



**Graduate
School of Management**

St. Petersburg University

Accredited by



European Business Schools
Ranking 2013

GSOM SPbSU Research Book. 2013. Issue 3

<http://www.gsom.spbu.ru/en/research>

Printed in Graduate School of Management SPbU, 2014.

Coordination and Edition:

Anna V. Menshikova, Head of Research Projects Department

Research Management:

Yulia B. Ilina, Head of Research Programmes Committee

Contents

Research Programmes and Publications.....	5
Awards.....	10
The Most Frequently Downloaded Paper in Academic Journal.....	10
The Best Paper in Academic Journal.....	10
The Best Student Research Paper.....	11
The Best Russian Educational Program in Social Entrepreneurship.....	11
Research Centers.....	12
PricewaterhouseCoopers Centre for Corporate Social Responsibility.....	13
Deutsche Bahn and Russian Railways Centre for International Logistics and Supply Chain Management.....	14
Centre for Entrepreneurship.....	15
Centre for Strategic Marketing and Innovation.....	16
Case Development Center.....	16
Research Conferences and Seminars Organized in SPbU.....	19
Annual Conferences.....	19
International Conference “Game Theory and Management”, GTM 2013.....	19
International Conference “Public Sector Transition”.....	20
Dean Pashkus Research Conference (Annual Pashkus Readings).....	20
Other Conferences and Seminars.....	21
International Regional Research Conference of European Marketing Academy (EMAC Regional 2013) “Marketing Theory Challenges in Emerging Societies”.....	21
International Conference “Current Issues of Research and Training of Highly Qualified Staff in the Field of Logistics and Supply Chain Management (Doctoral, MBA and Executive Education Programs)”.....	21
Academic Journals Published in SPbU.....	24
The Russian Management Journal.....	24
Vestnik (Herald) of Saint Petersburg University. Management Series.....	25
Faculty Publications.....	26
International Peer-Reviewed Journals.....	26
International Peer-Reviewed Journals of ABS list.....	26
Other International Peer-Reviewed Journals.....	29
Russian Academic Journals.....	31
Journals Ranked 1 to 5 in Economics in the Russian Index of Scientific Citation.....	31
Other Russian Peer-Reviewed Academic Journals of the VAC (State Commission for Academic Degrees and Titles) List.....	39
Other Academic Journals.....	43
Publications in Russian Professional Journals.....	44
Books.....	45
National Reports.....	46
Working Papers.....	47
Cases Registered at ecch (Case Center).....	55
Textbooks and Manuals.....	57
Appendices.....	58
Appendix 1: The List of Research Areas	58
Appendix 2: Membership of GSOM SPbU Faculty in Journal Editorial Boards	60



Andrey Kostin
PhD (Economics), Professor
Director, GSOM SPbU

Dear colleagues!

Continuing and developing the academic traditions of St. Petersburg State University, Graduate School of Management SPSU pays equal attention to the quality of educational programs and the level of research in the field of management.

Just in twenty years we have managed to create a unique educational and research institution. Today, Graduate School of Management SPbU is the only one in Russia and in the CIS business school that was awarded leading international accreditations. For the second year in a row GSOM has been featured in the Financial Times ranking of the best master programs in the world. We have proved that in Russia you can create a business school of international level that is able to compete with the recognized «giants» on equal terms.

An important role in this success belongs to GSOM research achievements in the field of management ideas and practices. The main areas of research of our faculty and students include corporate social responsibility, entrepreneurship, international logistics and supply chain management, strategic marketing and innovation. There are four successfully operating research centers at School that specialize on these important for the modern economy issues.

I am pleased to present a report on the research programs and publications of GSOM SPbU in 2013!



Yulia Ilina

*Candidate of Sciences (Economics), Associate Professor,
Head of Research Programmes Committee*

Dear friends and colleagues!

We are pleased to present the GSOM SPbU 2013 Research Book. Based on the achievements of previous years and according to Development Program of Saint-Petersburg State University until 2020 GSOM SPbU keeps on developing and disseminating new knowledge that is highly valued for science, business and society in general.

The unique innovative for Russian business schools international research environment of dissemination of global management ideas and practices in Russian public and business sectors is developing at Graduate School of Management SPbU. Internships at world-leading universities and research centers, doctoral program that meets international standards, library possessing a unique for Russia collection of books in management and the subscription for journals and databases, the publication of two management journals, regular international research conferences and seminars, grants to support research projects and participation at conferences, bonuses for publications in top journals listed in ABS ranking – all of this became possible by virtue of our joint efforts!

The main areas of research at GSOM SPbU are social corporate responsibility, entrepreneurship, international logistics and supply chain management, strategic marketing and innovations. There are four research centers in the school specializing in these areas. Other research areas such as corporate governance, international business and knowledge management are also actively developing.

GSOM SPbU faculty are members of editorial boards of leading international management journals (International Journal of Human Resource Management, Journal of Business Logistics, Journal of Change Management), guest editors at high-ranking international journals (Journal of Operations Management, Management Learning, Industrial and Corporate Change), as well as active reviewers (Entrepreneurship Theory and Practice, Journal of Business Venturing, Journal of Business Ethics, Journal of Comparative Economics).

In 2013 several regular conferences with the participation of leading Russian and foreign researchers were hosted by GSOM SPbU: VII International Conference “Game Theory and Management 2013”, XV International Research Conference “Public Sector Transition”. The 4th EMAC CEE Regional Conference was also held at GSOM SPbU. This conference is continuation of the “Marketing Theory Challenges in Transitional Societies” series of European Academy of Marketing conferences that are organized by top universities in Western Europe on the annual basis. The Conference on Undergraduate Management Education was held at our School together with The European Foundation for Management Development (EFMD).

The detailed information about GSOM SPbU research activities during 2013 including a comparison with the previous years is presented in this report. We are confident that these achievements will contribute to the wider international recognition of the School as the leading international center of research in Management!



Research Programmes and Publications

The research at GSOM SPbU is represented by a broad range of intellectual activities that include fundamental and applied research and the development of educational materials. As for the most university based business schools, the publications in international scientific journals in management are in the top priority for GSOM SPbU. At the same time the School highly values the other forms of the dissemination of research activity, such as books, book chapters, articles in professional journals, cases, publications in a series of research papers, as well as presentations at Russian and international conferences.

In 2013 a number of papers based on the latest research in management was published in the leading international journals listed in Association of Business Schools (ABS) Academic Journal Quality Guide (Table 1). This fact indicates the sustainable growth of the quality of the research done by our professors and research fellows (Figures 1, 2, Tables 2, 3).

In 2013 72 full-time faculty members, 4 Senior Researchers, 10 Laboratory Assistants and Research Engineers, researchers and 5 Research Projects Managers contributed to the development of GSOM SPbU research activities (Figure 3).

The achievements of GSOM SPbU should be attributed to further growth of its case study collection, including cases

registered in The Case Centre (known before 01.07.2013 as European Case Clearing House) (Figure 5) and a number of book chapters of GSOM SPbU faculty published in English by leading publishing houses (Cambridge University Press, Edward Elgar Publishing, Oxford University Press, Palgrave Macmillan, Routledge, Springer).

In 2013 GSOM SPbU continued to issue two journals in the field of Management, holding leading positions according to the Russian Science Citation Index impact factor: Russian Journal of Management – 3rd among published in Russia scientific journals on “Economics. Economic Science”, and Vestnik (Herald) of St. Petersburg University. Management Series – 1st place among all the journals in Vestnik (Herald) of St. Petersburg University series.

Financial support for research is organized at GSOM SPbU according to the principle of co-financing. The main sources are competitive grants from the Russian government (including those which are part of the Development Programme of Saint Petersburg University until 2020), and foreign government research support funds, private Russian and international funds, as well as targeted funding of research projects by GSOM SPbU corporate partners and other companies.

