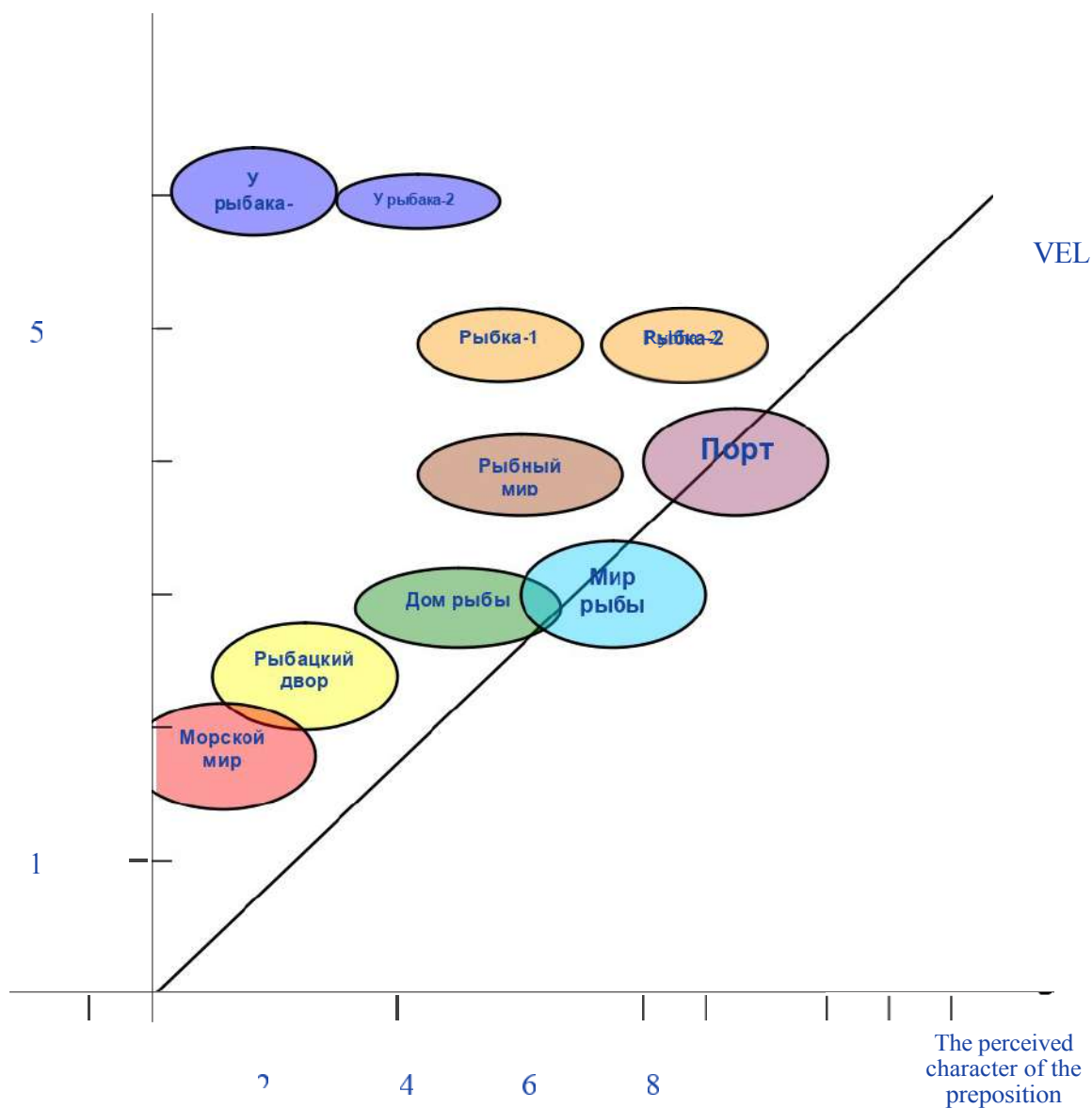
All names have been changed at the company's request. Poseidon Group has been operating on the Russian market since 1991 and is known as a major wholesaler of fish products (primarily frozen fish). In 2007 the company decided to enter the retail market for the first time in its history with a chain of specialized fish stores under the Poseidon brand which will be opened first in St. Petersburg (more than 40 stores) and later in Moscow and Moscow region (more than 100 stores).

Before opening its first store, the company must decide on the price positioning of its brand in the retail market of fish and seafood in St. Petersburg. Market research was conducted in order to study the perceived price level and quality of competitors' offers (see fig.1). Table 1 provides information on the perceived characteristics planned for the opening of Poseidon stores and competitors' stores.

Table 1: Characteristics of fish departments and stores in St. Petersburg

	Assortment	Quality <b>goods</b>	Quality <b>services</b>	Purity
Sea World	scarce	questionable	bad	ok
Fisherman's yard	scarce	questionable	Medium	ok
Fish	diverse	Great	Great	ok
Fish World	diverse	Great	Medium	Great
House of Fish	diverse	Great	Medium	ok
Port	diverse	Great	Great	Great
Fish World	Medium	Great	Medium	Great
A fisherman's	Medium	questionable	bad	Great
Poseidon	diverse	Great	Great	Great

The perceived price level




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**Assignment 4:** How does your company form its communication strategy? Does this process follow the algorithm in the outline? What method of marketing communications budgeting does your company use? Does your company evaluate the effectiveness of marketing communications?

Step algorithm	Actions taken by the company

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**Assignment S.** What distribution channels does your company use? How are channel members selected? Are you confident that the distribution strategy you have chosen is consistent with your distribution goals and objectives?

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## SECTION 2. PECULIARITIES OF STRATEGIC MARKETING DECISIONS IN THE B2B MARKET

**Assignment 6:** Using your company, if it works in B2B or another company (for example, one of your suppliers or partners from this sphere), formulate what are the peculiarities of working in the B2B market in this industry. Do you observe in the activities of the firm those features that are described in the course?

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**Assignment 7.** What are the main functional strategies in the B2B market? What are the features of pricing in this market?

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### SECTION 3. PECULIARITIES OF SOLUTIONS IN THE SERVICE MARKET

**Assignment 8:** Using material from your company, if it is in the service industry, or from another company in this industry with which you have had to interact, formulate what are the peculiarities of work in the service market. Do you observe the peculiarities described in the course?

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**Assignment 9.** Describe the main types of benefits that determine the value of the service to the consumer. What are the characteristics of marketing communications in the service industry?

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## MBA Start Program

### *General Management Module*

### Theme "Building Organizational Structures"

WORKBOOK



### Section 1: Classical organization theory

#### 1.1. Delegation, responsibility and authority

##### Task 1.

Draw a structural diagram of your company and analyze it in terms of the number of management levels. Determine the norm of manageability for the various divisions. Consider what factors determine the norm of manageability in a particular division.

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##### Task 2.

Think about how effective the delegation process is in your organization? What can you suggest to eliminate the causes that block delegation?

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## 1.2. Centralization and consolidation

### Assignment 3.

Assess the ratio of centralization to decentralization in your company. What factors have a significant impact on this process?

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## 1.3. Designing an organizational structure

### Assignment 4.

Analyze the extent to which your organization implements the principles of a rational bureaucracy. What type of departmentalization is typical for your company?

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### Assignment 5. Metallurgical company

Vitaly Zverev, CEO of a steel company, reported to the Board of Directors on the organizational structure of the company. A diagram of the organizational structure he designed is shown in Figure 1.



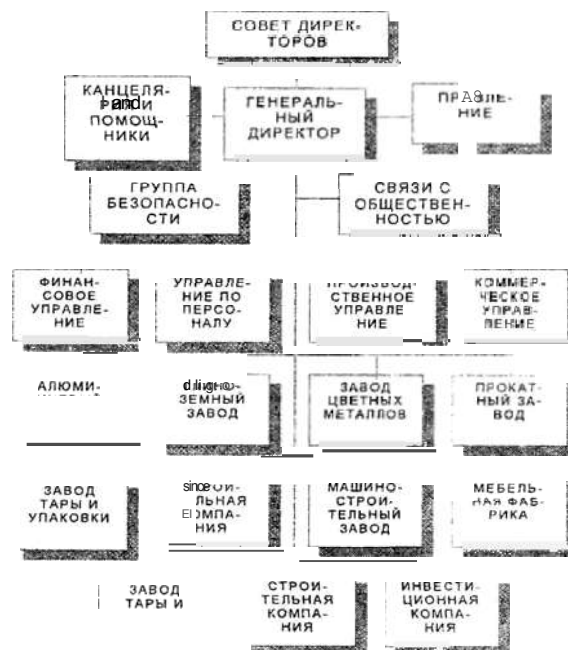


Fig. 1. Diagram of the organizational structure designed by V. Zverev's designed organizational structure

When one Board member asked him what he thought of such a large number of people reporting directly to him, Vitaly replied, "I don't believe in the theory that executives should have a limited number of subordinates. It squanders resources and creates bureaucracy. All my subordinates are good people and know what they have to do. At any moment they can ask me for help in solving any problems. They feel a sense of intimacy with the management. In addition, I prefer to know firsthand how each of them works and point out shortcomings and mistakes immediately. And if a section manager in a large department store can have twenty-five to thirty people in his charge, then I just have to be able to manage at least nineteen. In addition, a few subordinates are not enough to keep the manager busy, and I believe that you put me in this position so that I could work for the company all day long.

### Questions

1. How would you respond to Vitaly Zverev's statement? What arguments would you give for your side?
2. If you were a member of this Board of Directors, what would you suggest Vitaly Zverev do?
3. What alternative approaches to building an organization are possible in this situation? Explain your position.

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Task 6.

Conduct a survey of your company's employees, asking them to fill out a table.

	Totally agree			I completely disagree.	
1. You have a monotonous job					
2. When performing work tasks, you clearly adhere to the following rules					
3. Your work is varied, characterized by frequent violations of the rules					
4. Communication with management is in the form of advice rather than through instructions and directions.					
5. Colleagues and superiors help you in your work					
6. You rarely exchange information with people whose work is not related to your work assignments.					
7. Solutions, related to your work takes charge					
8. Employees at your level tend to formulate their work assignment for the day					
9. The lines of authority in your company are clearly defined					
10. The leadership style is rather democratic, than the autocratic					
11. Every employee is guided by job descriptions					
12. Collections of job descriptions are available at any time					
13. Employees understand the work of colleagues and perform a variety of tasks					
Amount of points					

52 or more points - a person works in an organization with an organic structure, which is characterized by unstable external environment, organizational flexibility.

26 points or less - mechanistic, "rigid" structure using traditional management.

Do the test results differ between employees in different departments? What do you think this is about?

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Section 2. *Modern ways to build organizational structures.*  
*Situational factors influencing the choice of structure*

2.1. *Trainees of the organization*

Task 7.

After reviewing Chaparral Steel's experience, articulate the core values of a learning organization's corporate culture.

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2.2. *Factors affecting the organizational structure*

Task 8.

Evaluate the organizational structure of Malard.

Production company *Malard*

*Malard Manufacturing* manufactures control valves for gas pipelines. The company's nearly 1,400 employees produce standard control valves that successfully withstand price competition. However,

as soon as the question of producing a new valve arises, problems arise. Innovations in electronics, metallurgy and flow control theory require the introduction of new products every year or two. And novelties cause conflicts and disagreements between company departments.

Let's look at the implementation process of the "CV305" valve model. As usual, the research team developed a basic design, from which the engineering department produced a sample control valve. The purchasing department must make a plan to purchase components to begin the manufacturing process. The production department is responsible for manufacturing parts and assembling the valves, and the marketing department is responsible for product sales.

According to the department heads, work on the CV305 should be done in parallel rather than sequentially. The marketing specialists would like to get prototypes beforehand, so that they can find out what customers think of the new design in the course of research. The production people insist that the new valve must match the existing equipment and be efficient in terms of production costs; they want to speed up the final plans, so that they can get the equipment up and running in time. Designers, on the other hand, need plenty of time for a comprehensive specification.

But in reality, the research and design departments keep their development plans secret, disrupting the schedules of their colleagues. A number of department heads have only recently taken over and have no experience in introducing new products. M. Crandel, the company's executive vice president, adheres to a strict management style. The department heads are required to coordinate all important decisions with her, but in the case of





"CV305" she does not manage to keep the situation under control. Her terms of reference are so large that M. Crandel simply does not have the ability to control all phases of development

"CV305." On November 1, M. Crandel received a memo from the head of the marketing department. It said, in part, "The CV305 must be on the market immediately. This is a matter of urgency. A new valve is needed in the market now, as sales agents report that our loyal customers are "ripe" to be approached by a competitor. "CV305" needs to go into production in no more than 30 days.

