

## Entry Examination Program for the Doctoral program in Management

Educational group code: 38.06.00 Economics and management

Educational profile: 38.06.01

Name of the program: Economics and Management

### Part 1. Management

#### 1.1. General Management

- Scientific management: origin, contributors, and main topics. Scientific management as management philosophy and as management tool. Contribution of the scientific management to development of the management theory and practice. Criticism of the scientific management.
- Classical (administrative) school: origin, contributors, and main topics. Contribution of the classical school to development of the management theory and practice. Criticism of the classical school.
- Human relations movement: origin, contributors, main topics, and development in 1940-s - 1950-s. Human relation movement contribution to development of the management theory and practice. Criticism of the human relations.
- Management science and its contribution to development of the management theory and practice.
- Contingency approach: origin, contributors, and main topics. Contingency approach to structuring of organizations. Contribution of the contingency approach to development of the management theory and practice.
- Development of management theory and practice in 1980-s - 1990-s. Lean production. Total quality management. Business processes reengineering.
- The concept of organization culture: artifacts, espoused values, and shared tacit assumptions. The functions of the organization culture: external survival and internal integration.
- Leader and leadership. Universalistic, behavioral, and contingency approach to organization leadership. Contemporary approaches to leadership studying.
- Motivation. Evolution of approaches to motivation in organizations.
- Organization structure. The main types of organization structure: advantages and disadvantages. Network organization. Contemporary concepts and approaches to structuring of organization: virtual organization, borderless organization, holacracy.
- The concept of the learning organization and its development. Knowledge management.
- The concept of corporate social responsibility and its development in 2000-s - 2010-s.

#### Literature

*Bernstein, E., Bunch, J., Canner, N., Lee, M.* Beyond the Holacracy HYP // Harvard Business Review. - 2016. - July/August. - Vol. 94, Issue 7/8. - P. 38-49.

*Daft, R.L., Benson A.* Management. – Andover, UK: Cengage Learning, 2016. – 587 p.

*Drucker, P.F.* The New Society of Organizations // Harvard Business Review. - 1992. - September/October. - Vol. 70, Issue 5. - P. 95-105.

*International Encyclopedia of Business and Management.* 2nd edition. Ed. By M.Warner. – Thomson Learning, 2002. – Volume 1-8;

*Nonaka, I. and H. Takeuchi.* The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press, 1995. - 304 p.

*Porter, M.E., Kramer, M.R.* Creating shared value // Harvard Business Review. - 2011. - January/February. - Vol. 89, Issue 1-2. - P. 62-77.

The essential Drucker: the best of sixty years of Peter Drucker's essential writings on management. - Harper Business, 2008. - 368 p.

## 1.2. Strategic Management

- Strategy and an aspiration to competitive advantage. Evolution of approaches to sources of competitive advantages.
- The importance of developing and realization of strategy. Different approaches to the process of strategic management.
- Position supremacy, monopolistic rents and industrial organization theory of M.Porter: basic provision, criticism of the theory and its development in recent years.
- Resource based view (RBV). Core concepts and analytical tools.
- Dynamic capabilities concept.
- Corporate strategy. Feasibility of diversification. Strategic compliance and obtaining an economic effect from diversification. Approaches to diversification.

## Literature

*Collis, David J., and Cynthia A. Montgomery.* 1999. "Competing on Resources: Strategy in the 1990s." Knowledge and Strategy: 25-40

*Fahey, Narayanan.* 1986. Macroenvironmental analysis for strategic management. West Publishing, Minnesota.

*Grant R.* 2013. Contemporary Strategy Analysis, 8th Edition, Wiley.

*Gupta, Anil K., and Vijay Govindarajan.* 1984. Business unit strategy, managerial characteristics, and business unit effectiveness at strategy implementation." Academy of Management Journal 27.1: 25-41.

*Hamel, G. and C.K. Prahalad.* Competing for the future. Harvard Business Review Press, 1996. - 384 p.

*Leinwand, Mainardi, Kleiner.* 2015. 5 Ways to Close the Strategy-to-Execution Gap. Harvard Business Review

*Markides, C. C., & Williamson, P. J.* (1994). Related diversification, core competences and corporate performance. Strategic Management Journal, 15(S2), 149-165.

*Mintzberg, H., Lampel, J. and B. Ahlstrand.* Strategy safari: a guided tour through the wilds of strategic management. Free Press, 2005. - 416 p.

*Morrison, R., Foote, N., Hensley, D., & Landsberg, M.* (2003). Corporate Center Role. McKinsey Bulletin, (1), 3.

*Porter, M.* Competitive strategy: techniques for analyzing industries and competitors. Free Press, 1998. - 397 p.

*Teece, David J.* "Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance." Strategic Management Journal 28.13 (2007): 1319-1350.

