

3

Qualifications in Management

The typical degrees offered within this subject area in the Russian Federation are presented in Table 1.

Table 1
The typical degrees offered in Management

Cycle	Degrees	Qualification awarded	ECTS credits
1 st cycle	Management. Possible specializations: <ul style="list-style-type: none">• Management of the organization• International Management• State and municipal management• Logistics/distribution management• Marketing management• Production management• Project management• Management of human resources• Management and financial accounting• Financial management	Bachelor	240

Cycle	Degrees	Qualification awarded	ECTS credits
2 nd cycle	Management. Possible specializations: <ul style="list-style-type: none"> • General and strategic management of the organization • International Management • State and municipal management • Logistics/distribution management • Marketing management • Production management • Project management • Management of human resources • Management and financial accounting • Financial management • Information Management • Innovation Management 	Master	120

In this subject area additional educational programs may be implemented: for example, "Marketing", "International Management and the WTO", "Management in Education", "Innovation Management", "Enterprise management system: analysis, planning and control activities", "Modern methods and tools of quality management in different areas", etc.

The duration of programmes can be from 44 to 512 academic hours.

Following a survey held among stakeholders (employers, alumni, students, academics) and discussion in the subject area group (SAG) of the project the following generic competences were identified as being important for managers:

Table 3
Generic competencies important in Management

Competence code	Competence
GC 1	Ability to apply knowledge in practical situations
GC 2	Ability to identify, pose and resolve problems
GC 3	Ability to make reasoned decisions
GC 4	Knowledge and understanding of the subject area and understanding of the profession
GC 5	Ability to focus on results
GC 6	Capacity to learn and stay up-to-date with learning
GC 7	Ability to search for, process and analyse information from a variety of sources
GC 8	Ability to work in a team
GC 9	Ability to plan and manage time

5.2.3. Subject specific competences

During the project the following were analysed: Russian and foreign educational programmes, professional standards, and other regulatory documents and consultations were held with experts, representatives of the business community and members of the subject group. Based on this work, a list of competencies was formulated, on which, subsequently, employers, graduates, students and academics were interviewed.

The following competencies have been noted by experts as important as regulatory requirements for graduates of Bachelor and Master Degrees in

5.2.4. Meta-profile

A meta-profile reflects the structure and interrelation of competences that characterise a particular subject area. Meta-profiles are used for reference, depict mental models and should demonstrate the variety of possible and existing degree profiles within a particular subject area. Meta-profiles are determined by analysing stakeholder-consultation results through re-categorising the competence list. Such re-categorisation can be done differently in different subject areas and should reflect the subject area unique characteristics.

5.2.4.1. Meta-competences

Following the analysis of the main types of tasks and professional activities of graduates and by grouping some competence of the lists (the survey) following key competencies of managers could be suggested:

1. Team leadership.
2. Analysis of internal and external business environment.
3. Decision making.
4. Strategic planning.
5. Management of projects and processes.

Table 4
Meta-competences in Management

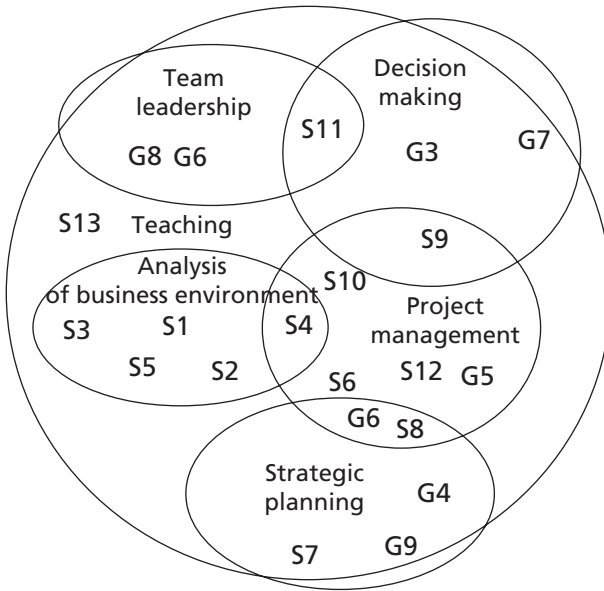
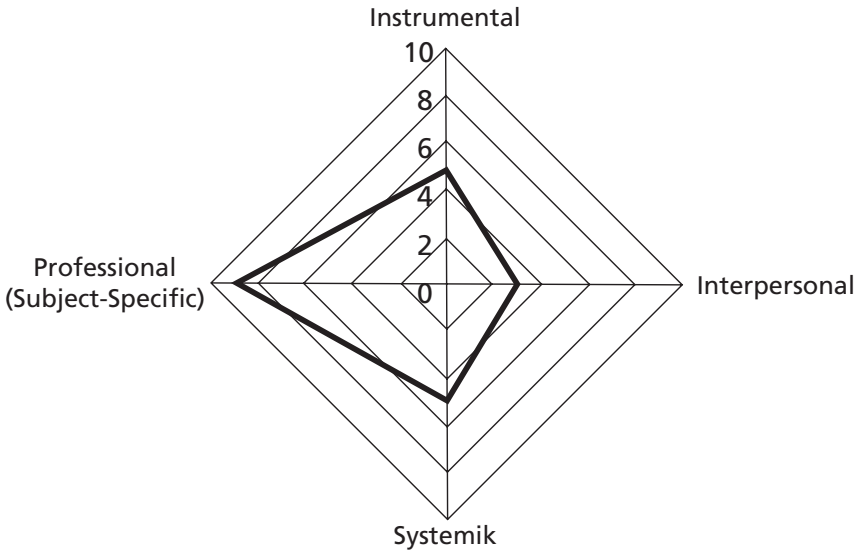
1. Team leadership	Ability to work in a team
	Capacity to learn and stay up-to-date with learning
2. Analysis of internal and external business environment	Capacity to Identify and analyse the impact of macro- and micro economic elements on business organisations (i.e. financial and monetary systems, internal markets)
	Capacity to Identify and analyse the constitutional characteristics of an organisation (i.e. goals and objectives, ownership, size, structure)
	Capacity to use the respective instruments for business environment analysis (i.e. industry analysis, market analysis, PESTL)
	Capacity to define criteria according to which an enterprise is defined and link the results with the analysis of the environment to identify perspectives (i.e. SWOT, internal and external value chain)