#### Questions

1. What is your assessment of the relationship between the horizontal and vertical structures at *Malard*? How appropriate is the system whereby department heads ask the executive vice president for help on any issue, rather than each other?
2. If you were *Malard's* vice president, how would you solve this problem? What should be done to start production of the CV305 within 30 days?
3. What structural changes will relieve the problems associated with future new product development?

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## StaL MBA Program

moan"" *'e'nsiv of the organization'*

Topic: "Evaluation and  
making investment  
decisions



## SECTION 2. DISCOUNTING

### Tasks on the topic of estimating the cost of credit resources

**Problem 1.** Determine the interest and the amount of accumulated debt if the loan is \$9,000, the term of the debt is 5 years, and the rate of simple interest is 12% YEARS AGO.

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**Task 2.** Determine what amount the borrower has to pay when the loan repayment date arrives, if the original loan amount was 50 thousand rubles, the term - 180 days, interest rate 6% per annum (simple interest is accrued, periodicity of accrual - once at the end of the loan term);  $K=360$ . The interest is to be repaid together with the principal amount.

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**Problem 3.** A loan in the amount of 2 million rubles was issued for a term of for 0.5 years. The payment for the credit was 1,2 million rubles. Calculate the loan rate.

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**Task 4.** A loan in the amount of 100 thousand rubles is given for 3 years at 10% per annum. Interest is accrued on the amount of the principal debt and (except for the first year) on the amount of interest already accrued at the end of each year. Determine the total amount owed on the loan at the time of repayment.

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**Problem 5.** Over what period in years will an amount equal to 25 million rubles reach 200 million rubles if interest is accrued at a compound rate of 15% per year and quarterly?

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### Tasks on the topic of assessing the value of bonds

**Problem 6.** You are 19 years old and you have just opened an account from which you will receive 100 thousand rubles when you are 25. The market rate is 11%. Interest is credited quarterly. How much money has been deposited into the account?

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**Problem 7.** You want to receive 12,000 rubles annually for 10 years. Your desired return is 15%. How much money should you deposit today?

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### Tasks on the subject of estimating the value of shares

**Problem 8.** An investor bought 50,000 rubles of preferred shares with a fixed dividend of 15% per annum and a total par value of 40,000 rubles. He sold them three years later at face value. Determine the current yield on the shares and the total yield on the transaction.

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**Task 9.** The company's expected profit per share in the current year is 20 thousand rubles. It is expected to grow by 4% annually. The capitalization rate of net profit, which is usual for a steadily growing company in this area of activity in this region, is 15%. The bank interest rate is 16%; the risk premium to the interest rate is 4%. Determine the price of the stock.

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## SECTION 4. BASIC RULES FOR EVALUATING INVESTMENT DECISIONS

### Tasks by WACC and CAPM models

**Problem 10.** The company plans to pay a \$2 dividend per common share at the end of the year, assuming that the dividend will then increase by 10% per year over the next 3 years. Under these economic conditions, the required rate of return on investment in this company's stock is 16%, and the return on risk-free securities is estimated to be 8%. After some time, investors' expectations changed significantly. The expected return on the market portfolio became 12%. Experts note the reduction of the systematic risk index value of this company to 1.1. If we take into account the shifts in the level of investment risks, how has the value of this company's shares changed.

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**Task 11.** The total amount of financing is 4,000 c.u. Of , 2,000 are bank loans and 2,000 are ordinary shares. The bank loan is to be repaid over 3 years in equal installments of 832.64 c.u. The company's common stock is sold for 50 c.u., the dividend growth rate is 10% per year, and the dividend amount is 5 c.u. The tax rate is 50%. Determine the weighted average cost of capital.

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## SECTION 6. PECULIARITIES OF MAKING INVESTMENT DECISIONS FOR DIFFERENT TYPES OF INVESTMENT PROJECTS

### The task of evaluating investment projects

**Task 12.** One of the owners offers to sell 10% of the share capital of a joint venture (JV).

Requested price USD 10 million. The JV is engaged in the production and sale of hard coal (anthracite) and owns two mines located 110 km from the port of Nampho (DPRK). The mines have a yield of 250 million tons and annual production of 1.6 million tons. The mines are expected to be reconstructed, after which the annual production will increase to 3 million tons.

According to the seller it is known that the cost of production of 1 ton is \$15, and the cost of transshipment, storage and loading - \$8.5. At the same time the world prices for coal - 75 dollars, and the contract with a long-term buyer (Hong Kong) is concluded on conditions of 65 dollars/ton. According to the materials of the business proposal, the profit from the sale of 1 ton - \$ 41.5, and the profit of the joint venture for the year - \$ 124.5 million. Considering the structure of the shareholders (Saddle LLC - 80%, state-owned DPRK Coal Company - 20%), the Russian party's share is \$99.6 million a year. The seller says that the project's advantages include the fact that the joint venture is exempt from profit tax by the decision of the State Planning Committee of the DPRK for 4 years.

Evaluate the adequacy of the asking price (fair, overstated, understated, by how much). Justify your position with a calculation. Note all the weaknesses (controversial, etc.) of the proposal.

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## SECTION 7. ANALYSIS OF THE PRACTICAL SITUATION

### Task 13. Making an investment decision on a commercial project

#### the development of the homestead village

This case is an example of the use of financial tools to make a decision to finance or not to finance an investment project and to make current investment decisions.

You are presented with investment project with high positive NPV, recommended for financing. Re-evaluate its effectiveness, taking into account all necessary parameters.

Suggest possible solutions to the problem and choose the best of them. Company

name: Vertical LLC.

Brief description of the company: The company is engaged in development activities. It mainly involves supporting and securing the implementation of investment projects for small institutional and individual private investors with sufficient savings, but without sufficient infrastructure or experience to bring the project to a successful completion on their own. The company works only with projects in Moscow and the Moscow region. The company is 7 years old. The last five years the company successfully implements all the projects entrusted to it, and as a result, it's growing dynamically. The number of employees varies depending on the number of projects accepted for implementation.

Project description: A private investor received an offer from a third party to buy a large plot of land (the former departmental preventive clinic "Zhavoronki") not far from Moscow. The seller argued that it was an effective way to preserve and even slightly increase capital, since the cost of land in the Moscow suburbs is constantly growing, seriously outpacing inflation. The investor, however, decided to do something different, namely to buy a plot of land, build a cottage community with all the necessary local infrastructure, and sell it separately (by the cottages). Thus, taking advantage of a timely offer, he hoped not only to save money, but also to substantially increase it. On his order, the developer Vertical ordered a draft of the necessary engineering and construction documentation and developed an investment project based on this draft. According to the project, up to 200 cottages of different comfort level were to be built in the settlement, the asphalt covering of the roads was to be repaired, the infrastructure was to be improved and partially replaced, and utilities and security services were to be provided to the future residents. The investor approved the project and started financing.

### Description of the problem:

1. *Problems facing the investor: First of all*, it is once again check the quality of the investment project developed by the developer hired by him, as well as monitor the correctness of the current financial decisions made by the developer.
2. *The problems facing the developer: first of all*, it is making the right decisions, not allowing the situation to go beyond the financial efficiency approved in the project.

### Problem Statement:

You are an independent appraiser. You are engaged by the investor to reassure his soul that the developer is fulfilling his obligations effectively. You need to:

#### On Issue 1.

**Task 1.1.** Check the variant of the investment project developed by "Vysota" and prepare a brief report for the investor concerning the correctness of the calculations presented in it.

Some recommendations/questions:

- Note the forecast for home sales revenue. Do you think this is a correct forecast?
- Is a quarterly breakdown of the project sufficient?
- Are the NPV and IRR correctly calculated?
- Would the project change if you discounted each of the cash flows individually instead of the total (income minus expenses)?
- Use a separate rate to discount project income (for example, the borrowing rate) and a separate rate to discount project costs (for example, the lending rate).

**Task 1.2.** In addition, your educated investor wants you to calculate the WACC of the project.

**Task 1.3.** Compare the financial characteristics of this project with the alternative project (NPV - \$4.2 million, IRR - 43%, profitability index - 160%, payback period - 4.5 years) and conclude which of the projects you recommend to choose.

*On Problem 2.* Prepare regular recommendations for the developer (to change the terms of the project, sell part of the project or the entire project to an outside investor, freeze the implementation of the project for a certain period, abandon the project completely) regarding certain actions in response to changes in business conditions in the country and the region or in order to eliminate the consequences of mistakes made by the developer. Recommendations should be accompanied by arguments.



A brief description of the events occurring in the course of the project

**Assignment 2.1.** At the end of the second quarter, there was a dramatic and one-time interest rate increase, averaging one-third. What are the consequences for the financial efficiency of the project? Should it continue, or should the project be closed, frozen, etc.? Justify your conclusions. Can you offer organizational recommendations to mitigate the effects of an interest rate increase?

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**Task 2.2.** At the end of the third quarter, it turns out that the construction of one of the new office buildings used significantly better flooring than was required (instead of a simple flooring between floors, they used bomb shelter slabs). The net loss from this operation was \$100,000. What are the financial implications? Should it be continued, or should the project be shut down, frozen, etc.?

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**Task 2.3.** At the end of the fourth quarter, it turns out that the project did not take into account the regular inspections by local municipal and regional agencies and the resulting small but regular fees. Name all the government agencies that have the right to conduct inspections, and estimate the amount of money that would theoretically have to be spent in connection with receiving such guests. How will this affect the financial efficiency of the project?

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**Task 2.4.** At the end of the fifth quarter (the first quarter of the second year), the local housing and utilities monopolist unexpectedly increases the cost of water, both potable and technical, supplied to the cottage community. How will this affect the financial efficiency of the project?

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**Task 2.5.** At the end of the sixth quarter, it turns out that the project did not take into account the excess noise created by the federal highway, which passes 50 meters from the boundary of the village. It cost \$2.5 million to build a shield wall to protect the village from noise, but only \$100,000 to persuade representatives of one of the highway agencies, which is implementing a federal target program to protect homes from the harmful effects of highways, to include the section of road along the village in the registry of that target program.

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**Assignment 2.6.** At the end of the seventh quarter you suddenly notice that housing prices are going up, and the forecast for the future shows further growth. Your suggestions to the developer: postpone the sale of cottages, raise prices, etc.?

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**Task 2.7.** At the end of the eighth quarter, it turns out that the project does not use the old, already unused water tower, located almost in the center of the village in a small forest area. Your suggestions for its use, elimination, etc.? Can this object somehow affect the final characteristics of the project?

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Cash flows by quarters (in \$):	1 year				Year 2			
	I	II	III	IV	I	II	III	IV
<b>Revenue</b>								
Home Sales				8 888 320	8 888 320	8 888 320	8 888 320	8 888 320
Sales of Townhouses				331 333	331 333	331 333	331 333	331 333
Costs of sales	-	-	-	-368 786	-368 786	-368 786	-368 786	-368 786
<b>Net proceeds</b>	-	-	-	<b>8 850 867</b>	<b>8 850 867</b>	<b>8 850 867</b>	<b>8 850 867</b>	<b>8 850 867</b>
<b>Expenses</b>								
Acquisition of a land plot	10 199 000							
Transfer for residential development	1 848 840		1 848 840					
Design, networks, roads	217 000	217 000	217 000	217 000	217 000	217 000	217 000	217 000
House Construction			2 314 667	2 314 667	2 314 667	2 314 667	2 314 667	2 314 667
Construction of Townhouses			207 083	207 083	207 083	207 083	207 083	207 083
Construction public facilities.			425 000				425 000	
Marketing costs		126 441	126 441	126 441	126 441	126 441	126 441	126 441
Ongoing expenses	36 000	36 000	36 000	36 000	36 000	36 000	36 000	36 000
Development Fee	738 050	22 766	310 502	174 071	174 071	174 071	199 571	174 071
Interest on borrowed funds		-	-	-	-	-	-	-
<b>Total expenses</b>	<b>13 038 890</b>	<b>402 207</b>	<b>5 485 533</b>	<b>3 075 262</b>	<b>3 075 262</b>	<b>3 075 262</b>	<b>3 525 762</b>	<b>3 075 262</b>
	<b>36 597 373</b>							
<b>Profit/loss</b>	-13 038 890	-402 207	-5 485 533	5 775 605	5 775 605	5 775 605	5 325 105	5 775 605
<b>Increasingly</b>	-13 038 890	-13 441 098	-18 926 631	-13 151 026	-7 375 421	-1 599 816	3 725 288	9 500 893

NPV, \$	9 500 893
IRR	39%



Project profit excluding interest	9 500 893 \$
Project profit minus percentages	9 500 893 \$

Kredptovanpe	-13 038 890	-402 207	-5 485 533				
PogaiJenne							
credempta				5 775 605	5 775 605	5 775 605	1 599 816
Increase							
ITogom	-13 038 890	-13 441 098	-18 926 631	-13 151 026	-7 375 421	-1 599 816	
Share of income							
foundation							2 421 438 3 754 143
Then the	-13 038 890	-402 207	-5 485 533	5 775 605	5 775 605	5 775 605	4 021 254 3 754 143
foundation							

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MBA Start Program

General Management Module

Theme "Conflicts and Stresses"

WORKBOOK





## SECTION 1. The Structure of Conflict

### Assignment 1: Answer the self-test questions

1. Define conflict cognitively, interactively, and reflexively.

Cognitive definition of conflict

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Interactive conflict definition

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Reflexive definition of conflict

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2. List the causes of conflict generated by the labor process.