Table 1. 10 Best Publications of 2013

Author(-s)	Paper title	Journal title	Vol., Issue	Pages	WoS IF (2012 / 5 years)	Scopus SJR (2012)/ SNIP (2012)
Bertrand O., Mol M.	The Antecedents and Innovation Effects of Domestic and Offshore R&D Outsourcing: The contingent impact of cognitive distance and absorptive capacity	<i>Strategic Management Journal</i>	Vol. 34	751-760	3.367 / 6.393	5.613 / 3.120
Shirokova G., Vega G., Kozyreva T.	Dipaul, Inc.: Transitioning in Measured Steps (Case)	<i>Entrepreneurship Theory and Practice</i>	First published online: January, 2013	21 p.	2.242 / 3.451	2.124 / 2.776
Morris M., Shirokova G., Shatalov A.	The Business Model and Firm Performance: The case of Russian retail ventures	<i>Journal of Small Business Management</i>	Vol. 51 Issue 1	46-65	1.333 / 2.072	0.988 / 2.342
Kianto A., Andreeva T., Pavlov Y.	The Impact of Intellectual Capital Management on Company Competitiveness and Financial Performance	<i>Knowledge Management Research & Practice</i>	Vol. 11 Issue 2	112-122	1.069 / -	0.422 / 0.716
Lehmann H., Muravyev A., Razzolini T., Zaiceva A.	The Wage and Non-wage Costs of Displacement in Boom Times: Evidence from Russia	<i>Journal of Comparative Economics</i>	Vol. 41	1184-1201	0.657 / 1.552	0.943 / 1.439
Muravyev A.	Evolution of Regulation of Labor in the USSR, CIS and Baltic States, 1985-2009 (forthcoming)	<i>Europe-Asia Studies</i>	First published online: http://www.tandfonline.com/action/		0.464 / 0.692	0.676 / 1.208
Zavyalova E., Kosheleva S.	Assessing the efficiency of HRD technologies in knowledge intensive firms (forthcoming)	<i>Human Resource Development International</i>	Vol. 16 Issue 5	590-598	-	0.555 / 0.607
Shirokova G., Vega G., Sokolova L.	Performance of Russian SMEs: Exploration, Exploitation and Strategic Entrepreneurship	<i>Critical Perspectives on International Business</i>	Vol. 9 Issue 1/2 (Special Issue: Russia: As solid as a BRIC?)	173-203	-	0.312 / 0.431
Shirokova G., Tsukanova T.	Impact of the Domestic Institutional Environment on the Degree of Internationalization of SMEs in Transition Economies	<i>The International Journal of Entrepreneurship and Innovation</i>	Vol. 14 Issue 3	193-204	-	0.176 / 0.517
Latukha M.O., Panibratov A.Yu.	Is the Role of HRM Strategic in M&A Success? Exploring the involvement of HRM in a due diligence process	<i>Journal of General Management</i>	Vol. 39 Issue 1	27-54	-	-

Table 2. GSOM SPbU Faculty Research Output, 2008-2013

Research Output / Year	2008	2009	2010	2011	2012	2013	Total
Articles in academic journals	66	76	74	76	73	64	281
Books	9	2	2	1	3	2	19
Research Collections	2	2	3	1	2	4	14
Articles in professional journals	19	13	9	13	6	3	63
Textbooks	16	10	16	15	3	7	67
Cases and teaching notes / registered in ecch	60/14	34/24	20/41	12/39	20/28	10/12	156/160
Books and textbooks translations	4	0	5	0	0	0	9

Table 3. Number of GSOM SPbU Faculty Publications in International and Russian Academic Journals, 2008-2013

Year	Number of Publications in International Academic Journals			Number of Publications in Russian Academic Journals		
	total	incl. ABS list	incl. A, B categories	total	incl. VAK list	incl. 1-5 acc. to RSCI index
2013	16	10	4	48	41	9
2012	20	14	4	53	50	12
2011	27	13	6	49	45	11
2010	20	9	4	54	42	6
2009	22	10	2	54	49	9
2008	12	3	0	54	45	13

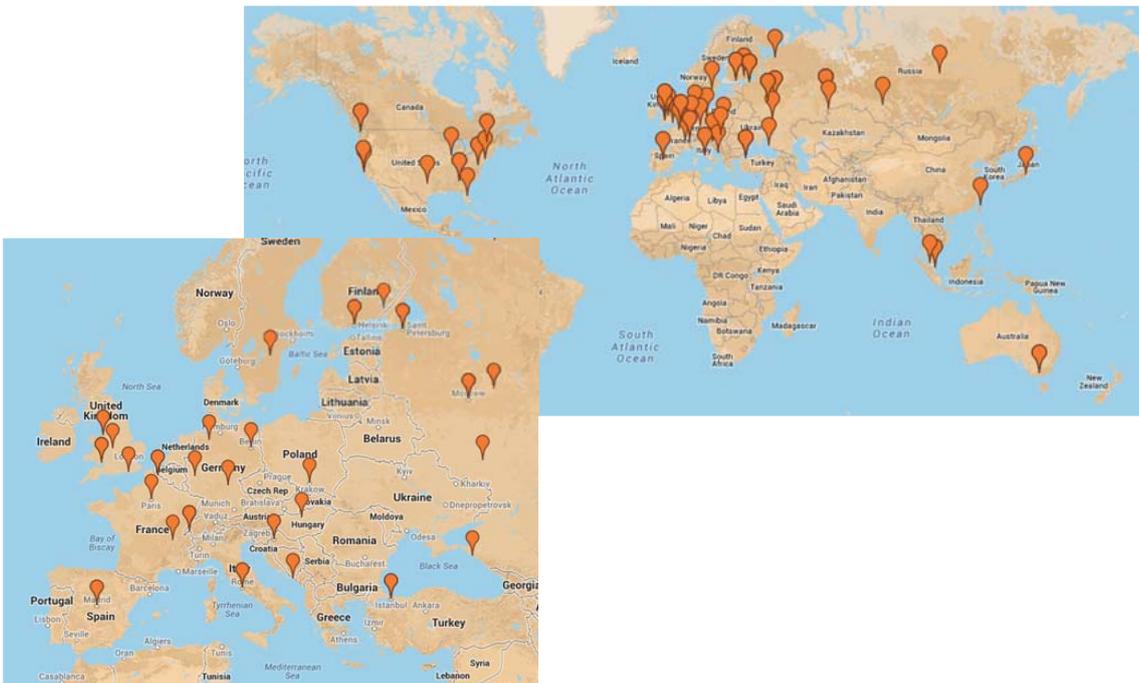


Fig. 1. Geographical Distribution of GSOM SPbU Faculty Participation in Conferences, 2013

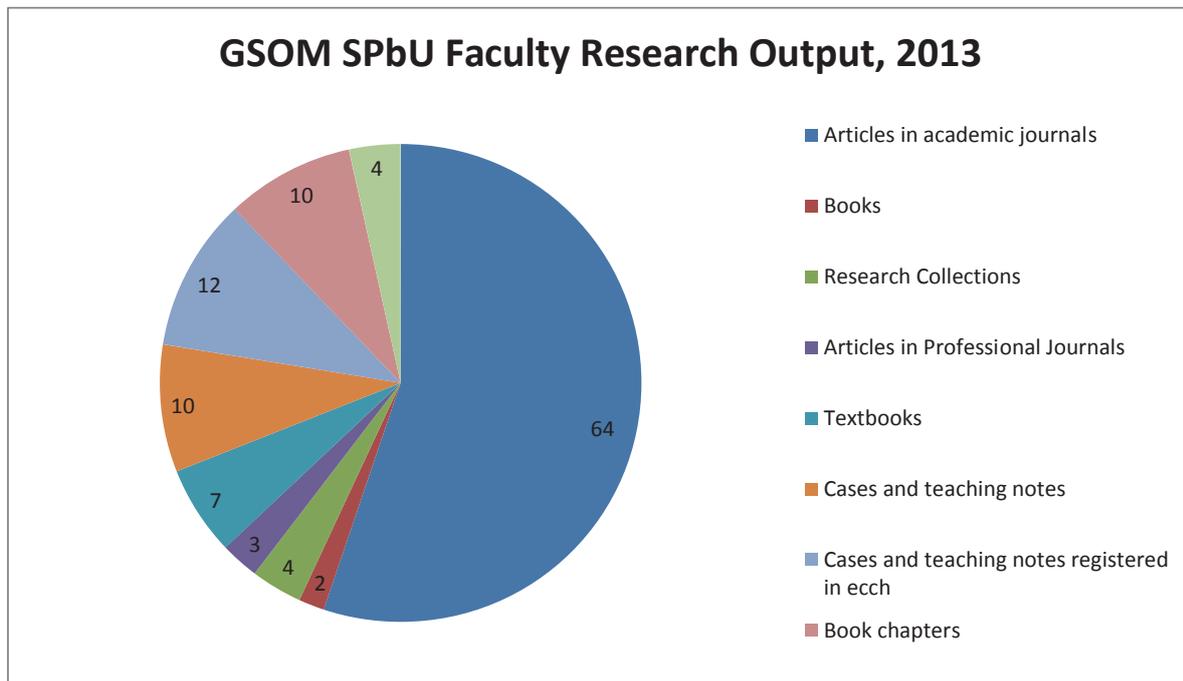


Fig. 2. GSOM SPbU Faculty Research Output, 2013

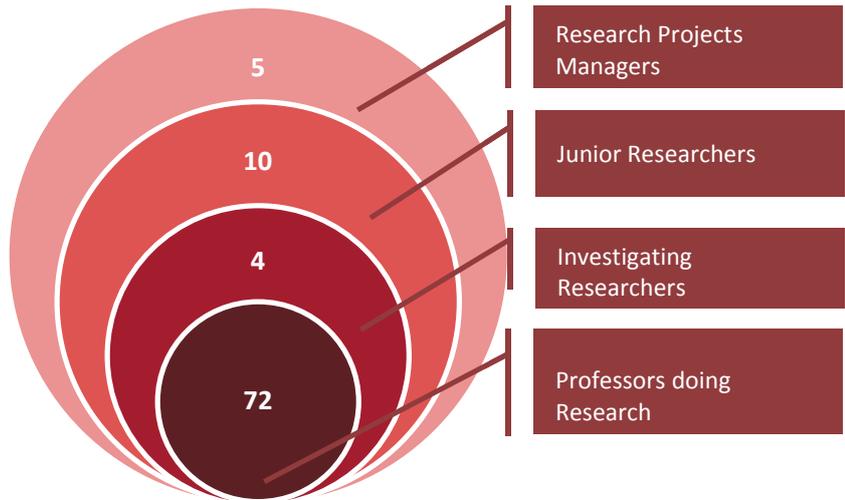


Fig. 3. Faculty and Staff Involved in Research in Management, 2013



Fig. 4. Geographical distribution of GSOM SPbU faculty research collaboration 2013



Awards

The Most Frequently Downloaded Paper in Academic Journal

Alexandre Ardishvili, Professor of Organizational Leadership, Policy and Development Department at University of Minnesota, USA

Elena K. Zavyalova, Doctor of Sciences in Psychology, Professor of Organizational Behavior and Personnel Management Department, SPbU

Vera N. Minina, Doctor of Sciences in Sociology, Professor of Sociology of Culture and Communication Department, SPbU



The paper "Human capital development: comparative analysis of BRICs" is amongst the most frequently downloaded in Emerald European Journal of Training and Development (Emerald Group Publishing), receiving over 800 downloads since publication. The paper was published in European Journal of Training and Development in 2012, Vol. 36 Issue 2/3, pp.213–233.