3. Decision making	Ability to use appropriate project management tools in decision
	Ability to choose consciously how to respond to any situation
	Ability to make reasoned decisions
	Ability to search for, process and analyse information from a variety of sources
4. Strategic planning	Ability to identify, pose and resolve problems
	Ability to plan and manage time
	Ability to apply knowledge in practical situations
	Capacity to provide company and projects with strategy recommendations using relevant tools
	Ability to manage resources according to objectives and actions planned
5. Management of projects and processes	Ability to focus on results
	Capacity to identify, investigate and use actual "web" ICT tools
	Ability to read, understand and analyse financial reports within field of work
	Ability to provide value chain with supply chain sustainable processes support
	Knowledge and understanding of the subject area and understanding of the profession
	Identify the functional areas of an organisation and their relations (i.e. purchasing, production, logistics, marketing, finance, human resource)

Generic Competencies
Subject Specific Competencies

5.2.4.2. Meta-profile diagram

Groups of competencies



6.1. First cycle

First cycle graduates (Bachelors) should:

First cycle graduates in Management should be able to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

Knowledge and understanding:

- the nature and purpose of business organisations; key concepts relating to their functioning, survival and success;
- the structure, culture and role of business organisations; the complex dynamics of organizational environments; how organisations understand and interact with their environments;
- the nature and development of leadership skills and behaviours; key concepts relating to leadership, influence and change within organisations;
- the nature and practice of management; key concepts and issues relating to the management of people, organisations, financial resources and marketing variables.

Abilities (Be able to do):

- critique established ideas, concepts and techniques drawn from studies, and use knowledge to examine a wide range of management problems, including in one's own work/practice arena;
- identify and critically assess different perspectives on and approaches to management issues, including in own work/practice;
- critically reflect on, evaluate and apply own knowledge in differing work/practice contexts;
- use and adapt relevant business knowledge and skills to practically engage with a range of problems and issues in work/practice arena;
- use specific business knowledge and cognitive and key skills as a basis for significantly enhancing work/practice;
- communicate information, ideas and arguments effectively using appropriate styles and language, to specialist and non-specialist audiences;
- find and interpret information presented in a variety of forms and perform relevant tasks of analysis and evaluation;

- apply ICT skills to search for, identify and present information appropriate to a variety of business/organisational activities.

6.2. Second cycle

Second cycle graduates (Masters) should:

Second cycle graduates in Management are expected to be able to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

Knowledge and understanding:

- the leading and alternative theories, concepts and models in business and management;
- the critiques of and key debates within the study of business and management;
- the complex and interrelated nature of organisations and management practice; and the global context in which business and management is practised;
- the main managerial issues associated with key business functional areas of managing people and organisations; finance; marketing; operations management; change and project management.

Abilities (Be able to do):

- analyse and synthesise key concepts and frameworks with clarity and critical reflection;
- while drawing appropriately as a manager on both academic and practitioner knowledge;
- evaluate and compare possible courses of action and make appropriate decisions in the light of the context in which managing is taking place;
- appraise and accommodate constraints, opportunities and threats present in management contexts;
- work effectively with others with openness and sensitivity to diversity;
- plan and manage time;
- develop an awareness of the impact of own thinking and behaviour and use this as the basis for developing one's own professional and personal competences;

- apply numeracy skills and quantitative analysis to business and management activities;
- find, record and use information, data and evidence effectively – drawing competently on relevant professional and academic literatures;
- conduct independent inquiry, investigation and on-going reflection on own learning in context;
- use a variety of communication media effectively;
- work both independently and as a member of a team;
- apply modern methods and techniques in teaching management disciplines;
- develop educational programs and guidelines for teaching management disciplines.