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3. List the causes of conflict caused by the psychological characteristics of human relationships.

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4. List the causes of conflict rooted in the personalities of team members.

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5. What types of conflicts do you know?

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6. What are the functional and dysfunctional consequences of conflict?

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## Assignment 2. Psychological practice. Your type of reaction in a conflict situation (K. Thomas questionnaire)

This is the K. Thomas Test of Conflict Behavior, which is adapted to study the predisposition to conflict behavior.

To describe the types of behavior of people in conflict situations, C. Thomas considers the two-dimensional model of conflict regulation applicable, the fundamental dimensions of which are cooperation, associated with the attention of the individual to the interests of others involved in the conflict, and assertiveness, characterized by an emphasis on protecting one's own interests. According to these two basic dimensions, Thomas identifies the following ways of regulating conflict:

1. Co-competition (competition) as the pursuit of one's interests to the detriment of another.
2. *Prlosodlenie*, meaning *В* as opposed to rivalry, sacrificing one's own interests for the sake of another.
3. *Compromise*.
4. *Izbezhaniye*, for which is characterized by as absence of desire for cooperation, as well as a lack of tendency to achieve their own goals.
5. *Cooperation*, when the participants in a situation come to an alternative that fully satisfies the interests of both parties.

In order to determine which strategy of behavior in conflict you are more inclined to, answer the questions of the C. Thomas questionnaire.

Instructions: You will be presented with thirty pairs of judgments. In each pair, choose the judgment that is most typical of your behavior.

1. A. Sometimes I leave it to others to take responsibility for resolving a controversial issue.  
B. Rather than discuss what we disagree about, I try to point out what we both disagree about.
2. A. I try to find a compromise solution.  
B. I try to settle the case with the other's interests in mind and my own.
3. A. I usually persevere to get my way.  
B. I try to reassure the other and mostly keep our relationship.

4. A. I try to find a compromise solution.  
B. Sometimes I sacrifice my own interests for the interests of another person.
5. A. When dealing with a controversial situation, I always try to find support from the other.  
B. I try to do my best to avoid useless tension.
6. A. I try to avoid causing trouble for myself. B. I am trying to get my way.
7. A. I try to postpone resolving a controversial issue in order to resolve it definitively over time.  
B. I consider it possible to give in something in order to achieve another.
8. A. I'm usually persistent in trying to get my way.  
B. The first thing I try to do is to clearly define what all the interests and issues raised are.
9. A. I think it's not always worth worrying about any disagreements that arise.  
B. I'm making an effort to get my way.
10. A. I am determined to reach my own.  
B. I'm trying to find compromises.
11. A. The first thing I try to do is to clearly define what all the interests and issues raised are.  
B. I try to reassure the other and mostly keep our relationship.
12. A. Often I avoid taking a position that might cause controversy.  
B. I allow the other to keep his opinion on something if he also meets me halfway.
13. A. I suggest a middle ground.  
B. I insist that it be done my way.
14. A. I tell the other my point of view and ask about his views. B. I try to show the other the logic and advantages of my views.
15. A. I try to reassure the other and mainly to keep our relationships.  
B. I try to do whatever is necessary to avoid tension.
16. A. I try not to hurt the feelings of the other.  
B. I try to convince the other of the advantages of my position.
17. A. I'm usually persistent in trying to get my way.  
B. I try to do my best to avoid useless tension.



18. A. If it makes the other happy, I'll give him the opportunity to insist on his own.  
B. I allow the other to keep his opinion on something if he also meets me halfway.
19. A. The first thing I try to do is to clearly define what all the interests and issues raised are.  
B. I try to postpone resolving a contentious issue in order to resolve it definitively over time.
20. A. I'm trying to get over our differences immediately.  
B. I try to find the best combination of benefits and losses for both of us.
21. A. When negotiating, I try to be attentive to the other's wishes. B. I always tend to discuss the problem directly.
22. A. I try to find a position that is in the middle between my position and the other person's point of view.  
B. I stand up for what I want.
23. A. As a rule, I am concerned with satisfying everyone's desires.  
B. Sometimes I leave it to others to take responsibility for resolving a controversial issue.
24. A. If the position of the other seems very important to him, I try to go along with his wishes.  
B. I try to persuade the other to come to a compromise.
25. A. I try to show the other the logic and advantages of my views. B. In negotiating, I try to be attentive to the other's desires.
26. A. I suggest a middle ground.  
B. I am almost always concerned about satisfying everyone's desires.
27. A. Often I avoid taking a position that might cause controversy.  
B. If it makes the other happy, I'll give him the opportunity to insist on his own.
28. A. I usually push hard to get my way  
B. When dealing with a situation, I usually try to find support from the other.
29. A. I suggest a middle ground.  
B. I don't think it's always worth worrying about any disagreements that arise.
30. A. I try not to hurt the feelings of the other.  
B. I always take a position on a controversial issue so that we can work together with the other person concerned to succeed.



Key to the test

No · n/a	Strategy of behavior in a conflict				
	rivalry	collaboration	compromise	avoidance	fixture
1				A	Б
2		Б	A		
3	A				Б
4		A	A		Б
5				Б	
6	Б			A	
7		Б	Б	A	
8	A				
9	Б			A	
10	A		Б		
11		A			Б
12			Б	A	
13	Б		A		
14	Б	A			
15				Б	A
16	Б				A
17	A			Б	
18			Б		A
19		A		Б	
20		A	Б		
21		Б			A
22	Б		A		
23		A		Б	
24			Б		A
25	A				Б
26		Б	A		
27				A	Б
28	A	Б			
29			A.	Б	
30		Б			A



## SECTION 2 Conflict Management

### Assignment 3: Answer the self-test questions

1. What are the main stages of conflict?

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2. What methods of conflict resolution do you know?

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3. Define and describe conflict resolution methods such as accommodation, compromise, avoidance, competition, and cooperation.

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#### Assignment 4. Situation Analysis. "Irina's Choice."

Irina was faced with a dilemma: What should she do? She had recently started working for an accounting consulting firm and had already run into a problem that might have affected her future relationships at the firm. During an audit of one company, she discovered that a large amount of money actually paid to employees of that company had not been routinely routed through the payroll. This practice was quite common in many commercial and government agencies and helped hide a substantial amount of cash from taxes.

Irina believed that this practice was wrong and illegal and should be reflected accordingly in the audit report. She raised the issue in a conversation with Nikolai, a senior member of her audit team. He acknowledged that such a problem exists in general, but did nothing to move forward in resolving it. Nikolai suggested that Irina talk to the head of the firm if she was not satisfied with anything in the matter.

Before going to her supervisor, Irina thought long and hard about the problem. The auditing classes she continued to attend, which the firm held periodically, emphasized the ethics of professional auditing and her firm's commitment to high ethical standards.

This finally convinced her of the need to meet with the head of the firm. However, the visit to the management was unsuccessful. Alexei Petrovich, the firm's director, agreed that the practice Irina discovered was not actually correct. At the same time, he noted that other clients with whom they have had to deal have acted in a similar way. Alexei even went so far as to tell Irina about the possibility of losing a client if her findings were reflected in the audit report. He made it clear that he was not satisfied with such an outcome. That meeting left Irina with the feeling that if she went any further with the problem, she would surely make an enemy. Her state of dissatisfaction and anxiety did not go away, and she decided to discuss the problem with one of her colleagues.

Irina approached Boris and Mikhail, who had been working at the firm for about two years. It turned out that they had encountered similar cases in their audit work before. They were surprised that Irina went to the firm's director without her direct supervisor, the head of the audit department. Boris and Mikhail brought it to her attention that if she stood her ground, they would not get out of trouble. They acknowledged that the clients' actions were in fact wrong, but they were hesitant to reflect that in their audit reports. They did so because they knew that the firm's management was looking the other way. So they did not want to cause problems. Boris and Mikhail urged Irina to be a member of the "team" and remove the issue.

Irina was faced with a choice. In principle, she could have insisted on going over the head of her immediate supervisor. She understood that even if she was forgiven, she would immediately have to change jobs. And what was absolutely certain was that her actions would not please her co-workers. Of course, she could simply forget about what had happened and do nothing. With this outcome, she thought, the employees







### Assignment 5: Answer the self-test questions

1. Describe the goals of negotiation.

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2. What negotiation strategies do you know?

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3. List the main stages of negotiation.

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4. What is the role of the third party in negotiations?

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### Task 6. Situation Analysis. "Antique store".

After familiarizing yourself with negotiation strategies and tactics, answer the questions for the "Antique Shop" case study.

*Practical situation "Antique store"*

A friend of yours works in an antique store. You met for dinner and he told you the following story:

"You know, all is not well with selling antiques right now. The market is saturated, prices are falling and you need to make great efforts to convince customers to buy something. And when a representative of one of the major banks appeared in our store, I was very happy. He wanted to buy a set of 18th century Italian furniture, very expensive Persian rugs and some of our best prints and tapestries. He said he went to several other stores.

We moved on to discussing the price, and I told him \$325,000, and added that it was our "starting price" and we could certainly negotiate. He laughed and offered 50% of that amount. I started praising our product, telling him how high quality it was, and offered to buy it at a 10% discount.

He responded by saying that he had no doubts about the high quality of the goods, but he was also confident that we could not afford to miss out on such an important customer. I began again to talk about the product, about the trends on the antiques market, stressing that the products we offer are just now coming into fashion and offered him an additional 6% discount.

I said that it would leave us with practically no profit, but for the sake of such an important customer we were willing to make some concessions. He said that he liked our product, but unfortunately it did not fit into the budget. In an attempt to still convince him I offered a very original Chinese vase worth \$5000 as a "free supplement" to the collection.

He thought about it, but to my disappointment, he said he had to discuss the matter with his boss, and he probably wouldn't like the price. That was strange, because I understood he had the right to make such decisions on his own. He said he would call me soon. I'm looking forward to hearing from him and hope that he will make a purchasing decision, although I have a feeling he will be asking for discounts again. But what can I do, that's our job. The main thing is to make sure that the customer doesn't get upset.

**QUESTIONS:**

1. What did the seller do wrong?
2. Did he understand the client's needs? How should he have behaved in this situation?



Task 7. Situation Analysis. "Antique store".

1. Give a definition of organizational stress.

2. What are the subjective causes of organizational stress.

3. How form goals measures to eliminate and prevent organizational stress?

**Task 8. Situation Analysis. "Koro choose?"**

Read the two cases published in the Harvard Business Review - Russia and propose solutions to these conflicts.

**The Dilemma**

After some thought, Valery Kurbatov decided not to buy a gown for the graduation ceremony: he would rent one, as most newly minted MBAs from the Wharton School of Business do. Well, yes, the event is pathos, but to shell out \$700 for a cap&gown — that's a little too much. And it's not the time to waste money. On his return to his home country, there would be a lot of expenses: he had to make repairs in his Moscow apartment, buy a car, and pay off the student loan. True, his home holding Transgroup was ready to cover all Kurbatov's expenses for studies, but only on the condition that he would return to his old place. But is it worth it? Valera was tormented by doubts. And his classmate Sasha Langer still could not understand why he hesitated, especially when Kurbatov once again described the merits of Transgroup:

— Our bank, just imagine, is already in 34th place in terms of both net assets and equity. We recently bought an oil refinery in Nizhnevartovsk... And what a prospect! A couple of factories, a tour operator, residential real estate, in general, to develop and grow. Challenge, of course, is here. What is more, Borisych, the owner of the business, is now studying for his MBA himself, by correspondence. You can speak the same language with him...