The article analyzes the human capital development strategies pursued by BRIC countries (Brazil, Russia, India, China). The study is based on the analytic comparisons of macro indices of human capital and innovativeness of the economy and a review of related academic literature and government publications. The study results suggest that the present human capital capacities of Russia and Brazil are higher than those of China and India. However, during the last decade the governments of the latter two countries have initiated impressive national programs of human capital development (e.g. significant investment and targeted government regulation). Although Russia and Brazil have targeted programs in some of the above areas, aforementioned countries are characterized by lack of the comprehensive long-term strategies concerning human capital development.



Emerald (Emerald Group Publishing) was founded in 1967 at the University of Bredford, UK for publishing literature in management, marketing, and information science. Now Emerald is a global leader in publishing of the scientific and professional literature. The company manages a portfolio of more than 290 journals and over 2,000 books and book series volumes, as well as providing an extensive range of online products and services.

The Best Paper in Academic Journal

Yury E. Blagov, Candidate of Sciences in Economics, Associate Professor of Strategic and International Management Department, SPbU

Anastasia A. Petrova-Savchenko, Assistant Professor of Strategic and International Management Department, SPbU



The paper "Corporate Philanthropy in Russia: Evidence from a National Awards Competition", published in 2012 in Corporate Governance: the International Journal of Business in Society (Vol. 12, No.4, pp. 534–547), has been chosen as an Outstanding Paper Award Winner. The Award for Excellence is issued annually by Emerald Literati Network Award.

The article aims to analyze the introduction, implementation, and evaluation of the philanthropic activities by Russian companies that are officially recognized as leaders in corporate philanthropy. The analysis is based on survey data collected from participants in the national "Corporate Philanthropy Leaders" award competition from 2008 to 2011. The results testify to strengthening connections between corporate philanthropy and corporate strategy. Russian companies significantly diversified the directions of their philanthropic activities, whereas the distribution of corporate philanthropy by form showed a high stability that was practically unaffected by the economic crisis of 2008-2009. A common practice is the professionalization of managing corporate philanthropy, with a growing role for CSR departments.

Tatiana A. Gavrilova, Doctor of Science in Computer Science, Professor, Head of Information Technologies in Management Department, SPbU

Tatiana E. Andreeva, Candidate of Sciences in Economics, Associate Professor of Organizational Behavior and Human Resource Management Department, SPbU



The paper “Knowledge elicitation techniques in a knowledge management context”, published in 2012 in *Journal of Knowledge Management* (Vol. 16, Issue 4, pp. 523–537), has been chosen as a Highly Commended Paper Award Winner. The Award for Excellence is issued annually by Emerald Group Publishing in terms of Emerald Literati Network Award.

The article critically reviews the current palette of methods organizations use to elicit knowledge from knowledgeable individuals. The analysis based on extensive literature review and 20 years of experience of one of the authors allowed to conclude that existing methods are based on and limited by idealistic assumptions about the behavior of knowledge owners. To extract knowledge (both tacit and explicit) organizations can employ the special agent (analyst) in order to allow further knowledge sharing and knowledge creation. The results of the study also include a new classification of the knowledge elicitation techniques that highlights the role of analyst in the knowledge elicitation process.

The Best Student Research Paper

Tatyana V. Tsukanova, Doctoral student, SPbU (Specialization – 08.00.05 Economics and Management of the National Economy (Management))



The research paper of 3rd year doctoral student, GSOM SPbU Tatyana Tsukanova titled “What Drives Firms to Go International? Reflection on the Internationalization of Russian SMEs” has been acknowl-

edged as the Best Student Research Paper at the 3d Annual International Conference on Innovation and Entrepreneurship (IE 2013) organized by Global Science and Technology Forum.

The study analyzed the sources of difference between Russian international and domestic small and medium-sized enterprises (SMEs) in their perception of multiple factors of internal and external environment. Based on the unique dataset of 500

Russian firms the comparative analysis of both groups of firms demonstrated that while international and domestic firms perceived some factors in a similar way, their perception of industry conditions and external environment differed: international SMEs felt the more intensive competition pressure and the more negative impact of institutional environment. At the same time they had several advantages compared to domestic firms: better access to capital, technology and knowledge. Notably, the empirical evidence showed that international SMEs performed better that confirmed the success of their strategy. Thus, the results of the study helped to provide deeper insight into the sources of differences between two groups of firms and identify the potential areas for improvement to enhance the level of SMEs involvement into international operations.

The Best Russian Educational Program in Social Entrepreneurship

David J. Barkan, Doctor of Science (Economics), Professor of Marketing Department, SPbU

Yury E. Blagov, Candidate of Sciences (Economics), Associate Professor of Strategic and International Management Department, SPbU

Olga M. Udovichenko, Candidate of Sciences (Economics), Associate Professor of Finance and Accounting Department, SPbU

Olga R. Verkhovskaya, Candidate of Sciences (Economics), Associate Professor of Strategic and International Management Department, SPbU



GSOM SPbU won the nomination “For the Best Russian Educational Program in Social Entrepreneurship” with the new Executive Education program «Project Management for Social Entrepreneurs». The Award for the development and promotion of the social entrepreneurship has been introduced by the “Our Future” Foundation of regional social programs.

For this nomination GSOM SPbU presented the Executive Education program designed for 100 current and potential social entrepreneurs from various Russian regions in 2012/2013. It contains four modules of classes: “Basics of Social Entrepreneurship” (Associate Professor Yury E. Blagov), “Business Plan Development” (Associate Professor Olga R. Verkhovskaya), “Project Development and Risk Management” (Associate Professor Olga M. Udovichenko), and “Marketing and Sales in Social Entrepreneurship” (Professor David J. Barkan), as well as the personal projects development and presentation.



Research Centers

According to the priority areas of research the four research centers continued to operate in GSOM SPbU in 2013:

- PricewaterhouseCoopers Centre for Corporate Social Responsibility;
- Centre for Entrepreneurship;
- Deutsche Bahn and Russian Railways Centre for International Logistics and Supply Chain Management;
- Centre for Strategic Marketing and Innovation.

The centers aim is to contribute to formation and further development of GSOM SPbU competencies on its profiles targeting at leadership in Russia and worldwide in the relevant areas.

In addition, there is the Case Development Center in GSOM SPbU, which has the most extensive in Russia collection of full-length and mini-cases based on Russian and international

companies doing business in Russia. Most of the cases developed in the center are research-based, i.e. are the result of the collection and processing of raw materials.

All centers have three interrelated priority areas: world-class research on current issues in the theory and practice of management, promoting the quality of teaching in GSOM SPbU specialized degree programs at all levels and the development and implementation of innovative training programs for managers and entrepreneurs. Young researchers, graduate students and GSOM SPbU undergraduates are involved in the activities of the centers, which is important to ensure the high level of academic and practical significance of their theses.

The publication of research results in highly ranked international and Russian academic journals and other types of publications, and the execution of research and educational projects for leading companies in the country and the world are the most important criteria for the Centers' success.

PricewaterhouseCoopers Centre for Corporate Social Responsibility

The Centre's goal is to support GSOM SPbU mission — to educate and advance the national managerial elite strongly committed to the idea of implementing the principles of social responsibility and sustainable development in Russian companies and respecting interests of all stakeholders.

Director of the Center: Yury Blagov, Candidate of Science (Economics), Associate Professor, Strategic & International Management Department GSOM SPbU.