*Van Alstyne, M. W., Parker, G. G., & Choudary, S. P.* 2016. Pipelines, platforms, and the new rules of strategy. Harvard Business Review, 94(4), 54-62

## Part 2. Economic theory

- Model of market equilibrium. Demand function. Supply function. Market equilibrium and its shifts. Government regulation of the market.
- Consumer theory. Utility function. Cardinal utility theory and marginal utility function. Ordinal utility theory and indifference curves. Optimum of the consumer. Consumer reaction to income change (Engel curve) and to price change (demand curve). Aggregation of individual demand curves. Price elasticity of demand.

- Production function and its representation. Marginal productivity. Return to scale. Technological progress. Types of costs: total, average, marginal, fixed, variable, sunk. Cost curves in short and long run.
- Market structure. Perfect competition. Equilibrium in the short and long run. Pure monopoly and its causes. Equilibrium of the monopolist. Monopolistic competition.
- Resource markets. Demand for resource. Labor supply. Human capital. Equilibrium in labor markets. Supply and demand for capital. Equilibrium in the capital market. Demand and supply for land.
- International economy. Causes for international trade (absolute advantages, comparative advantages, monopolistic competition). International capital market. Currency markets and exchange rates.
- Economic efficiency. Pareto criterion. Market failures: natural monopoly, externalities, public goods. Role of the state in the economy. Public choice.
- Macroeconomic indicators. Gross Domestic Product and its calculation. Price index and inflation.
- Money and their functions. Evolution of money. Quantitative theory of money. Banks and the banking system. Creation of money and bank multiplier. Central Bank and its role.
- Say's Law and classical macroeconomic theory. Great Depression. Macroeconomic theory of J. M. Keynes: consumption function, autonomous investments, equilibrium with unemployment.
- IS-LM model. Equilibrium in the short and long periods.
- AD-AS model. Equilibrium in the short and long periods.
- Monetary and fiscal policy: goals, types, instruments and consequences.
- Relationship between inflation and unemployment. Phillips curve. The theory of rational expectations.
- The impact of international trade and international capital markets on macroeconomic equilibrium.
- Economic theory of contracts. Types of contracts (formal and informal, explicit and implicit, complete and incomplete). Enforcement of contracts. Asymmetry of information. Opportunistic behavior ex ante and ex post. Transaction costs.
- Good with unknown value. The problem of evaluation cost. Theory of auctions.
- Adverse selection and its remedies in the goods, labor, capital and insurance markets.
- Moral hazard and its remedies in various markets. The problem of top managers' compensation.
- Specific asset and hold-up problem. Remedies.
- Nature of the firm. F. Knight, R. Coase, O. Williamson.
- Structure of the firm in terms of contract theory (department boundaries, delegation of decision-making power, control rights). Choice of company boundaries (vertical, functional, horizontal, relational, conglomerate integration).
- Economic theory of property rights. Different modes of ownership and their advantages. The tragedy of commons.

- Economic theory of the state. Political market, public choice and social contract (various models).

### **Literature**

*Begg D., Vernasca G., Fischer S., Dornbusch R.* Economics. 11<sup>th</sup> edition. McGraw-Hill, 2014.

*Besanko D, Dranove D, Shanley M, Schaefer S.* Economics of Strategy. John Wiley & Sons; 6<sup>th</sup> edition. 2013.

*Brickley J., Smith C. W., Zimmerman J.* Managerial Economics & Organizational Architecture. 6<sup>th</sup> edition. McGraw Hill, 2015.

*Frank, R. H.* Microeconomics and Behavior. New York: McGraw-Hill/Irwin. 9<sup>th</sup> edition. 2015.

*Mankiw N. G.* Principles of Economics, 7<sup>th</sup> Edition, Cengage Learning, 2014.

*Mankiw N. G., Taylor M. P.* Macroeconomics. 3<sup>rd</sup> Edition, Cengage Learning, 2014.

*Varian, H. R.* Intermediate Microeconomics: A Modern Approach: 9th edition. WW Norton & Company. 2014.

### **Part 3. Interview about current trends in management research**

Current trends in management research. Basic research methods in management. Object and subject of research in management. Combination of economics and sociology/organization theory in management research.

Conversation about chosen topic of research (applicant can choose a research topic for a future research in management or provide an example of a research project in management).

### **Literature**

Latest research papers in top-tier international journals of past 3-5 years (of ABS-list or FT-45, Web of Science, Scopus) and Russian scientific journal (according to impact-factor of Russian Science Citation Index) such as:

- Russian Journal of Management (<http://www.rjm.ru/>)
- Vestnik of St. Petersburg State University. Management Series (<http://www.vestnikmanagement.spbu.ru>)