— Then what's the problem? - Langer interrogated. - You don't want to stay in the States... The money you are being offered is fine... (Sasha himself was going to be director of strategic marketing at a large Russian auditing company). Have you noticed that you still talk about "Transgroup" "our", "us"? - he said in passing.

There was, however, something Valera didn't even tell Langer.

The graduation party was a success. Freshly minted Master of Business Administration Kurbatov reached his apartment toward morning. He went out on the balcony, smoked a cigarette, thought: "How lucky I am with my neighbors! The others would have been outraged long ago - how dare I poison their bodies with my smelly and harmful cigarette!" And he began to remember...

**How it all began**

Five years ago, Valery Kurbatov, then head of the Settlement Systems Division of the Plastic Cards Department at Roskommerts Bank, accepted the offer

"Transgroup (by then it consisted of a single, but very promising, AKB) and became director of the plastic card department

"Transgroupbank. His classmate Pavel Myatev was already the president of this financial institution, which turned out to be, perhaps, the only fly in the ointment of opportunity. Valera remembered his new boss as an ordinary, companionable guy who had received flimsy

"glee." thanks to his ability to nod and joke at the right moment. Pasha Myatev, in turn, could not understand how this abstruse Valerik, who argued with venerable professors and zealously memorized theory, managed to achieve something in real life. From the very first day, an even, though cool, relationship was established between them.

Valera began his work at the new place by assembling a team. That was when he met Alena Mikhailova... As a specialist at the time, she was virtually nothing - no serious experience, no successful projects under her belt. But still Valera took Alena, because he saw in her a relative . He felt in her a burning desire to grow, to develop and to learn. That in itself was already worth a lot... Mikhailova was the first member of his new team.

In two years there were already more than twenty people working in the department, "Transgroupbank became a principal member of the Visa and Europay payment systems, built its own processing center and ranked among the top five in terms of the volume of cards issued.

And Valery Eduardovich Kurbatov received the post of vice-president, joined the board and became a highly respected manager. His opinion was listened to by the owner of Transgroup, he was invited to all kinds of bank conferences, he was constantly approached by business media journalists - asked for comments for publications about banks. Alena, on the other hand, became Alena Alexandrovna, Valery's deputy and friend. Leaving for study in the States, Kurbatov insisted that Alena head the department.

### Breaking

Now it was Alena Mikhailova who became the main obstacle for Kurbatov, because of her he did not want to return to Transgroup. Pashka Myatev had been the president of the holding for a year already, and Alena herself, having skillfully used the opportunities given to her, took over the head of the bank, which still remained Transgroup's most powerful asset. And you have to hand it to Mikhailova: under her leadership, the bank broke into the top twenty. She managed to find a common language with Myatev, whom she once called "our much-talked-about but little-thinking head" and together they managed to turn against Valera half of the holding's board - Kurbatov felt it during his last visit to "Transgroup. Valera was somehow convinced that it was Alena and not Myatev who made decisions for the entire holding - decisions that were weak and short-sighted.

Even without complete information, he saw that not all opportunities were being used: the holding takes a passive position, does not acquire promising enterprises, which should be grasped with both hands, does not open new, long overdue areas and thus cedes the initiative to competitors. And this is understandable: Myatev is more of a tactician than a strategist, he does not see

He has never been a leader capable of leading his team. Alyona, on the other hand, always hesitates a long time when making decisions... Eh, if he - Valera Kurbatov - were allowed to turn around. He would have shown his class!

Mikhail Borisovich Chasovnikov, the owner of Transgroup, made it clear that he hoped for Kurbatov's return, offered him a salary of 15 thousand plus bonuses, a car with a driver, everything as it should be... However, not a word was said about the dismissal of Myatev and Mikhailova, which meant that he would have to work under them...

Swiping a stack of Financial Times and The Economist from the table, Kurbatov opened the weekly and began to draw diagrams. Valery knew for sure: he wanted to return to Transgroup. But not on any terms.

So, option one. He comes to the holding company as some kind of executive director, and gradually survives Myatelev and Mikhailova. There was no doubt in his mind that he would be able to do it - MBA graduates are considered skillful manipulators for a reason! In addition, he knew what to play on. But the theories of partnership leadership, which he had learned and taken to heart, did not allow him to stoop to the level of banal intrigue and manipulation. It remained "to kill the dragon" by working for results. But there was a hitch - the lack of a team. For two years Valery MBA-wanderings Alena and Paul got rid of almost all the old employees, and recruited loyal to them personally and controllable newcomers. Creating a new team or establishing relationships with the existing team required time, and Valera almost did not have it.

Option two... Where is he, the second option? Openly talk to Alena? Who knows what's really on her mind? Maybe they can become a team again? Doubtful... Although... One could try to "build" Mikhailova, to make her his puppet, spitting on all the clever and good principles of leadership based on trust and cooperation.

— Damn!" cursed Valery out loud, crumpling his red Marlboro butt. Disturbance

Walking warm summer rain was falling. Rublevka was almost empty. President

"Transgroupbank" - PhD in Economics, beautiful and lonely Alena Mikhailova looked at the road through the streams running through the windshield and wished that this road would never end and not have to make decisions, find answers, figure out how to behave with Kurbatov. The cell phone rang.

— I'm on my way," she answered briefly to her friend Ninka, whom she was actually going to visit. Ninka's husband was away on a business trip, and the two-story mansion on Nikolina Mountain was at their disposal.

— You seem tense today. Is it because of Valera? - Nina asked, pouring Alena her favorite chamomile tea.

— You know, I can just see that arrogant face! I can already hear the endless anglicisms and the blubbing, "Uh, how do you say that in Russian?" I bet that the day after his return, he will hang his diploma and a picture of the course on the wall, and the entire office will be decorated with souvenirs with the symbols of his alma mater. He would start talking about ozone depletion, pardon me, ozone depletion, but at the same time he would be throwing cigarette butts in the street. Valery Kurbatov, a master of business acumen! Orchestra, touche!!! You should have heard the lecture he gave me in his

last visit: I'm living and working all wrong, and I need to study these books by Professor Figgins-Miggins! Thank you, of course, but people are not textbook cases. I am human, I have my own problems, my own desires and ambitions. I'll tell you a secret, Nin, I'm getting a little bored at the bank. I feel like my guys can do just fine without me. Why can't I be president of the holding company? What's most frustrating is that it would have worked out just a little bit more... But then Valery Eduardovich, our entitled, burdened with supreme knowledge, returns from the distant Americas!

— On the other hand, he's the one who hired you to work at the bank.

— So? I am grateful to him to the point of tears, but today I am an independent business unit, not an appendix to the Great and Powerful. And I don't want to feel like a first grader next to him again. I don't know what Borisych will decide, but if he puts Valerka over me, I have to leave. I'm not stupid, I understand that he's a more suitable candidate for the presidency.

— What does Miatlev think?

— He doesn't think anything! And I just get furious when I see how one factory, then another, sails out from under Pashka's nose. He puts off real estate, tourism, and everything else for later... Borisych has serious problems with his son now, so he entrusted everything to Pashka. My opinion Myatev does not ask. And the team! You should see who he's recruited! Friends half and half with yesterday's graduates. If Borisych doesn't interfere, and immediately, it is unclear what will happen to "Transgroup"... All right, let's go to bed, I have a meeting with the branch managers in the morning.

But Alena could not sleep. In her heart she understood that in many respects she agreed with Kurbatov and, to be honest, she considered an MBA degree herself, secretly read books that she called abstruse. Nevertheless Kurbatov, her former mentor and friend, pedantic Valerka, mad about theories but not always able to apply them in practice, irritated her to madness, and this irritation could not be canceled by any arguments of reason. And once she had loved him...

Do you prefer Koro?

Mikhail Borisovich Chasovnikov let the chauffeur go, reached his apartment, pulled down his tie, turned off his cell phone, and brewed a heavy dose of coffee - he prepared himself for some painful contemplation.

With Myatev everything was clear, he sat in the leadership seat for the time being, his passive-defensive position ruined everything that Mikhail Borisovich had managed to create in four years. But who should replace him - Kurbatov or Mikhailova? Or is an alliance of Kurbatov plus Mikhailova possible? How to combine two leaders in one holding, strong, intelligent, aggressive in their development? Two leaders, each with their own strengths and weaknesses... Mikhaylova is "in the know", she is close, understandable and controllable, she has a good understanding of banking matters and is a quick learner. But is it possible to entrust her with the entire holding? With her not so impressive experience of running a big company? With her tendency to make decisions in a reasonable and slow-moving, "Japanese" way? Two or three more years under his leadership, and he would have had no hesitation in appointing Alena president of Transgroup. But today...





*The master is the lord*

Returning to work after an illness, Alla Kirina, financial director of Fortuna, went straight to her boss to say hello.

- Можно?

She knocked on the door of the office for the sake of decorum. Ivan Dmitrievich Voropayev, the largest shareholder and part-time director, was not alone. Across from him at the table sat a stubby young man with glasses. When he saw Kirina, Voropayev smiled.

- Of course you can. And we're just waiting for you. Meet Alla. This is our new board member, Edward Menshikov. Delegated by a partner, Zeintz Corporation, which you know very well. To build bridges, so to speak.

What a piece of news! Alla could not believe her ears.

- Ivan... So did we get a board of directors?

Kirina was surprised, but tried to keep her composure. Never before had Voropayev made such important decisions without consulting her. Alla was not only the financial director, but also the owner of a 25% stake in Fortuna.

- Well, there can't be two opinions here! - Voropayev was as peremptory as always and immediately began to convince Alla heatedly. - You understand, we have entered the XXI century! The Board of Directors must improve the efficiency of the company. Edik told me that Zeintz's Board of Directors consists of eleven people. Don't worry, I also included you!

- And how many more people went in there? Why didn't we hold a general meeting as usual? What was the rush?

- Okay, I'll answer in order, Comrade Kirina! - Voropayev blushed. Alla knew from experience that this meant the highest degree of dissatisfaction. - The board of directors includes, along with me, you and Edik, three more people. The head of sales, the chief accountant and the first deputy director. Naturally, I became the chairman of the board of directors. We didn't want to tell you about it in your hospital bed for your own good, so as not to disturb your recovery process.

But Kirina had another, no less important question, which she did not fail to ask.

- And how did a Zeintz representative come to be on the board of directors?

- Let me explain. The concern is planning to expand its activity in Russia and the CIS. They have been looking at us for several years, and now they have decided to make an offer to buy Fortuna. And Mr. Menshikov was sent by the head office to study the situation, to look around, and to clarify the offer.

The hour is not easier than the hour! Alla was thrown into a fever, but she managed to keep her cool even here.

- So, what's the offer from the concern, Edouard?

- Can I lay out all the nuances of the negotiations? - Menshikov looked at Voropayev questioningly.

- Yes, of course. Alla is her own person, she will understand everything properly.

Menshikov cleared his throat and, fixing his tie, began to spell it out as if it were written.

- So, our company is ready to buy 100% of the shares of Fortuna LLC for \$1 million. We are ready to buy 75% of Mr. Voropayev's shares for \$900,000 and your 25% for \$100,000.

- Wow, what a brisk start you made... Eduard, can you leave us alone with Ivan Dmitrievich for a while? - Alla smiled tautly. - We need to talk to him face to face.

- Of course, Mrs. Kirina. Nodding,

Eduard left the office.

### The beginning of the end

Alla Kirina, a young engineer, met the brave Major Ivan Dmitrievich Voropaev back in 1989, during a tour to Poland. They became acquainted and became fast friends.

- Tell me honestly, are you going to spend your life in your research institute or do you still want to be rich? - Ivan asked one day.

Of course, Kirina didn't mind getting rich. And then Voropayev laid out his plan for her. They would organize a joint venture with his Polish acquaintance: Voropayev owns half, Alla and the Pole each own a quarter of the shares. The organization will be engaged in the supply of gardening equipment from Poland. Kirin was satisfied with the plan, and the partners actively began to implement it.