Main Projects 2013

- Managing Corporate Social Performance. Project leader: Associate Professor Yuri Blagov, researchers: Senior Lecturer Maksim Storchevoy, Junior Researcher Anastasia Petrova-Savchenko.
- How Firms Learn to Manage and Integrate Sustainable Development in their Business Model: goals, strategy, structure and culture (as part of Global Organizational Learning and Development Network: GOLDEN for Sustainability, Bocconi). Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Petrova-Savchenko.
- National "Report on Social Investment in Russia-2012". Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Petrova-Savchenko.
- Textbook for "Corporate Social Responsibility" Course (PricewaterhouseCoopers, PWC, The Academy of Business in Society, ABIS). Project leader: Associate Professor Yuri Blagov, researchers: Senior Lecturer Maksim Storchevoy, Junior Researcher Anastasia Petrova-Savchenko.
- Review of United Nations Global Compact LEAD Pilot Phase (as part of international research consortium, Ashridge Business School). Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Petrova-Savchenko.
- Professional Training Program "Project Management for Social Entrepreneurs, 2012-2013". Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Yulia Aray, Junior Researcher Anastasia Petrova-Savchenko.

Main Partners

- PricewaterhouseCoopers Russia (www.pwc.com)
- Russian Managers Association (www.amr.ru)
- Donors Forum (www.donorsfirum.ru)

- The Foundation of Regional Social Programs "Our Future" (www.nb-fund.ru)
- The Academy of Business in Society, ABIS (www.eabis.org)
- Global Organizational Learning and Development network GOLDEN for sustainability (www.goldenforsustainability.org)
- Global Responsible Leadership Initiative, GRLI (www.garli.org)

Projects are Sponsored by:

- Citi Foundation
- PricewaterhouseCoopers Russia
- SPbU Federal budget

Selected Publications:

Aray Y.

Social Entrepreneurship at the Beginning of the 21st Century: Key Notions and National Specifics // *Russian Management Journal*, 11 (1), 2013, p. 111-130.

M. Storchevoy

Theory of the Firm and Strategic Management // *Voprosy Ekonomiki*, 2013 (1), p. 131-146.

Blagov Y.

Creating Shared Value in Emerging Markets: Evidence from a New Russian Experience // *The Shared Value Debate: Academic Visions on Corporate Sustainability* (ed. By M.Zollo, R.Mele), EGEA, 2013, p.109-115.

Blagov Y.

Responsible leadership and "shared value" — the new Russian experience // *EuroCharity Yearbook 2011/2012: Leadership for Sustainability*, 2012, p. 80-81.

Blagov Y., Petrova-Savchenko A.

Corporate Philanthropy in Russia: Evidence from a national awards competition // *Corporate Governance: The International Journal of Business in Society (Special Issue: Changing role and responsibility of business)*, 2012, Vol. 12 (4), p. 534-547.

Blagov Yu.E., Petrova-Savchenko A.A.

Sustainability Reporting: Disclosure on Compliance // *Economics of Contemporary Russia*, 2012, No.2 (57), p. 130-135.

Deutsche Bahn and Russian Railways Centre for International Logistics and Supply Chain Management

The objective of the Centre is education programs and research development in logistics and supply chain management area in order to improve the quality and competitiveness of international transport and logistics in European and Russian markets.

Head of the working group of the Center researchers: Konstantin V. Krotov, Candidate of Sciences (Economics), Associate Professor, Department of Operations Management GSOM SPbU.

Main Projects 2013

- Contract Logistics in Russia. Project leader: Professor Richard Germain, researchers: Associate Professor Yury Fedotov, Senior Lecturers Andrey Zyatchin, Konstantin Krotov.
- Analysis of Russia Logistics Market. Project leader: Professor Yuriy Fedotov, researcher: Dmitry Zaitsev
- Cases Development on International Logistics and Supply Chain Management on the basis of data from JSC "Russian Railways" and Deutsche Bahn Mobility Logistics AG. Researchers: Professor Vitaliy Cherenkov, Senior Lecturer Konstantin Krotov, Associate Professor Nikolay Zenkevich.
- Development of concept of higher and executive education in logistics and supply chain management under Federal State Educational Standard for Management and corporate requirements of JSC "Russian Railways".

Partners

- Deutsche Bahn Mobility Logistics AG (Deutsche Bahn, Germany) (www.bahn.de)
- JSC "Russian Railways" (www.rzd.ru)
- Petersburg State Transport University (www.pgups.ru)
- EBS University of Business and Law (Germany) (www.ebs.edu)

Projects are Sponsored by:

- JSC "Russian Railways"
- Deutsche Bahn Mobility Logistics AG

Selected Publications:

Fugate B.S., Autry Ch.W., Davis-Sramek B., Germain R.
Does Knowledge Management Facilitate Logistics-Based Differentiation? The Effect of Global Manufacturing Reach // *International Journal of Production Economics*, 2012, Vol. 139 (2), p. 496-509.

Germain R., Davis-Sramek B., Lonial S., Raju P.S.
The Impact of Relational Supplier Exchange on Financial Performance: A Study of the Hospital Sector // *Journal of Business Logistics*, 2011, Vol. 43 (3), p. 240-253.

Germain R., Birou L., Christensen W.
Applied Logistics Knowledge Impact on Financial Performance // *International Journal of Operations & Production Management*, 2011, Vol. 31 (8), p.816-834.

Germain R., Meek W.R., Baucus M., Davis-Sramek B.
Commitment in Franchising: The Role of Collaborative Communication and a Franchisee's Propensity to Leave // *Entrepreneurship, Theory & Practice*, 2011, Vol. 35 (3), p. 559-581.

Germain R., Krotov K.V., Fedotov Y.V.
Outsourcing and Vertical Integration: Research Propositions from an Organizational Perspective // *Russian Management Journal*. 2011, Vol. 9 (2), p. 93-108.

Germain R., Davis-Sramek B., Iyer K.
Supply Chain Technology: The Role of Environment in Predicting Performance // *Journal of the Academy of Marketing Science*, 2010, Vol. 38 (1), p. 42-55.

Fedotov Y.V., Krotov K.V.
Supply Chain Management: In Search of Paradigm // *Russian Management Journal*, 2010, Vol. 8 (1), p. 67-70.

Centre for Entrepreneurship

GSOM SPbU Center for Entrepreneurship is aiming to unite and concentrate GSOM SPbU faculty, alumni, post-graduates and undergraduate student's efforts on entrepreneurship as one of the key research areas. The main goal of Center's creation is development and dissemination of knowledge on entrepreneurship.

Director of the Center: Galina Shirokova, Doctor of Science (Economics), Professor, Strategic & International Management Department GSOM SPbU.

Main Projects 2013

- Global Entrepreneurship Monitor — Russia (GEM). The Center for Entrepreneurship is GEM Russian partner. Project leader: Associate Professor Olga Verkhovskaya, researcher – Maria Dorokhina.
- Global University Entrepreneurial Spirit Students' Survey (GUESSS). GSOM SPbU is the main partner of Global University Entrepreneurial Spirit Students' Survey (GUESSS) project in Russia. Since 2003 the Swiss Institute for Small Business and Entrepreneurship at the University of St. Gallen (Switzerland) leads the survey. Project leader: Professor Galina Shirokova, researchers: Assistant Professor Tatyana Tsukanova, doctoral student Karina Bogatryeva.
- Institutional Aspects of Entrepreneurship Development in Emerging Economies. Project leader: Professor Galina Shirokova, researchers: Assistant Professor Tatyana Tsukanova, junior researchers Dmitry Knatko, Liyubov Sokolova, doctoral students Karina Bogatryeva and Igor Zibarev.
- The Influence of Institutional Environment on Strategic Choices and Development of Entrepreneurial Firms in Russia. Project leader: Professor Galina Shirokova, researchers: Assistant Professor Tatyana Tsukanova, junior researchers Dmitry Knatko and Lyubov Sokolova, doctoral students Bogatryeva, Julia Bistrova and Igor Zibarev, master students Tatyana Belyaeva and Elena Orlova.
- The XV Annual Business Plan Competition. Project leader: Professor Galina Shirokova, coordinator: Assistant Professor Tatyana Tsukanova.

Main Partners

- The Centre for Entrepreneurship (Moscow) (www.cfe.ru)
- CJSC "NPF "Teplocom" (www.teplocom.spb.ru)
- Communication Agency "PRAVDA" (www.daetopravda.ru)

- EMLYON Business School (www.em-lyon.com)
- GSOM SPbU Alumni, Executive MBA Program, Group EMBA 2012B
- Swiss Institute for Small Business and Entrepreneurship at the University of St. Gallen (Switzerland) (www.cfb.unisg.ch)
- The Foundation of Regional Social Programs "Our Future" (www.nb-fund.ru)

Projects are Sponsored by:

- GSOM SPbU tuition revenues
- Ministry of Education and Science of the Russian Federation
- The Center for Entrepreneurship (Moscow)
- The Foundation of Regional Social Programs "Our Future"
- CJSC "NPF Teplocom"
- GSOM SPbU Alumni, Executive MBA Program, Group EMBA 2012B

Selected Publications:

Shirokova G., Tsukanova T.

Impact of the Domestic Institutional Environment on the Degree of Internationalization of SMEs from Transition Economies // *International Journal of Entrepreneurship and Innovation*, 2013, Vol. 14 (3), p. 193–204.

Shirokova G., Vega G., Sokolova L.

