

The Ministry of Science and Higher Education of the Russian Federation
IRKUTSK NATIONAL RESEARCH TECHNICAL UNIVERSITY



APPROVE

Vice-rector for academic affairs

V. V. Smirnov
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PREPARATION
The multiple choice admission tests
for applicants
to the Master`s program
MBA: Global Management and Leadership

Basics of managerial disciplines

Irkutsk – 2025

Unit 1. Basics of Management

Management functions (planning, organizing, leading, controlling). Managerial roles. Competitive advantages through people.

The origins of management. Scientific Management (Frederick W. Taylor, Frank and Lillian Gilbreth, Henry Gantt). Bureaucratic and administrative management (Max Weber and Henry Fayol). Human relations management (Mary Parker Follet, Elton Mayo, Chester Barnard). Behavioral approach. Abraham Maslow.

External environments (STEP, PEST analysis). General environment (economy, technological component, sociocultural component, political and legal component). Specific environment (customer component, competitor component, supplier component, industry regulation component, advocacy groups). Environmental scanning. Interpreting environmental factors. Acting of threats and opportunities. SWOT-analysis.

Internal environments.

Planning and decision making. Planning: setting goals, developing commitment to goals, developing effective action plan, tracking progress, maintaining flexibility. Planning from Top to Bottom.

Steps and limits to rational decision making.

Basics of organizational strategy. Sustainable competitive advantage. Strategy-making process.

Organizations. Designing organizational structures. Departmentalization (functional, product, customer, geographic, matrix). Organizational authority.

Designing organizational processes.

Work teams. The advantages and disadvantages of teams. Kinds of teams. Managing work teams. Work team characteristics. Enhancing work team effectiveness.

Basics of motivation. Equity theory. Expectancy theory. Reinforcement theory. Goal-setting theory. Integrated model.

Leadership. Essence of leadership. Situation approaches to leadership. Strategic leadership. Conflicts.

Communication. Perception and communication problems. Kinds of communications (the communication process, formal communication channel, informal communicational channels, one-to-one communication, nonverbal communication). Managing communication.

Control. The control process. Control methods. The objects to be controlled.

Unit 2. Basics of Strategic Management

Company's mission. The concept of strategy. Corporate-, Industry-, and Firm-level Strategies. Corporate-level strategies: Portfolio strategy, Grand strategies.

Industry-level strategies (5 industry forces, positioning strategies, adaptive strategies).

Firm-level strategies (direct competition, strategic moves of direct competition, entrepreneurship).

Industry attractiveness. Competitor analysis. The nature and source of competitive advantages. Cost advantage. Differentiation advantage. GAP-analysis.

Unit 3. Basics of Human Resources Management

The concept of HRM. Determining human resources needs. Human resources planning. Recruiting. Selection. Training. Performance appraisal. Compensation. Human resources policies, procedures and systems.

Preparation materials

1. Armstrong M. Armstrong's Handbook of Human Resource Management Practice.: 12-th edition. – Kogan Page, 2012. – 752 p. https://e-uczelnia.uek.krakow.pl/pluginfile.php/604792/mod_folder/content/0/Armstrongs%20Handbook%20of%20Human%20Resource%20Management%20Practice_1.pdf
2. David F. Strategic Management. Concepts and Cases. – Prentice Hall, 2011. – 290 p. http://www.rusdintahir.com/wp-content/uploads/2018/04/Strategic_Management-Concepts_and_Cas.pdf
3. Hill Ch. W., McShane S. L. Principles of Management. – McGraw-Hill, Irvin, 2008. – 511 p. https://aziarmal.wordpress.com/wp-content/uploads/2019/10/epdf.pub_principles-of-management.pdf
4. Hollensen S. Global Marketing – Pearson Education Limited, 2017. – 873 p.
5. Kennedy R. Strategic Management. – Virginia Tech Publishing, 2020. – 343 p.
6. Thompson A., Strickland A. Strategic management: concepts and cases.: 11-th edition. – McGraw-Hill, 2007. – 800 p.
7. Williams Ch. Management.: 6-th edition. – South-Western, Cengage Learning, 2011 – 828 p. <https://medicspanacea.wordpress.com/wp-content/uploads/2018/05/management-ameetkumarnsngmail-com.pdf>