Market conditions favored the new businessmen. A year later they switched from one-time, semi-permanent deals to container shipments. And soon Voropayev suggested that Alla register a limited liability partnership for the two of them. Thus Fortuna was born. Voropayev, as an organizer, took over the share of the Pole who had by that time gone astray. Business was booming, and after a while there was a question of opening branches. Ivan stayed on as General Director and Alla went to "handle matters" in the regions. With bribes, flattery, feminine charm, she opened the doors of the heads of administrations, negotiating favorable rental terms, recruited staff, by eye to determine the characteristics of demand. In six months of intensive work, "Fortune" has acquired eight branches in major Russian cities. But this breakthrough was not easy for Kirina. Having caught a cold on her last business trip, she collapsed for three weeks with pneumonia. As it turned out, the partner had had enough time to come to an agreement with Zeintz...

And now, left alone with Voropayev, Alla finally let loose

- Could you start by clearing one thing up for me? If we're for sale, why the discrimination? Even based on a simple package ratio, I should be getting three times as much.

Voropayev looked down.

You see, at first the investors weren't very interested in your stake at all. They were going to limit themselves to my controlling stake, paying a million for it. But I myself insisted that your contribution to the formation of the firm be valued.

Kirina's hope that this was a simple misunderstanding faded. What was happening was looking more and more like a farce.

- Ivan, when was the last time you opened our charter? You're making decisions without me, holding meetings, organizing some kind of councils, bringing all sorts of Ediks... Isn't that too fast? And you realize that without my consent you can't sell your share?

- Well, you talk, talk, but don't talk too much! - Voropayev jumped up from the table. - What do you think I've been slaving all these years with seeders, looking for buyers for? So that you could smash my dream to pieces? You... - He turned red and began to pull at the knot of his tie.

Kirina, on the other hand, was calm.

- And let's call your Edik and hear what the potential shareholders think about it. Can you run everything at Fortuna by yourself, or do I have to agree to this? - Alla opened the door and invited Menshikov in.

- I have to disappoint you, Ivan Dmitrievich. Alla Nikolaevna is formally right, - concluded Menshikov, having heard the arguments of the parties. - You had enough votes for holding the meeting and electing the board of directors. But the consent of Mrs. Kirina is necessary for the new participant in the company. Do I make myself clear?

- Quite," said Voropayev, who had grown sad for a moment. Suddenly his eyes sparkled again. - Allochka, why don't we not cut the bullshit? If it's a question of money, then let me give you another fifty thousand dollars? From my own, eh? We only live once. It's time for me to retire, to take care of my grandchildren... And you've been burning for work all this time, you haven't been on vacation for two years... And with that kind of money, you'll live like a human being. You're still young... What do you think? Will you at least let me sell my share?

- Gentlemen," Menshikov suddenly intervened. - There is one more condition that you, Mr. Voropayev, don't know about yet. The management has instructed me to clarify the position: Zeintz Group buys all 100% shares or refuses to acquire Fortuna at all. This is our last word. As they say, you either don't eat the apple at all, or you eat it all. So what do you tell us, Mrs. Kirina?

- I'll tell you that I'm not selling my share. And you, Vanya, I won't let you sell. As tempting as it may be to slaughter a chicken, it lays golden eggs! And your concern, Edik, has calculated it perfectly. We are the first in Russia in terms of sales of these very "planter-weeders"! Our building alone is worth half a million dollars at today's prices. Fortuna would make less than a million in less than a couple of years! Turnover grows every year, and so do the profits. How can you sell such a business, Ivan? That's desertion!

- So the deal is off? - Menshikov was emphatically restrained.

- Right now and on these terms, yes. Come and see us in five years - we'll talk! But then maybe we'll buy your concern ourselves! - Alla, smiling mischievously, turned to Voropayev. Her gaze was full of triumph: "Look, how we did it! But Ivan suddenly waved his hand awkwardly and began to slowly settle down. Kirina rushed to him with a glass of water. In Voropayev's wheezing she could make out only two phrases: "You have ruined my old age now... I do not have five years ..." And then the ambulance arrived, and Voropayev was taken to the hospital.

## On the knives

Voropayev took a long time to recover - his age was taking its toll. Alla tried to visit him several times, but she was not allowed beyond the emergency room. But the lawyers from Zeintz led by Menshikov visited Ivan Dmitrievich almost every day.

Upon her return, the director of Fortuna did not hurry to Allyn's modest office, as he had done before. His new secretary told Kirina that the chief was not feeling well and would not be able to see her until next week. Alla was perplexed.

And then a complication of a very unusual nature began. When Kirina, who was still the financial director, asked the accountant for sales figures for the week, the latter, blushing and embarrassed, said that from that day on she had no right to give out internal company information "without a written order from Ivan Dmitrievich. All this is strange, Kirina thought, but she did not take the incident seriously, deciding that Voropayev is just being weird. However, just the next morning, taking the current supply contracts as usual for inspection, she found two strange contracts. One was concluded between Fortuna LLC "represented by I.D. Voropayev" and the construction company Chess-21 "represented by V.I. Voropayev". This was the son of Ivan Dmitrievich. So, according to the contract, the builders undertook to

"to overhaul the client's office for \$100,000 for one year with 70 percent advance payment. According to the second, no less suspicious contract with some Volga company, Fortuna was buying shares of a local Internet operator for \$70,000. "In order to intensify the distribution of products supplied by the company on the Russian Internet network." And with a 30% prepayment.

Alla, furious, burst into Voropayev's office. He seemed to be waiting for her.

- I found a couple of wonderful contracts, and, you know, I'm speechless! You're going to ruin the firm?

Voropayev was calm and as if he hadn't even heard Kirina's words.

- You sit down. Have some tea. Sweet tea for now. Otherwise, things might turn out so that the company won't have a piece of caxapa.

- What are you talking about? - Alla did not understand.

- It's the same thing. It's not a woman's business to be at war. And there's no need to get boiling, get used to it - now we're going to spend a lot of money. But what can you do, you want to develop the business, and it is a very, very expensive business.

- Are you serious?

- It couldn't be more serious. The lawyers here explained it all to me. Let's take a simple situation: let's say two partners decide to separate. Well, they don't see eye to eye, just like you and me. And one writes a letter to the other: "Dear Vanya, I want to leave the LLC!" And he replies: "Of course, Allochka. I can let you out, but not until next year. And not even empty-handed, but with the law you are entitled to a quarter of the amount of net assets. But there's a "but". If at the end of the year, after our numerous expenditures, you and I have only a handful of assets, then the



- Well, you don't want to," he grunted. - And while I was waiting for you, I prepared an order. "On the dismissal of A.N. Kirina from the position of the financial director of Fortuna LLC at her own request and payment of her severance pay. I just do not know what figure to put. Can you tell me?

- I hope the lawyers explained to you what happens to my shares afterwards?

- They gave me a whole lecture on this topic. After your withdrawal from the membership, your shares will, by law, go to the company itself. Who do you think will dispose of them?

- You? How's the principal? - Alla began to guess what he was getting at.

- Right. And then I will buy them from the LLC, that is, from myself, as a current member of the company, at par value. And then I'll finally sell 100% of the shares. And I'll get the whole million! But I will not give you - do not you dare blame me! - Voropayev inadvertently sang the words of a fashionable song of his time. Suddenly his face became hard, almost cruel.

- In short, I give you, Alla Nikolaevna, until ten tomorrow morning. Decide. And at ten sharp I will begin the assault. - Voropayev stood up and clicked his heels in army style. Without a word Kirina dashed out of the office. The secretary followed her with a long and attentive look. Just above her desk on the wall hung a huge promotional calendar of the Zeintz concern.

[illegible]

## MBA Start Program

### *Module "Strategic Management"*

### Topic: "Methods of strategic analysis"

## SECTION '1. ANALYSIS OF LONG-RANGE ENVIRONMENTAL FACTORS (PEST)

Assignment 1. Conduct a PEST analysis for your business.

Environmental factors	Impact on company strategy
	Political factors
	Economic
	Social



Technological	
Others	

## SECTION 2. ANALYSIS OF NEIGHBORHOOD FACTORS

**Assignment 2.** Conduct an analysis of M. Porter's five forces for your organization or line of business.

Industry factors	Impact on company strategy
The importance of competition	

The importance of substitute goods \ indirect competition	
	"Substitute goods" of customers
	"Substitute suppliers"
	Significant entry barriers

## SECTION 3. ANALYSIS OF KEY SUCCESS FACTORS IN THE INDUSTRY

**Assignment 3.** Analyze your company's key success factors.

	Today	In 2-3 years.
Strategic		
BASIC		

As an additional exercise, imagine that you have decided to start a new medical company. Analyze the key success factors for a commercial dental practice in your area.

	Today	In 2-3 years.
Strategic factors		

Базовые факторы		
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#### SECTION \*4. ANALYSIS STRONG И WEAK СТОРОН. ANALYSIS . VALUE CHAIN ANALYSIS.

**Assignment 4:** Assess the strengths and weaknesses of your company based on M. Porter's value chain model.

Strengths of the company (8-10 points)		Weaknesses of the company (less than 7 points)	
The process	Industry success factors	The process	Industry success factors

**Assignment\*5:** What are the financial and non-financial requirements for your organization's strategy from its owners? If you do not have access to this information, try to model a possible set of requirements by putting yourself in the place of the owner of the organization.

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## SECTION 5. SWOT-ANALYSIS (ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS)

**Task 6.** Using the results of tasks 1-4, create a SWOT matrix for your organization.

Strengths \ Strengths	Weaknesses \ Weaknesses

Opportunities \ <b>Opportunities</b>	Threats \ <b>Threats</b>

### Task 7.

#### CASE. GROCERY TRADE **ON THE INTERNET**

Study the case study\* presented in A.A. Thompson, Jr. and A.J. Strickland III, Strategic Management. Concepts and Situations for Analysis" (see References).

Imagine yourself as a development director at Peapod, tasked with conducting a strategic analysis and leading the process of developing the company's 10-year strategy. What analysis tools do you think are best to use? Using the tools of your choice, conduct a strategic analysis of the organization described in the case study.

\*You can read about how to organize your case work most effectively in the MBA Start Program Study Guidelines.

*Peapod, inc.* founded by brothers Andrew B. and Thomas L. Parkinson in 1989, sells groceries over the Internet, shipping them from both its own wholesale warehouses and partner supermarkets and has an annual turnover of \$68 million. *Peapod* is the first company to sell food products on the Web, long before Internet became

The company's growth was slow, and the first competitors appeared - *HomeGrocer.com*, *Webvan*, and *NetGrocer.com*. Not surprisingly, the company developed quite slowly and revised its strategy several times, by trial and error finding the best ways to attract customers and increase profitability. Andrew Parkinson stepped down as head of *Peapod* in September 1999, handing over the reins to the new president and CEO, Bill Melloy, formerly of *AT&T Wireless*, to refine and implement *Peapod*'s latest strategic insights and make the most of what the founders saw as the enormous potential of interactive grocery shopping. Andrew Parkinson stayed on at *Peapod* as Chairman of the Board.

Bill Melloy was faced with three challenges. First, he had to prove the viability of the company's new business model; second, to ensure the company's profitability after six years of operating at a loss; and third, to outperform competitors - *HomeGrocer.com*, which had already partnered with *Amazon.com*, and the newly emerging *Webvan*, which in the second half of 1999 received \$350 million from the sale of common stock.

## HOW IT ALL BEGAN

As mentioned above, *Peapod* was a pioneer in e-commerce, long before the commercial use of the Internet, coming up with the idea of selling food interactively. Under the slogan "Convenient Shopping for Busy People," in the early 1990s the company offered home ordering to customers and even installed modems for its consumers to provide them with access to the Web. Until 1998, the company fulfilled its customers' orders with the help of partners - traditional grocery store chains that provided the appropriate range of products. *Peapod* had such partners in every region where it did business. *Peapod* employees would pick up the goods they ordered from the partners' stores, pack them, load them into cars with the *Peapod* logo, and deliver them at the customer's convenience. *Peapod* received a fee from the customer for this service; in addition, the retail partner store also paid a certain amount for *Peapod* to represent its products in

In the first few years of operation, the company created delivery networks in the central cities of eight regions:

- Chicago, Illinois.
- Columbus, Ohio,
- Houston, Texac,
- Boston, Massachusetts,
- San Francisco and San Jose, California,
- Dallas, Texac,
- Austin, Texac,
- Long Island, NY.

Gradually, the company's customer base in these eight markets grew to between 90,000 and 100,000 customers; 700 million orders were fulfilled in 1999. *Peapod's* profits rose from \$8 million in 1994 to \$73.1 million in 1999 (Table 1). In addition, the company is continually improving its Web site ([www.peapod.com](http://www.peapod.com)) and investing in proprietary software solutions to further improve customer service, delivery routes, collecting data on customer preferences, and improving pricing, sales and promotion policies. In June 1997, the company converted to a publicly traded company, with one share selling for \$16. In 1999 and early 2000, Peapod's price per share ranged from \$8 to \$12.