Performance of Russian SMEs: Exploration, Exploitation and Strategic Entrepreneurship // *Critical Perspectives on International Business*, 2013, 9 (1/2), p. 173-203.

Shirokova G., Vega G., Kozyreva T.

DiPaul, Inc.: Transitioning in Measured Steps // *Entrepreneurship Theory & Practice*, 2013, DOI: 10.1111/etap.12010.

Morris M., Shirokova G., Shatalov A.

The Business Model and Firm Performance: The Case of Russian Food Service Ventures // *Journal of Small Business Management*, 2013, Vol. 51 (1), p. 46-65.

Verkhovskaya O., Dorokhina M.

Entrepreneurial Firms and New Job Creation in Russia: Empirical Evidence // *Russian Management Journal*, 2013, 11 (1), p. 19-40.

Centre for Strategic Marketing and Innovation

The objective of the Center for Strategic Marketing and Innovations of GSOM SPbU is creation of competences in studying marketing and innovation theories and methodologies using advanced experience of Russian companies in the comparative studies and spreading new knowledge among Russian academics and the businesses.

Main Projects 2013

- Methodology of the Development of Customer Management Technologies of Russian Enterprises. Project leader: Professor Sergey Kushch; researchers: Associate Professor Maria Smirnova, Assistant Professor Vera Rebyazina.
- Brand Management in Emerging Markets: Competitive Advantages Development, Trademarks Protection, Brand Strategies. Project leader: Associate Professor Sergey Starov, researchers: Investigating Researcher Alexander Krasnikov, Associate Professor Maria Smirnova, Assistant Professor Olga Alkanova, Doctoral students Polina Landgraf and Daniil Muravskiy.

Main Partners

- Aalto University School of Business (www.biz.aalto.fi)

Projects are Sponsored by:

- SPbU Federal budget
- GSOM SPbU tuition revenues

Selected Publications:

Podmetina D., Smirnova M.

R&D Cooperation with External Partners and Implementing Open Innovation // *Journal of Innovation Management*, 2013, 1/2, p. 103-124.

Rebyazina V. A., Smirnova M. M., Kushch S. P.

Portfolio and Evolutionary Approaches to Building Relationships with Partners: The Case of Russian Companies // *Russian Management Journal*, 2013, 11 (3), p. 31-52.

Smirnova M., Podmetina D., Vaatanen J., Torkkeli M.

Collaborative Approaches to New Product Development: Case of Russia // *International Journal of Entrepreneurship and Innovation Management*, 2012, 15 (1/2), p. 91-107.

Smirnova M., Naude P., Henneberg S., Mouzas S., Kushch S. **The Impact of Market Orientation on the Development of Relational Capabilities and Performance Outcomes: The case of Russian industrial firms** // *Industrial Marketing Management*, 2011, 40 (1), p. 44-53.

Smirnova M., Henneberg S., Ashnai B., Naude P., Mouzas S. **Understanding the Role of Marketing-Purchasing Collaboration in Industrial Markets: The case of Russia** // *Industrial Marketing Management*, 2011, 40 (1), p. 54-64.

Rebyazina V.A., Kushch S.P., Krasnikov A.V., Smirnova M.M.

Innovation Activities of the Russian Companies: The Results of Empirical Study // *Russian Management Journal*, 2011, Vol. 9 (3), p. 29-54.

Starov S.A., Moreva I.A., Alkanova O.N.

Services Branding Effectiveness Assessment: The Usage of Brand Touch-Points Model (on the Example of Siberia Air Company) // *Vestnik (Herald) of Saint-Petersburg University. Management Series*, 2013, Issue 1, p. 105-136.

Case Development Center

Development, dissemination and implementation in the educational process of case studies on Russian firms and international companies based in Russia is among the priority directions of scientific and teaching work at GSOM SPbU. Most of the cases developed at GSOM SPbU — both full-length and mini-cases — are based on field research.

Currently GSOM SPbU is the largest center of Case Studies on business practices in Russia. GSOM SPbU is Russia’s first business school, which formed its own collection of case studies at The Case Centre (before July 07, 2013, known as European Case Clearing House) in English. As of December 31, 2013, GSOM SPbU case collection at The Case Centre consists of 208 registration units (128 cases and 80 teaching notes). At the moment GSOM SPbU cases are available for use in training programs anywhere in the world. They are ordered for use in teaching at universities in Europe, U.S., Asia and Africa.

The collection of business case studies developed at GSOM SPbU in 1996–2013, consists of 249 cases, including 149 cases supported by teaching notes. 77 professors and 7 graduate students took part in case development. More than 50 case studies and teaching notes are being developed in conjunction with colleagues from other schools of business, i.e. Haas School of Business, University of California (Berkeley), University of Texas, Babson College, Helsinki School of Economics and other international business schools.

By now seven collections of cases were published at GSOM SPbU, 93 cases in total (17 cases were published in 2003–2005, and 69 cases were published in collections of 2008–2010, and 7 cases in 2012). Nearly 40 case studies and articles on the development of case-method were published in journals and periodicals in Russia. Five editions of guidelines for teachers of business disciplines on case study development were published at GSOM SPbU. 28 case studies and articles on case-method were published in leading international journals, covering the use of case-method.

In 2007 GSOM SPbU became the founder of the project “Russian Case Studies Center” (www.case-center.ru). It is a digital library of case studies for use in business education programs at various levels. The Electronic Library includes case studies in Russian, developed in Russia. The project aims at supporting business education teachers by expanding access to teaching materials created by the authors in different universities and educational centers in Russia, as well as the ones published in professional journals.

Project Leader: Igor Gladkikh, Associate Professor, Marketing Department GSOM SPbU.

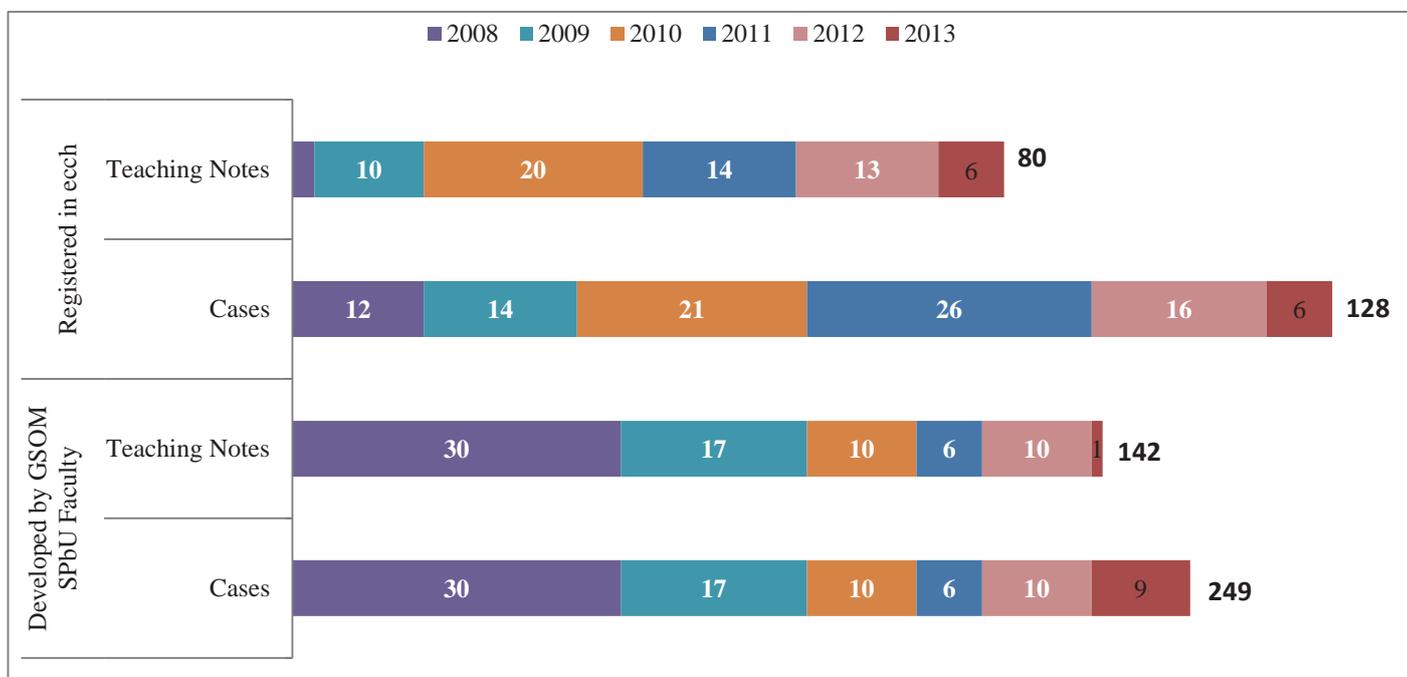


Fig. 5. GSOM SPbU Case Collection, 2008-2013

Collected Books of GSOM SPbU Cases

1. Cross-border Strategy and Operations: Finnish Companies in Russia. A Collection of Cases // Edited by A.G. Medvedev, M.O. Latukha. – SPb.: SPbSU GSOM. 2012. – 196 pp.
2. Organizational Behavior and Human Resource Management: GSOM SPbSU Case Collection / Edited by I.V. Gladkikh, V.N. Minina; Graduate School of Management SPbSU. St.Petersburg: Graduate School of Management Publishing, 2010. – 440 pp.
3. Organizational Development: GSOM SPbSU Case Collection / Edited by I.V. Gladkikh; Graduate School of Management SPbSU. St.Petersburg: Graduate School of Management Publishing, 2009. – 456 pp.
4. Marketing / Edited by I.V. Gladkikh; Graduate School of Management SPbSU. St.Petersburg: Graduate School of Management Publishing, 2008. – 340 pp.
5. Collected Book of Cases: Change of External Environment and Companies' Development / Edited by I.V. Gladkikh, Yu.V. Fedotov; St.Petersburg: St.Petersburg State University Publishing, 2004. – 264 pp.
6. Strategic Management at Russian Companies: Collected Cases / Edited by I.V. Gladkikh, V.S. Katkalo; S.P. Kushch; St.Petersburg: St.Petersburg State University Publishing, 2004. – 248 pp.
7. Collected Book of Cases: Cases of Russian Companies (Northwestern Region) / Edited by S.P. Kushch; St.Petersburg: St.Petersburg State University Publishing, 2003. – 232 pp.