Table 1. Peapod financials for 1994-1999

The Year	Sales volume	Net income	Earnings per share
	(million dollars).	(million dollars).	(\$).
1999	73,134	-28,450	-1,62
1998	69,265	-21,565	-1,27
1997	56,943	-12,979	-0,87
1996	27,642	-9,566	-0,82
1995	15,209	-6,592	-0,79



1994	8,005	-4,437	-0,75
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In 1997, faced with a steady increase in losses that were not outweighed by growing profits, *Peapod* management concluded that the structure of the partner business model was too costly and did not allow for proper development and profit growth. A decision was made to switch to another business model, based on using the company's own regional wholesale warehouses to store, pick, pack and deliver ordered goods. By mid-1999, the company had opened new service centers in three of its eight regions - Chicago, Long Island and Boston; a fourth center, in San Francisco, was nearing completion. The *Peapod* centers held stocks of merchandise that the company bought in bulk from food and household goods manufacturers such as *Kellog*, *Kraft*, *Colgate-Palmolive*, *Frito-Lay*, *Coca-Cola*, *Clorox*, *Kimberly-Clark*, *Procter & Gamble*, *Nabisco*, *Ralston Purina*, *Nestle* and *Walgreens*; it sometimes bought from conventional retailers. *Peapod* management announced that the new centralized sales model would eventually be extended to all eight of the company's operating regions, and that new regions that the company would develop over time would have this model in place from the beginning. At the end of the first half of 1999, the company was making losses in five of the eight regions it served.

### PEAPOD ON THE THRESHOLD OF THE YEAR 2000

At the beginning of the new millennium, *Peapod* was the largest Internet supermarket with more than 90,000 customers (that's how many had placed orders in the previous 12 months). In the \$235 million interactive grocery market, *Peapod's* home was 30%. There are 6.6 million households in the eight regional markets the company has tapped, representing about 7% of the total U.S. household population. Delivery in these regions was handled by 22 service centers. Table 2 shows the company's eight regional markets, the number of households in each market, and the company's supermarket chain partners. *Peapod* handles about 2,000 orders a day for \$110 to \$115 each, although the amount is somewhat lower in areas where deliveries come from the company's own warehouses. The fact is that *Peapod's* warehouses hold

less "merchandise" than in the supermarket stores of its partners. The company's management believes that the cost of the average *Peapod* order is about five times higher than the average customer's in-store purchases.

Table 2. Peapod markets, number of households, partners in retail trade (February 2000)

Geography, state	Approximate COLI'R-STV. HOMELESS 1998, mln.	Partners in retail Wu commerce	Peapod's own warehouses
Chicago, IL.	1,732	Jewel Food Stores	Ther e's
Columbus, Ohio	0,398	Kroger	
Houston, Texac	0,939	Randalls Food and Drug	
Boston, MA	1,242	Stop and Shop	Ther e's
San Francisco and San Jose, CA	0,840	Certified Grocers of California, Andronico's, Walgreens	Ther e's
Dallas, Texac	0,995	Tom Thumb	
Austin, Texac	0,257	Randalls Food and Drug	
Long Island, New York	0,226	Giant/Edwards Super Foods Stores	Ther e's

This is how the company formulates its vision of the future.

- *Our goal:* dramatically improve the lives of people's lives, by offering consumers to buy products interactively.
- *Our mission:* To be the best B in the world provider of interactive grocery shopping services.
- *The main thing in our work:* not just to satisfy, but to please our customers.

Tables 3 and 4 show *Peapod's* income statement and balance sheet.

## Peapod Clientele

*Peapod's* target audience *is* middle- and high-income families, adults who are computer savvy, busy at work and don't like to shop. The company's slogan "Convenient Shopping for Busy People" is designed exactly for them. The results of marketing research conducted by the company showed that the main customers of the company are women in the age of 30 to 54 years old, married, working, with children, husband also working. The company's clients have varying incomes, with an average of more than \$60,000.

Table 3: Peapod Income Statement, 1996-1999 rr. (millions of dollars, except data per share)

	1999	1998	1997	1996
Доход				
Net sales		57,305	43,487	22,015
Participants and retailers		9,650	11,234	4,558
Interactive Marketing		1,460	2,222	1,069
Licensing		0,850		
O6CHI,dOHo,d	73,154	69,265	56,943	27,642
Costs and expenses				
Cost of goods sold	55,585	53,903	40,823	20,485
Order fulfillment	24,478	17,196	14,469	6,889
General and administrative expenses	9,788	8,029	5,935	3,785
Marketing and sales	7,168	7,545	7,726	4,739
Systems development and support	3,543	3,386	1,696	1,124

Depreciation	2,222	3,264	1,234	651
Total costs	102,784	93,323	71,883	37,673
Losses from operating activities	-29,650	-24,058	-14,940	-10,031
Other income (expenses)				
Interest income	1,384	2,683	2,044	0,537
Interest expense	-0,187	-0,19	-0,083	-0,072
CLEAN W6yToK	- 28,453	-21,565	- 12,979	- 9,566
Net loss per share, U.S.	-1,62	-1,27	-0,87	-0,82
Weighted average number of shares outstanding	17542990	16964439	14915734	11664956

Table 4: Peapod Balance Sheet 1997-1999 (millions of dollars)

<b>Assets</b>			
Working capital			
Cash and cash equivalents	3,343	4,341	54,079
Easily marketable securities	4,704	15,836	8,798
Accounts receivable	1,498	2,516	1,195
Future years expenses	0,473	0,186	0,444
Other current assets	0,993	0,974	0,228
Total current assets	10,991	23,853	64,774
Fixed assets (property and equipment)			
Computers and software	6,737	4,010	4,499
Equipment for maintenance and leased property	4,189	2,147	1,053
Fixed assets, prime cost	10,926	6,157	5,552
<b>Assets</b>			
Depreciation	4,290	-2,252	-2,301
Residual value of fixed assets	6663	3905	3251
Securities withdrawn from circulation and	3,143	15,213	

frozen funds			
Capitalized development costs			
software			0,998
Intangible assets			0,117
Total assets	20,780	42,971	69,110
Liabilities and equity capital			
Current liabilities			
Accounts payable	6,147	3,442	7,514
Arrears of wages and salaries	0,497	0,802	1,258
Other accumulated debt	1,897	2,688	0,926
Future period income	0,615	1,000	1,969
Current capital lease receivables	0,690	0,590	0,727
Total current debts	9846	8522	12394
Future period income	0,095	0,448	1,212
Capital lease obligations, less current payments	1,129	0,395	0,701
Total liabilities	11,070	9,365	14,307
<b>Share capital</b>			
Ordinary shares (par value \$1, officially authorized to issue 50 million shares, in 1998 and 1997. 17245828 and 16852557 shares were issued).	183	172	169
Additional paid part of the share capital	71,698	64,319	63,148
Accounts payable (notes receivable)	-2,369		
Lost profits from unrealized shares	-0,118	0,083	
Accumulated deficit	-58,513	-30,06	-8,495
Company stock	-1,171	-0,908	-0,019
Total share capital	9,710	33,606	54,803
Total liabilities and shareholders' equity	20,780	42,971	69,110

### Peapod Strategy

Peapod's strategy is to provide customers with a convenient, easy, personalized way to shop at any time of day, any day of the week. The company offers customers fresh meat, fruits and vegetables, groceries, baked goods, canned and packaged products from well-known manufacturers, household goods, cosmetics and

parf mery, in other words, all those perishable products and long-life goods that can be bought in any supermarket. *Peapod* prices are the same or lower than those of competitors, the company offers a weekly discount on different types of products and accepts discount coupons. Delivery is made without weekends on the day of ordering or the next day, at a time specified by the customer. The client pays extra for placing an order via Internet and for delivery (the amount varies from region to region). The customer usually has a choice of paying for each delivery (approximately \$10) or paying a fixed monthly amount for an unlimited number of deliveries. The company's Web site is accessible from any PC with a Web browser, Web TV, high-speed lines and wireless devices.

*Peapod's web technologies.* The company's easy-to-use site offers many useful and varied features, which, according to *Peapod* management, encourages repeat purchases and sets *Peapod* apart from competitors who also operate on the Internet. There are several ways to buy. You can "walk around the store," selecting categories and within them, specific products. It is possible to search by brand name or product name, which is convenient when buying with a coupon or buying ingredients for a particular dish. Customers can sort the products in the category alphabetically, by price, composition (e.g., fat, calories, cholesterol, sodium, etc.), number them and even find out which products are kosher and which are not. Another handy feature is the automatic saving of information from the last three orders, which bypasses the selection of frequently ordered items. Here are a few more features of the *Peapod* site.

- Extensive database with pictures of products, information on the composition of products and their ingredients.
- Express Shop helps new customers create an order without having to browse categories or select products one at a time. For regular customers, Express Shop, combined with a recent order reminder feature, helps you quickly put together a new order.
- The SmartCart service (electronic cart) displays a list of selected products along with the total amount.

- Ability to customize web pages based on customer preferences.
- The Buddy E-Mail (personal mailer) feature sends order confirmations to two email addresses; useful in situations where more than one member of the family is involved in grocery shopping.

*Gomez Advisors*, a leading lenteret research and analysis agency, ranked *Peapod's Web site* first among all electronic grocery merchants in September 1999 for ease of use and simplicity of handling.

The company's Web site uses technology specifically designed to gather information on user activity - clicks, time spent viewing each page, use of coupons, etc. Based on this data, methods were created to assess the quality of the Web site and identify the possibility of cross-selling, i.e., selling complementary products and services.

*Marketing and advertising.* *Peapod* has a number of marketing goals: to attract additional customers, to retain existing customers, to increase the frequency of orders placed by each customer, to increase the average order, and to increase the popularity of the *Peapod* brand. For this purpose radio and press advertising, mailing, outdoor advertising on public transport, Internet advertising, placing *Peapod* logos on company cars and employees' uniforms are used. Goods are delivered in conspicuous green Volkswagens with *Pod Bugs* and other *Peapod* logos, which contributes to additional advertising. The company spent \$6 million on advertising and marketing in 1999, much of it to expand the customer base and the scope of the company's operations.

One of the company's Internet marketing initiatives focused on attracting new customers was the *Peapod* Affiliate program, which began in April 1999. It consisted of compensating sites that advertised *Peapod* with links to the company's site. The company paid the sites \$15 for each customer who came to *Peapod* through the links, if they placed an order, plus another \$15 for that customer's third order.

Wanting to raise customer awareness about *Peapod*, the company partnered with *Heart's HomeAds*, a site for affluent and stylish women. *Peapod* became the only lenteret grocery store that

advertised on *Heads HomeAds*. *Heads HomeAds* had personalization features and offered content from 11 women's magazines, including *Redbook*, *Good Housekeeping*, *Cosmopolitan*, and *Country Living*. The target audience for the site and *Peapod* were almost exactly the same. In addition, *Peapod* entered into a marketing alliance with *Excite, Inc.* and obtained exclusive rights to place its ads on the *Excite* site. This alliance provided the company with advertising exposure to approximately 35% of all Internet users.

*Peapod kits*. To increase its national presence and brand visibility, *Peapod* launched a new promotional program, shipping standard "*Peapod Kits*" all over the country. The company put together a number of sample kits for the average American, such as Christmas, Thanksgiving, birthdays and birthdays, as well as special kits for college students, meal prep kits and breakfast, lunch and dinner packages. Customers could also put together their own kits. *Peapod* plans to expand the line by developing deli and specialty food kits and gifts.

*Work of distribution centers and order intake*. The distribution centers, which also serve as the company's wholesale bases, offer more than 12,000 dry, frozen and dairy products, as well as a variety of perishable products such as meat, convenience foods, vegetables and fruits. It cost *Peapod* \$2 to set up these centers. To optimize utilization of warehouse space and keep products fresh at all times, the company organized just-in-time replenishment. While opening wholesale centers in the eight regions in which it operated, the company continually stressed the importance of continuing to work with its former partners, the supermarket chains, although not to the same extent. *Peapod used the services of supermarket partners to replenish its inventory of perishables, cosmetics and perfumes and other products not yet in its warehouses, and to deliver orders to regions that could not be served by its central warehouses while arrangements for the wholesale centers were being worked out*. In addition, working with supermarkets gave *Peapod* another channel to promote its Web site - on the premises of traditional stores.



A key element of *Peapod's* strategy is cost optimization in the order fulfillment process. Moving from cooperation with supermarkets to organizing its own wholesale warehouses, the company has restructured distribution and order fulfillment schemes to reduce costs, minimize inventory, improve order picking, encourage customers to increase order volumes for reasons of economy, and ensure on-time order delivery. The company also developed and implemented new software solutions for warehouse management, order picking and delivery route development.

Order fulfillment was managed using handheld scanners that stored data for the region and controlled the order selection process. A special program selected the orders in such a way that it took the minimum amount of time to complete and pack the order, in particular, the list of goods was compiled according to their location in the warehouse, so that the employee went around the warehouse only once to select all the products he or she needed. The scanner showed all the goods included in the order, and offered a number of other functions, allowing to check the accuracy of performance and to receive instructions in case of unforeseen situations. All the components of the order were displayed on the screen, and the employee scanned the code for the selected item. If he made a mistake and took the wrong item, the device gave a warning signal. If an item was out of stock, the device informed the worker, and the latter informed the customer; the latter told him what could be replaced and the device showed the worker where it was. A list of out-of-stock items was automatically transmitted to the manager, who prepared a replenishment request.

The delivery was managed by a special computer program that selects the best routes and times for order delivery. The program takes into account traffic patterns, rush hours, road works, and other events that can happen in the region and affect delivery. *Peapod* employees deliver the goods to the customer's door or, if the customer wishes, bring them into the kitchen, and receive a receipt for the order. *Peapod* tries to send orders to regular customers accompanied by the same employees. Managers are constantly improving the systems they implement.

For now, order volume has not reached a level that would allow for economies of scale. In the first nine months of 1999, order fulfillment costs accounted for 30 percent of sales revenues; to some extent this was because *Peapod* continued to use partner supermarket warehouses along with its own warehouses. However, the company's management expects order fulfillment costs to decline as it switches to using only its own wholesale warehouses, adopts new management systems, and increases order volume. Reducing these costs is the first step toward profitability.

*Peapod* hopes its business model will give it a serious competitive advantage over traditional grocers. With Internet ordering, wholesale warehouses and its own delivery system, *Peapod* has eliminated the costs of maintaining multiple outlets in its eight regions of operation. In addition, centralized warehousing and just-in-time replenishment has accelerated inventory turnover, reduced inventory levels, and reduced loss and damage rates, both from overstocking and petty theft by employees and customers (if delivered from supermarket shelves). *Peapod's* management believes that the chosen business model will enable the company to charge lower prices than its competitors and the new web technologies will increase sales of high-margin products under the company's own brand. In the near future, the company expects to overtake its traditional competitors in terms of gross profit and profitability.

*Partnering with vendors to track and collect data.* *Peapod* makes extensive use of the database generated by tracking visitor behavior and buying habits on its Web site. Companies that advertise on *Peapod* evaluate the effectiveness of their marketing programs using special feedback technology created by *Peapod*, and for consumer goods companies *Peapod* maintains a forum where they can run targeted ads, test e-coupon systems, and collect data on interactive buying behavior. The company has created an expert panel based on its clients, whose services are much cheaper than those of similar councils in the

Internet's market research companies. *Peapod* united its users and members of the expert council into a single network and was able to collect information on opinions, consumer preferences and demographics.

*Peapod* has agreements with several consumer products companies to provide them with paid interactive marketing and market research services, an activity that generates \$1 million to \$1.5 million annually. *Peapod's* management believes that as its customer base grows, more consumer products companies will look to it as a powerful advertising channel and a valuable source of consumer data at the same time, and this will give *Peapod* additional revenue. *Peapod* subscribers include *Kellog*, *Kraft*, *Colgate-Palmolive*, *Frito-Lay*, *Sosa-Cola*, *Clorox*, *Kimberly-Clark*, *Ralston Purina* and *Nestle U.S.A.*

**Growth Strategies.** *Peapod* aims to increase order volume and attract new customers in all eight of its markets, but its growth strategy includes two other important elements - expanding into new markets and expanding into other product categories. Management plans to use its centralized wholesale warehouse business model and its computer technology capabilities to expand into 40 new regional markets serving more than 400,000 households. In doing so, the company expects not to increase its investment and to invest \$2 million per wholesale center. What's more, *Peapod* management believes creating a local grocery delivery network will allow the company to expand its products and services with minimal investment in the future. Managers see *Peapod's* delivery system as a unique opportunity to promote the company's brand and establish a personal relationship with individual customers through regular deliveries. Management also plans to transform *Peapod* into an electronic supermarket offering home delivery, which should greatly increase the company's profitability.

The first step in expanding the product offering was the recent strategic alliance with *Walgreens*. According to

The *Peapod* includes a variety of *Walgreens* products: cosmetics and perfumes, household appliances, audio and video cassettes, stationery, etc.

The main obstacle to *Peapod*'s growth is a possible lack of funds. At the end of 1999, the company had \$13 million in equity and working capital, but cash distributions to the company exceeded cash receipts. *Peapod* management estimates *that the* current level of working capital and outstanding securities will not be sufficient to meet the company's financing needs in 2000. That's why the company is already considering various options for further development. Analysts, like the company's financiers, predict that *Peapod will* post losses of \$17-\$20 million in 2000, or \$1.1 per share.

### **Changes** in leadership

In 1999, significant changes took place in the company's management team. Bill Melloy, who had set a kind of record for the successful introduction of new directions and services, while coordinating the rapid development of *AT&T Wireless* and being one of the main architects of *AT&T's* e-business strategy called *Digital One Rate*, became President, CEO and member of the company's Board of Directors. Co-founder Andrew Parkinson, who remained chairman of the *Peapod* Board of Directors, devoted himself entirely to developing the company's long-term growth strategy. In his first months on the job, Melloy made some changes in the senior leadership structure of the company: promoted Michael Brennan to vice president of marketing and management, appointed George F. Doerr to vice president of *Peapod Interactive*, and Robert P. Ziegler to head the Chicago division. All five top managers appointed by Melloy had a total of 36 years' experience in the interactive grocery trade. Some of the managers had experience at companies such as *Kraft Foods* and *Procter & Gamble*. In early 2000, *Peapod* had 475 full-time employees and 370

- with a part-time job.

## RETAIL SALE OF GROCERIES

The 'retail grocery trade in the U.S. is \$430 billion. The cosmetics and perfume trade generates another \$200-225 billion. *Forrester Research* estimates that the U.S. market for groceries, housewares, perfumes and cosmetics, and beverages is \$720 billion. In 1999, the top five supermarket chains were Kroger (\$43.2 billion in sales), Albertson's (\$35.9 billion), Wall-Mart (\$27 billion in groceries alone), Safeway (\$26.5 billion), Ahold (\$20 billion). Low growth rates and intense competition are leading to consolidation in the supermarket market. None of the supermarket chains accounted for more than 10% of the market, even the top five together served less than 30% of the market. Over the past 10 years, supermarket sales have increased by only 3.4% - as more and more customers buy from drugstore chains, wholesalers and discount stores. During the same period, the overall share of all products, sold in U.S. through traditional grocery stores. In a standard supermarket with an area of 2-3 thousand square meters the assortment of goods is about 30 thousand items, and annual sales volume - an average of \$ 12 million. Supermarket shoppers have a high price sensitivity, so the industry is characterized by intensive price competition.

Supermarkets are a low-profit business, with a net profit of 1-2% of revenue and largely dependent on customer flow, high turnover rates of goods, especially perishable goods such as vegetables, fruits, and fresh meat. To create profits, competitors have to work as efficiently as possible, tightly controlling labor costs and preventing product spoilage. Since capital investment in supermarkets is low and is usually allocated to the construction of retail space and warehouses, the return on investment does not exceed 15-20%.

**Cemn supermarkets - lotelzpal/e colkurelt/ in cezmeleme elektroalloy trade in groceries.**

Most supermarkets are closely watching the development of online grocery commerce. Some industry analysts believe that supermarkets will be reluctant to move to online commerce for fear of damaging traditional commerce and thereby reducing profits per

Other analysts, on the contrary, believe that supermarkets will quickly establish interactive trade, especially if it is successful. There is also a third opinion, which is that a traditional supermarket will not look indifferently at electronic grocery stores taking away its piece of bread; traditional supermarkets are well placed to compete in the interactive segment, because they have already established supply systems, buy large batches of goods and get significant discounts on it, know the local markets well, can organize delivery to customers based on their wholesale warehouses and stores. In addition, their brands are well known. It is believed that at least one-third of all supermarkets in the U.S. use different types of delivery services.

The supermarket chain Albertson's recently began testing the market in the Dallas, Texas region by offering customers to shop online. Albertson's has a strong position in the region, with a large market share and many supermarkets. The company's management says that if interactive commerce proves successful, it will be expanded to other regions.

Clark's Supermarkets, a small, family-owned supermarket chain in Colorado, has announced an experiment in early 2000 in creating an interactive shopping section in each of its stores. The company will put its entire assortment of products on its Web site, and customers will go to the site and pick what they want. The company has ordered special carts for employees to pick items for up to 5 orders at a time. Clark's task is to complete the order, pack it, take it through the cash register and prepare it for the customer, who picks up the order at a time that is convenient for him. Home delivery of products is not yet part of the plans. *Clark's Steamboat Springs has been selected as the pilot site, and if the service is successful and convenient, Clark's plans to expand the pilot to other Clark's locations in Colorado. Clark's executives believe that Internet ordering saves time for customers, but they don't believe it will actually increase revenues.*

## THE GROCERY E-COMMERCE SEGMENT

In 2000, the interactive grocery trade was in its infancy. Industry analysts estimate that sales in 1999

groceries through sev( was \$235 million, less than 0.25% of total supermarket sales. - less than 0.25% of total supermarket sales. There are 45 companies operating in the electronic marketplace, and not one of them has yet become profitable. Starting interactive food retailing from scratch is difficult, and those who try to do so should be aware of the significant start-up and operational costs, sales in this segment are usually insufficient to achieve profitability. According to analysts, the main problem is that many customers are already disappointed in interactive trade, as the assortment, service and prices are worse than in traditional stores.

However, some analysts suggest that grocery e-commerce will grow rapidly as companies improve their product offerings and service over time, the number of home computers increases, and shoppers become accustomed to shopping online. *Forrester Research* predicts that e-commerce in groceries will reach \$3 billion a year by 2003 and \$85 billion by 2007. *Consumer I Cooperative (CDC)*, in a two-year study, concluded that online sales to the end consumer will account for 8-12% of the entire grocery market by 2010. *CDC* also studied shoppers who use the Internet (Table 5). It found that most of them are either too busy or simply don't like to store.

Table 5. Buyers of I nteret grocery stores

Categories buyers	Comments Off on
Lazybones and homebodies	They don't like to store; the most likely I nternet- customers
Forced visitors	on't have the physical ability to store; likely I nterest shoppers
New Generation	Young, fluent in computers; ready to buy products on the Internet; can become I nternet shoppers if it will be comfortable and enjoyable

Workaholics	Insensitive to save к price; ready pay more, To time
Снобы	Insensitive to save к price; ready pay more, To time
Traditional Buyers	Older generation; try avoid technological innovations and Internet purchases, prefer to "feel the goods with their own hands" on the counter of a conventional store

The MARC research team concluded that "grocery shoppers are more loyal to their electronic supermarkets, spend more money each time they visit the store than regular shoppers, and use coupons and discounts more often than they do. Another study found that agricultural products, particularly vegetables and herbs, are in high demand on the Internet. Edward McLaughlin, director of the Food Development Program at *Cornell University*, found that 12 to 16 percent of all purchases on *Peapod* are for agricultural products, compared with less than 10 percent in supermarkets. He attributes this to the fact that "decisions made using a computer are much more rational, and the user is more likely to choose healthier food."

One of the problems in the development of interactive grocery trade is the high price sensitivity of buyers of this type of products. On the Web, the prices of goods are much higher than in supermarkets, in addition, the buyer has to pay for delivery. High price sensitivity means that e-tailers need to build a pricing structure that allows them to compete effectively on price, cover the costs of order picking and delivery, and generate revenues that provide sufficient profitability and return on investment. According to some analysts, e-grocers need to be 10 times more efficient than traditional grocers to be successful. However, other analysts, along with e-store owners, believe that e-commerce costs are lower than traditional stores (Table 6).