Collected Books of Cases Developed with GSOM SPbU Participation

CSR Instruments Usage for Successful Business Development: Business Cases Colletion / Edited by. S.E. Litovchenko. – Moscow: Association of Russian Managers, 2011. – 152 p. (consultant – I.V. Gladkikh, Director of Case Development Centre of GSOM SPbU).

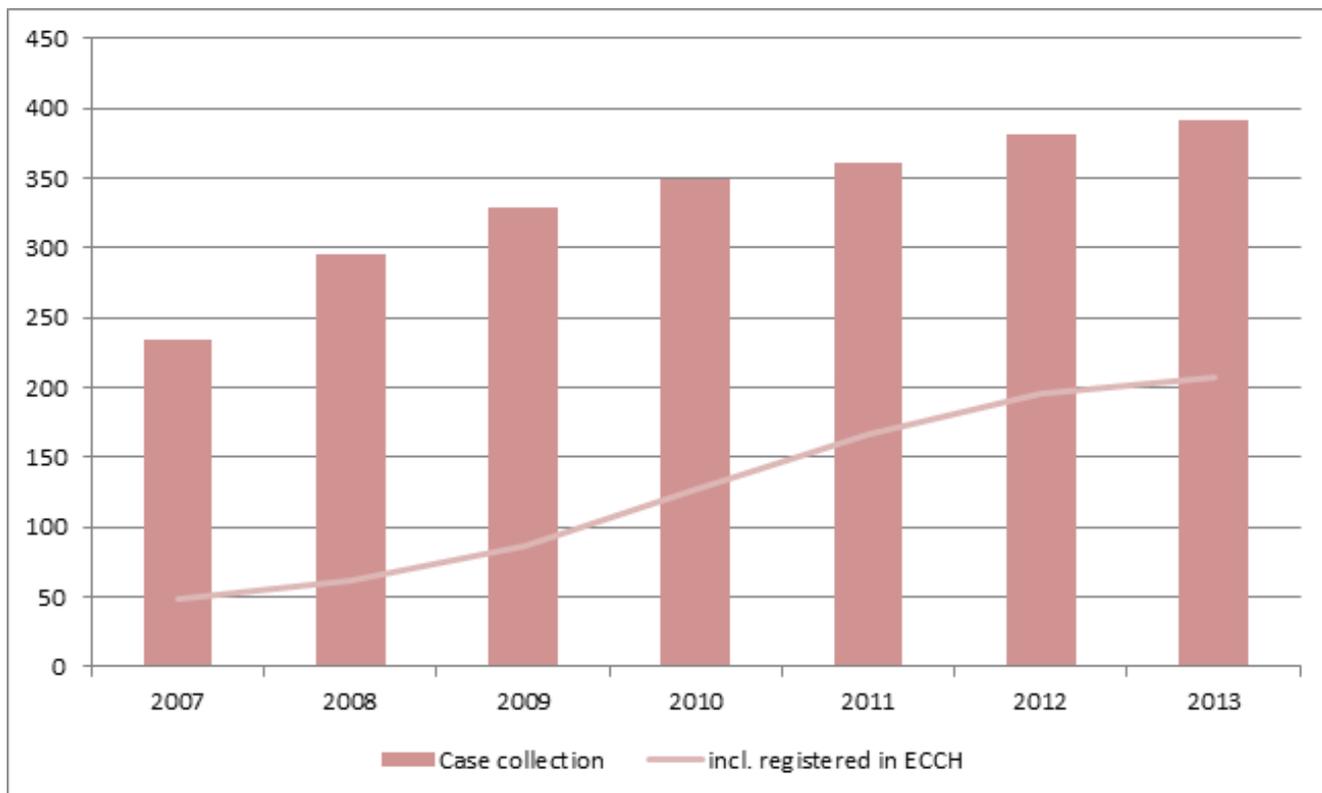


Fig.6 Cases Developed by GSOM SPbU Faculty, 2007-2013



Research Conferences and Seminars Organized in SPbU

Annual Conferences

International Conference “Game Theory and Management”, GTM 2013



The conference has been held since 2007 in collaboration with Faculty of Applied Mathematics & Control Processes of St.Petersburg University and the International Society of Dynamic Games (ISDG, Russian Chapter). 80–90 leading researchers, 50% of whom are foreign ones, take part in the conference every year.

Key Conference Presentations in 2007–2013:

I GTM Conference (June 28–29, 2007)

- Professor R. Aumann (Israel), Nobel laureate in economics, 2005
- Professor G. Zaccour (Canada)
- Professor S. Hart (Israel)

II GTM Conference (June 26–27, 2008)

- Professor J. F. Nash (USA)
- Professor T. Basar (USA)
- Professor G. J. Olsder (the Netherlands)
- Professor L. A. Petrosyan (Russia)
- Professor D. W.K. Yeung (Hong-Kong)

III GTM Conference (June 24–26, 2009)

- Professor R. Selten (Germany), Nobel laureate in economics, 1994
- Professor P. Bernhard (France)
- Professor M. Wooders (USA)
- Professor D. A. Novikov (Russia)

IV GTM Conference (June 28–30, 2010)

- Professor A. Haurie (Switzerland)
- Professor R. T. Rockafellar (USA)
- Professor H. Moulin (USA)
- Professor A. Kryazhimskiy (Russia)

V GTM Conference (June 27–29, 2011)

- Professor R. Myerson (USA), Nobel laureate in economics, 2007
- Professor J. Weibull (Sweden)
- Professor Sh. Zamir (Israel)
- Professor V. Mazalov (Russia)

VI GTM Conference (June 27–29, 2012)

- Professor S. Aseev (Russia)
- Professor M. Breton (Canada)
- Professor E. Kalai (USA)
- Professor S. Sorin (France)
- Professor J. Hofbauer (Austria)

VII GTM Conference (June 26-28, 2013)

- Professor F. Kydland (USA), Nobel laureate in economics, 2004
- Professor B. Monien (Germany)
- Professor B. De Meyer (France)
- Professor L. Petrosyan (Russia)

International Conference “Public Sector Transition”

The conference has been held since 1998 together with Association for Studies in Public Economics, ASPE. 80–90 leading Russian and foreign researchers take part in the conference every year.

Key Conference Presenters

XV conference (November 8-9, 2013)

- E. A. Kolomak (Institute of Economics and Industrial Engineering of the Siberian Branch of the RAS)
- L. E. Limonov (ICSER Leontiev Centre)
- M.Y. Sokolov (The Minister of Transport of the Russian Federation, Head of Public Administration Department, St. Petersburg University)



Dean Pashkus Research Conference (Annual Pashkus Readings)

Pashkus Readings is held every year in memory of the first Dean of the Department of Management SPbSU, Professor Yuri Pashkus (1939-1996). XVIII Annual Pashkus Readings were held at St. Petersburg University Graduate School of Management on November 15, 2013. Plenary session

on “The Creation of “Shared Value”: Pro & Contra” was presented by Associate Professor Yury E. Blagov. Professor David I. Barkan was an opponent.

The presentation was devoted to the new concept of “shared value”, which assumes that business is conducted in a way that competitive advantages of the firm become stronger and at the same time economic and social environment of communities, where companies are operating, also improves. Several cases of well-known companies such as Nestle show that along with making profit such companies also pursue goals of solving ecological and social problems. Those goals deal with the adoption of “green” technologies, environmental care and creation of clusters that form business ecosystem.

The discussion considers general role of business in solving social and ecological problems. Special attention was devoted to the new model of “Shared Value Creation” developed by guru of modern management Michael Porter with his co-authors published in Harvard Business Review Journal in 2011. It was shown that the development of the concept of “Creating Shared Value” could be considered as a logical step in the evolution of theories in the field of Corporate Social Responsibility (CSR).