Table 6: Logistics of Internet grocery store and regular supermarket

Internet logistics	Logistics of an ordinary supermarket
A container of cereal packs arrives at the wholesale skip of the Internet company	A container of cereal packs arrives at the supermarket chain's wholesale warehouse
Container unloading, packages Cereals are placed on the shelves	Container moves to section for storage
Client places order, The order is redirected to the nearest wholesale store, where the employee finds the ordered brand of cereals on the shelf	When a client of supermarkets needs goods, the container is delivered there by truck
Cereal and other ordered products are packaged and sent for loading	The container arrives at the supermarket, the workers transfer it to the stack
Packed orders are loaded into the magazines for delivery to customers	If necessary, the container is taken to the salesroom and unpacked; packages of cereals are placed on the shelves, spoiled and expired packages are removed.
The customer receives the ordered cereal and other products at home	Buyers get package goods in a grocery cart
	The cashier blows the check
	A supermarket employee packs goods
	Buyer brings groceries home

## E-gastronomes in Gomez Advisors' rankings

*Gomez Advisors* ranks a variety of online companies for shoppers, from banks and auctions to travel agencies and sportswear stores. Many users who shop on the Web,

electronic storereley onratings.  
five criteria to evaluate linteret gastronomes.

*Gomez* uses

- *Ease of use* - features that can help you quickly place an order and compare products with each other.
- *Ресурсы* - the range of products and quality of information offered to the user.
- *Services* - providing additional services, such as visits to new customers at home by representatives of the company, the availability of staff of special consultants, the ability to perform non-standard orders.
- *Costs* - the price of goods (based on the base, without discounts, cost of the consumer basket), delivery charges, the duration and frequency of promotional activities, fees for registering as a regular user (including the availability of a free test period for new users).
- *Guarantees the customer* - financial stability, reliability of service system, a guarantee of quality of goods sold.

Based on its research, *Gomez* also ranks I nternet grocery stores for different customer groups, such as demanding shoppers, bargain hunters, time-starved shoppers, and fans of pre-packaged groceries. Table 6 shows the top ten such stores according to *Gomez* for fall 1999.

## ABOUT PEAPOD COMPETITORS

According to *Peapod* executives, competition in the online grocery segment will intensify in the future. It is assumed that the main competitors will be, firstly, supermarkets implementing e-commerce strategies as another sales channel complementing trade in regular stores; secondly, 45 already existing e-commerce companies that will actively expand their presence in the Internet and fight to increase their market share. In this section, we briefly describe *Peapod's* main competitors in online commerce. Table 7 shows the prices of six types of goods in different Internet stores and their comparison with *Peapod* prices.

Webvan Group, plc.

*Webvan's* strategic goal is to be a leader in the grocery, hardware and apothecary trade. The *Borders Group* Corporation was founded by Louis Borders, who in 1992 left the book trade to go into the investment business and in June 1999 in Foster City, California, created *Webvan*, one of the most ambitious e-commerce projects. *Webvan* managed to raise a total of \$122 million from *CBS*, *Yahoo!*, *Softbank*, *Sequoia Capital*, *Benchmark Capital* and *Knight-Ridder* before becoming a publicly traded company. George Shaheen of *Andersen Consulting* was brought in as president and head of the company. At the first public auction in November 1999, 9% of *Webvan* was sold for \$375 million. While one *Webvan* share was estimated by *Goldman Sachs* to be worth between \$13 and \$15 before the auction, by the end of the auction the share price rose to \$34, and held at \$24.875 on the first day. The *Webvan* prospectuses gave a profit forecast: up to \$11.9 million in 1999, \$120 million in 2000 and \$518.2 million in 2001. The company also showed projected losses (\$2 million): \$73.8 million in 1999, \$154.3 million in 2000, and \$302 million in 2001. At the beginning of 2000 one company's share was worth from \$15 to \$20 per share.

Table 7. Gomez ranking of top ten electronic grocery stores, Fall 1999.

The company	1999 Total	Expense	Guarantee	Recycle	Services	Her total	Comments
<b>Peapod</b>	9,07	7,96	5,41	7,9	3,75	6,79	3rd place in the category of sites for shoppers with limited time, Wanting to make the most profitable purchase with a minimum of operations
Home Grocer.com	7,33	7,41	4,82	7,74	5,0	6,67	2nd place in the category of sites for demanding customers looking for better quality products and delivery, as well as second place in the category of sites for the purchase of ready-made food kits (according to recipes, seasonal products, as well as ready-made food)

<b>Webvan</b>	8,22	7,16	2,63	7,32	5,0	6,36	No. 1 in the category of sites for demanding customers, THE LAST SITE FOR POK' PKI Non-standard product kits
<b>Streamline</b>	4,62	5,93	5,16	7,47	7,5	6,31	1st place in the category of sites for buyers with limited time
<b>Shoplinc</b>	6,36	6,98	5,33	5,93	6,25	6,26	2nd place in the category of sites for limited time buyers
HomeRuns	5,56	8,75	4,97	3,41	2,5	5,18	1st place in the category of sites for bargain hunters, who do not spare time to study the entire range of products and are passionate about the very procedure of shopping
NetGrocer.com	8,22	3,33	2,97	5,49	3,75	4,7	
Albertson's	4,67	8,16	3,99	0,9	2,5	4,13	2nd place in the category of sites for bargain hunters
Grocer Online	5,42	3,46	6,64	0,36	2,5	3,73	
Your Grocer	4,53	3,84	5,91	2,7	6,0	3,68	

Table 8: Prices of products in electronic stores in February 2000 (dollars)

Name of the product	Peapod	Webvan	HomeGrocer.com	NetGrocer.com
Lea & Rein's Worcestershire Sauce (283 g)	2,19	2,47	2,25	2,39
Chicken noodle soup Cammpbell's Chunky Classic (538 g)	2,45	2,44	2,19	2,29
A bunch of green onions	0,50	0,40	0,49	Fresh w/o no products
Mustard French (226 g)	0,97	0,97	0,95	0,9



Soluble	coffee	4,89	4,92	5,49	5,49
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Maxwell House (226 g)				
Spaghetti Kraft with cheese	2,39	2,47	2,29	2,49
Delux (400 g)				

After the first six weeks in the San Francisco area, *Webvan* already had more than 10,000 customers. The company hired several top managers from *Federal Express* and used the *Federal Express* system as a model for organizing its own delivery service. *Webvan* used *Wal-Mart* stores for its product mix, *Yahoo* for its speed, *Amazon.com* for its e-commerce offerings and *eBay.com* for its convenience and friendliness. The company hired 80 programmers to develop its own *Webvan* systems, and they were tasked with integrating all of the company's business processes into a cohesive whole; managers with experience in logistics, grocery retailing and customer service were brought in.

*Webvan's business plan and development strategy.* The company began by building a 2,700-square-meter central warehouse in Oakland, California, from which orders were delivered within a 65-kilometer radius<sup>14</sup>. The company's \$25 million manufacturing facility, with approximately 7 km of conveyor belts and air-conditioned storage for wines, cigars, fresh vegetables, meats and frozen fruits, could serve as many families as 20-25 supermarkets. If desired, the warehouse space could hold 50,000 items, including household and pharmacy items, 300 varieties of fresh fruits and vegetables, 750 varieties of cheese, 500 kinds of cereals, 700 kinds of fresh fish and meats, 700 different brands of wine, and numerous ready-to-eat meals for reheating in the oven or microwave oven. In the San Francisco region, the company has negotiated with leading producers to supply fresh fruits and vegetables; similar contracts are planned for other regions. *Webvan* says its prices are 5 percent lower than local stores.

*We'b'van* has contracted with *Betchel Group*, one of the world's largest construction companies, to build *Webvan* wholesale centers in 26 regions of the United States over the next two years. *Webvan* plans to invest a total of one billion dollars to build the centers and organize delivery services. A second *Webvan* wholesale center was commissioned in 1999, in Atlanta.

*Webvan's* dedicated systems track the progress of the order from the moment it is placed on the Web site. From the site, the order is sent to the nearest wholesale center, where company employees are located at order picking stations located in various parts of huge storage facilities. They have to collect the goods listed in the order and place them in special multi-colored bags, the color of which indicates the state of the product - deep-frozen, refrigerated or free-flowing. The employee doesn't have to go any farther to pick up the goods than the

6 meters: he has 8,000 containers on hand, mounted on special platforms rotating around their axis. The employee puts all the goods for which he is responsible into a bag, and the bag is sent on a conveyor belt to other parts of the storage facility, where order picking continues in a similar manner. Once the order picking is complete, the packages are loaded into a refrigerated truck, where the temperature is maintained at approximately  $+1.5^{\circ}$ , and taken to temporary storage centers, where they are picked up by the delivery service and transported to their designated addresses. Temporary storage centers serve an area within a 10-mile radius. Couriers are trained to be polite and courteous to customers, to perform their duties professionally and to carry the title of *Webvan* representative with honor; delivery employees are not permitted to accept tips or any other gratuities. In the name of achieving maximum efficiency, the company's specialists carefully calculated the entire cycle of order picking: the maximum number of items in the moving packages on the conveyor, the movement of workers around the platforms with containers, the distance of delivery routes by car.

Management estimates that each wholesale center can handle up to 8,000 orders a day (that's more than 225,000 items) and generate annual revenues of approximately \$300 million. According to Louis Borders, *Webvan's* business model will be so successful and efficient that it will allow the company to

future' set prices lower than the company's traditional and interactive competitors.

*Webvan* offers free shipping on orders over \$50, and other e-stores require at least \$75. The company also does not charge registration or membership fees. Orders are delivered within a half-hour window specified by the customer. *Webvan's* Web site provides users with recipes and a weekly menu planner feature.

### HomeGrocer.com

Founded in 1997, *HomeGrocer.com* offers electronic grocery shopping and delivery in Seattle, Washington; Portland, Oregon; Orange County, California; and parts of Los Angeles and San Bernardino counties. *HomeGrocer.com* customers can choose from a wide variety of products, including fresh fruits and vegetables, meats, seafood, dairy products, local specialty foods, cosmetics and **perfumes**, housewares, **flowers**, pet supplies, popular books, video games and movies. Like other e-stores, *HomeGrocer.com* uses a wholesale center model: in early 2000, the company had four such centers and was building several more in the Los Angeles area, which the company had begun to explore. The company's peach-shaped logo vehicles have multi-chambered cargo bays to deliver products with different storage temperatures.

The company accepts orders on the Web site daily until 11 p.m. and delivers the next day at a time and a half specified by the customer. *HomeGrocer.com* offers free shipping on first orders and all orders over \$75. In addition, free customer service is available for registered customers. To underscore its commitment to quality service, the company guarantees one hundred percent satisfaction on all product and service claims. *Feedback Direct*, the premier e-service authority, ranks *HomeGrocer.com* as one of the top 50 companies in North America that continually strives to improve customer service.

*HomeGrocer.com* is a relatively small company, it has less than 25,000 customers, but the management plans to reach 20 new customers in the near future.



markets "with \$42.5 million *in* financial backing *from* *Amazon.com*. The investment in *HomeGrocer.com* gave *Amazon.com* a 35% stake in the e-store.

*Amazon.com* recently became an investor in 2 more e-commerce companies, *drugstore.com* and *Pets.com*, and rumor has it that *Amazon.com* would like to use *HomeGrocer.com* vehicles to deliver its CDs, books and prescription drugs. Other investors in *HomeGrocer.com* include the *Barksdale Group*, an investment firm led by Netscape founder James Barksdale, as well as Martha Steward Living Omnimedia Plc., Hummer Winblad Venture Partners and Kleiner Perkins Caufield & Byers. *HomeGrocer.com* plans with the Securities and Exchange Commission to begin a public sale of common stock in the first half of 2000.

### **NetGrocer.com**

*NetGrocer.com* began in 1995 and today delivers goods nationwide from a centralized warehouse in New Jersey. Their assortment includes canned and packaged groceries, paper products, cleaning and detergents, natural foods, pet foods, cosmetics and perfumes, nutritional supplements, painkillers, perfumes, baby products, consumer electronics (cameras, film, calculators, organizers, audio equipment, batteries, video games) CDs, gifts and souvenirs. Prices are 10-20% lower than in supermarkets, free shipping on items over \$75. *NetGrocer.com* orders are shipped by FedEx within 3x business days of receiving your order.

In 1999 Daniel Nissan was fired as head of the company, then the company completely changed its website and laid off 80% of its employees. These changes, which occurred shortly after the company was able to raise \$38 million through a public sale of stock, were due to changing market conditions and the need to cut costs. After the site upgrade, *NetGrocer.com* saw a 40% increase in average order volume and a significant increase in the time customers spent on the site.