Right after the presentation vivid discussion started from the opponent speech. The discussion covered such important questions as:

- Whether it is possible to solve burning social and ecological problems with the instruments of capitalism?
- Whether the concept of “Shared Value Creation” is important theoretical knowledge about new social phenomenon or whether it is just temporary fashion that does not really add value to our understanding and solutions of social and ecological problems?

Overall, the discussion during XVIII Annual Pashkus Readings was a success and united participants of the Readings, among whom there were GSOM SPbU faculty, junior researchers, students and GSOM SPbU alumni as well as representatives of business community.

Other Conferences and Seminars

International Regional Research Conference of European Marketing Academy (EMAC Regional 2013) "Marketing Theory Challenges in Emerging Societies"

International Conference EMAC Regional 2013 serves as a continuation of a series of academic conferences on "Marketing Theory Challenges in Emerging Societies" by European Marketing Academy organized annually in one of the leading Eastern European business schools.

The European Marketing Academy (EMAC) is a professional society for people involved or interested in marketing theory and research, established in 1975. Its aims are to serve as core of a communication network for disseminating information and promoting international exchange in the field of marketing. Membership is open to individuals from Europe and elsewhere. At present, the Academy has over 1000 members from more than 57 different countries in all five continents.

The first steps toward establishing EMAC CEE Regional Conference go back to 2007 when a group of scholars from the region gathered at the Faculty of Economics and Business in Maribor (Slovenia) and created a forum that attracted researchers dealing with market development issues. The conferences titled Marketing Theory Challenges in Transitional Societies – MTC were organized in the two consecutive years in Zagreb, Croatia (2008) and again in Maribor, Slovenia (2009). In 2009, in line with the EMAC policy regarding extensions of its activities, it was agreed that MTC will continue to exist under a new title – EMAC CEE Regional Conference – Marketing Theory Challenges in Emerging Societies. The first EMAC CEE Regional Conference (4th MTC) was organized at Corvinus University of Budapest, Hungary 2010, followed by the 5th MTC at the Alexandru Ioan Cuza University in Iasi, Romania 2011 and the 6th MTC at the University of Belgrade, Serbia 2012.

EMAC Regional 2013 Key Speakers

- Lada Kudrova, P&G Marketing Director, Eastern Europe
- Scott Neuman, Director, Marketing & Communications IBM Central & Eastern Europe

International Conference "Current Issues of Research and Training of Highly Qualified Staff in the Field of Logistics and Supply Chain Management (Doctoral, MBA and Executive Education Programs)"

International conference "Current Issues of Research and Training of Highly Qualified Staff in the Field of Logistics and Supply Chain Management (Doctoral, MBA and Executive Education programs)" was organized by Deutsche Bahn and Russian Railways Center for International Logistics and Supply Chain Management of Graduate School of Management, St. Petersburg State University. The conference focuses on the following key issues:

- preparation of the teaching staff in Logistics and Supply Chain Management through the doctoral programs;
- preparation of professionals in Logistics and Supply Chain Management through MBA programs and Executive Education programs;
- research in logistics and supply chain management.

More than 50 participants took part in the conference representing 12 universities from Russia and Finland: Lappeenranta University of Technology (Northern Dimension Research Centre, NORDI), Moscow State Transport University (Institute of Information Technology Management), Petersburg State Transport University, Pskov State University, Rostov State Transport University, Saint-Petersburg State University (Faculties: Graduate School of Management, Applied Mathematics and Control Processes), Saint-Petersburg State University of Economics (Saint-Petersburg State University of Economics and Finance, Saint-Petersburg State University of Engineering and Economics), Saint-Petersburg State Technological University of Plant Polymers, Saint-Petersburg State University of Service and Economics, State University of Aerospace Instrumentation, Ural Federal University named after the First President of Russia B.N. Yeltsin (Graduate School of Economics and Management). The conference was also attended by representatives of business community from Certification Association "Russian Register", JSC "RZD Logistics", JSC "Russian Railways", JSC "Federal Passenger Company" (North-West Direction of Luggage Transportation), Oktyabrskaya Railways, Oktyabrskiy Territorial Centre of Corporate Transport Service.

Table 5. Conferences Organized by GSOM SPbU in 2008-2013

Conference Name	Conference Dates
XVIII Annual Dean Pashkus Readings	November 15, 2013
XV International Research Conference "Public Sector Transition"	November 8-9, 2013
International Regional Research Conference of European Marketing Academy (EMAC Regional 2013) "Marketing Theory Challenges in Emerging Societies"	September 25-27, 2013
VII International Conference on Game Theory and Management	June 26-28, 2013
International Conference "Current Issues of Research and Training of Highly Qualified Staff in the Field of Logistics and Supply Chain Management (Doctoral, MBA and Executive Education Programs)"	January 29, 2013
International Conference "Mathematics, Economics, and Management: the Centenary of L.V.Kantorovich"	February 7-9, 2012
VI International Conference on Game Theory and Management	June 27-29, 2012
Conference "Strategies for Russian and International MNCs Following Russia's Accession to the WTO"	October 4, 2012
International Research Conference "Dynamic Capabilities, and the Sustainable Competitiveness of Firms and Nations"	October 11, 2012
XIV International Conference "Public Sector Transition"	November 9-10, 2012
XVII Annual Dean Pashkus Readings	November 29, 2012
XII International Conference "Public Sector Transition: Innovation Prospects"	March 11-12, 2011
V International Conference on Game Theory and Management	June 27-29, 2011
International Conference "Foreign Investment, Global Strategies and Leadership"	October 13, 2011
Round table "Ontological modeling of organizations and industries" (with ITMO - National Research University of Information Technologies, Mechanics and Optics)	November 09, 2011
XIII International Conference "Public Sector Transition"	November 11-12, 2011
XVI Annual Dean Pashkus Readings	December 09, 2011
International Conference "Research and Education in Logistics and Supply Chain Management"	December 14-16, 2011
XI International Conference "Public Sector Transition: Management in Turbulent Times"	March 5-6, 2010

Conference Name	Conference Dates
IV International Conference on Game Theory and Management	June 28–30, 2010
9th Annual Colloquium of EABIS – The Academy of Business in Society	September 20–22, 2010
VIII Doctoral Colloquium of EABIS	September 20–22, 2010
EEC and EECPCLE EFER Alumni Roundtable	October 10–12, 2010
Conference on Current Issues of Logistics and Supply Chain Management "Transport and Logistics"	October 22, 2010
XV Annual Dean Pashkus Readings	October 29, 2010
III International Conference on Game Theory and Management	June 24–26, 2009
Round table "Insurance Companies and Medical Institutions - Cooperation for the Benefits of Consumers"	30 сентября 2009
XIV Annual Dean Pashkus Readings	September 30, 2009
The Petersburg Dialogue's seminar "Education and Research in Logistics and Supply Chain management: Perspectives for Russian-German cooperation"	November 24–25, 2009
International Research Conference "Teaching and Research in Marketing: Challenges of the XXI Century"	April 24–25, 2008
The 2nd ISRICH Conference "Innovation and Change in Health Care Systems"	May 8–9 2008
II International Conference on Game Theory and Management	June 26–27, 2008
III Summer School of Russian Journal of Management	July 7–18, 2008
Round table "St.Petersburg Real Sector Threats and Opportunities"	October 09, 2008
XIII Annual Dean Pashkus Readings	October 17, 2008
X International Conference "Public Sector Transition: Improving Service Delivery"	October 31 – November 1, 2008
Symposium on Entrepreneurship for Professors and Entrepreneurs	November 2–6, 2008
Workshop "Entrepreneurship in Russia: Main Trends in Entrepreneurial Research"	December 6, 2008



Academic Journals Published in SPbU

The Russian Management Journal



All Russian academic journal in the field of general and strategic management was established in 2003 by Saint Petersburg State University on the initiative of the Graduate School of Management SPbU. The RMJ is published in Russian quarterly (4 issues per year).

RMJ is included in the top RSCI list (first 5) of impact factors of economics and administration journals and holds the 1st place in RSCI list of impact factors of managerial journals (IF = 1.511 on 01.12.2013).

RMJ's International Academic Advisory Board represents the leading researchers from the top scientific and training centers in the field of management in Russia, including Russian Presidential Academy of National Economy and Public Administration, National Research University – Higher School of Economics (Moscow), Central Economics & Mathematics Institute of the Russian Academy of Sciences, as well as the prominent scientists from the international leading universities and business schools such as Harvard, Stanford and Warton Business Schools, University of California (Berkeley and Los Angeles), INSEAD, Copenhagen Business School, etc.

In 2013 39 people were RMJ papers' authors (including collaborative work), with 8 GSOM SPbU faculty members, 1 GSOM SPbU doctoral student, 15 other Russian authors and 15 authors of translated papers previously published in international journals.

Editors-in-Chief

- Bukhvalov, Alexander V., Graduate School of Management, St. Petersburg State University, Russia
- Teece David J., Professor, University of California (Berkeley), USA

Editorial board:

- Kleiner, George B., Central Economics & Mathematics Institute, Russian Academy of Sciences, Associate Editor
- Blagov, Yury E., Graduate School of Management, St. Petersburg State University
- Dementiev, Viktor E., Central Economics & Mathematics Institute, Russian Academy of Sciences
- Filonovich, Sergey R., Graduate School of Management, National Research University «Higher School of Economics»
- Ivanov, Dmitry A., Berlin School of Economics and Law, Germany
- Kachalov, Roman M., Central Economics & Mathematics Institute, Russian Academy of Sciences
- Khovanov, Nikolai V., Faculty of Economics, St. Petersburg State University
- Muravyev, Alexander A., Graduate School of Management, St. Petersburg State University; Institute for the Study of Labor (IZA), Germany
- Smirnov, Marat V., Graduate School of Management, St. Petersburg State University; Managing Editor
- Smirnova, Maria M., Graduate School of Management, St. Petersburg State University
- Tambovtsev, Vitaly L., Faculty of Economics, Moscow State University
- Tretyak, Olga A., National Research University «Higher School of Economics»
- Yakovlev, Andrey A., Institute of Companies and Markets Analysis, National Research University «Higher School of Economics»
- Yudanov, Andrey Yu., Financial University under the Government of the Russian Federation, Russia
- Zavyalova, Elena K., Graduate School of Management, St. Petersburg State University

Vestnik (Herald) of Saint Petersburg University. Management Series



The journal Vestnik of Saint Petersburg University. Management Series has been published by the Graduate School of Management since 2002. The journal Vestnik of Saint Petersburg University. Management Series comes out four times a year.



As of December 2013 the journal is included in the top RSCI list (first 5) of impact factors among university journals with the Vestnik (Herald) title in Economics and Economic

Sciences and holds the 1st place among all Vestnik Series of St. Petersburg University (IF = 0.328).

The journal Vestnik of Saint Petersburg University. Management Series is included into the Abstract journal and Data Bases of All-Russian Scientific and Technical Information Institute of the Russian Academy of Science. Information about the journal is published in Ulrich's Periodicals Directory.

The principal aim of the scientific journal is to contribute to education and research in the sphere of management at Russian universities and business schools.

The journal publishes materials based on theoretical and empirical research in: contemporary issues of general and strategic management, classics of management theory (translations from Harvard Business Review, Strategic Management Journal, etc.), case studies, overview materials of market and industries, a review of published books, information on trends and issues of business education development in Russia and abroad.

In 2013 39 people were papers' authors (including collaborative work) in Vestnik of Saint Petersburg University. Management Series, with 24 GSOM SPbU faculty members, 5 GSOM SPbU master and doctoral students, 10 other Russian authors.

Editor-in-Chief

- Blagov Yury E., Associate Professor, Department of Strategic and International Management GSOM SPbU

Editorial board:

- Blagov, Yury E., Associate Professor, Department of Strategic and International Management, SPbU; Editor-in-Chief
- Gladkikh, Igor V., Associate Professor, Department of Marketing, SPbU; Associate Editor
- Zenkevich, Nikolai A., Associate Professor; Department of Operations Management, SPbU; Associate Editor
- Berezinets, Irina V., Associate Professor, Department of Finance and Accounting, SPbU
- Ilina, Yulia B., Associate Professor, Department of Finance and Accounting, SPbU
- Katkalo, Valery S., Professor; Rector, Autonomous Non-Commercial Organization «Corporate University of Sberbank»
- Kouchtch, Sergey P., Professor; Department of Marketing, SPbU
- Medvedev, Andrey G., Professor, Department of Strategic and International Management, SPbU
- Raskov Nikolay V., Professor, Department of Strategic and International Management, SPbU
- Ruzhanskaya, Ludmila S., Professor; Head, Department of Theory and Practice of Management, Faculty of Economics, Ural State University
- Sheresheva, Marina Yu., Professor, Faculty of Economics, Moscow State University
- Zavyalova, Elena K., Professor; Head, Department of Organizational Behavior and HR



Faculty Publications

International Peer-Reviewed Journals International Peer-Reviewed Journals of ABS list

Category A

Bertrand O., Mol M.

The Antecedents and Innovation Effects of Domestic and Offshore R&D Outsourcing: The contingent impact of cognitive distance and absorptive capacity // Strategic Management Journal, (2013), Vol. 34, p. 751–760.



This paper analyzes differences in the antecedents and performance consequences of domestic and offshore R&D outsourcing. Offshore outsourcing is characterized by larger cognitive distance. We find that absorptive capacity from internal R&D allows for more offshore outsourcing and that offshore outsourcing leads to more positive innovation outcomes, especially product innovation.

Shirokova G., Vega G., Kozyreva T.

Dipaul, Inc.: Transitioning in Measured Steps (Case) // Entrepreneurship Theory and Practice, (2013), Vol. n/a, 20 p.



This case takes place in Russia in 2008, not quite 20 years into the post-Soviet developing economy. DiPaul was an authorized dealer of electronic instruments, equipment, and materials for the production and assembly of printed circuit boards as well as soldering equipment. Its core business was supplying measurement instruments and process equipment. In the summer of 2008, the chief

executive officer, who was also the majority stockholder, decided to reassign authority in a formal organizational transition so that he could become more engaged in policy and leadership of the Association of Russian Producers of Electronic Appliances and Instruments. The protagonist's concerns were as follows: How to carry out such a management transition? Who among the top management team could fit the position best? How must the organizational structure of the company be changed to accommodate the shift in leadership? And importantly, what should his own future role be?

Category B

Lehmann H., Muravyev A., Razzolini T., Zaiceva A.

The Wage and Non-wage Costs of Displacement in Boom Times: Evidence from Russia // Journal of Comparative Economics, (2013), Vol. 41, p. 1184–1201.



This paper analyzes the costs of job loss over the years of a booming economy, 2003–2008, using unique data from the Russian Longitudinal Monitoring Survey. In addition to analyzing standard labor market outcomes, such as foregone earnings, employment, hours worked and wage penalties, our unique data set allows us to investigate additional non-wage costs of displacement, in particular, fringe benefits, the propensity to have

an informal employment relationship or a temporary contract. We find that displaced individuals face large foregone earnings following displacement, which are heterogeneous across education and ownership type of firm from which the worker separated. There is no evidence of wage penalties for re-employed displaced workers. However, we find an increased probability of working in informal or temporary jobs if previously displaced and a reduction in the number of benefits.

Morris M., Shirokova G., Shatalov A.

The Business Model and Firm Performance: The case of Russian retail ventures // Journal of Small Business Management, (2013), Vol. 51(1), p. 46–65.



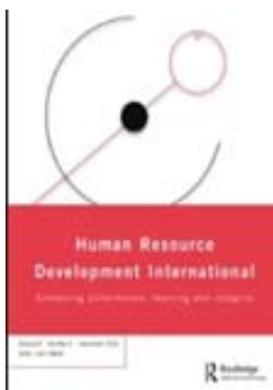
Using a unique methodology for capturing the business model and drawing comparisons across larger samples of firms, we investigate the relationship between business model design and firm performance in a Russian context. The evolution of the business model concept and its components is reviewed. Empirical research was conducted on the basis of a cross-sectional survey of firms in the food service industry.

A typology of seven business models in this industry is produced, and linkages are established between model type and company performance.

Category C

Zavyalova E., Kosheleva S.

Assessing the Efficiency of HRD Technologies in Knowledge Intensive Firms // Human Resource Development International, (2013), Vol. 16(5), p. 590–598.



The article presents the results of a comparative study of human resource development (HRD) in two groups of knowledge-intensive firms: those working in the information technology (IT) field and in advertising/public relations (PR) field. One hundred Russian medium-sized enterprises participated in the study. The questionnaire was developed on the basis of the European quality standard 'Investors in People'. The study findings suggested that the differences in HR practices aimed at personnel development between two groups of companies were statistically significant. Thus, in the advertising/PR companies, HRD practices were used more actively and effectively, with particular emphasis on providing timely feedback and involving employees in the decision-making process. In IT companies, formal assessment tools were used more often, while in advertising/PR companies, more informal and individualized approaches were more prevalent.

Latukha M., Panibratov A.

Is the Role of HRM Strategic in M&A Success? Exploring the involvement of HRM in a due diligence process // Journal of General Management, (2013), Vol. 39(1), p. 27-54.

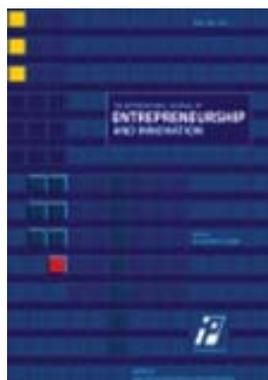


Mergers and Acquisitions are a common means to achieve corporate growth, yet there is a high rate of failure. Recently, attention has turned to the key importance of HRM in the process, though there has been a surprising lack of empirical research into how Human Resources' involvement in due diligence affects M&A outcomes. This paper presents original research showing a strong positive correlation between HRM due diligence

and the success of an M&A deal, and also develops a discriminant model of the leading 'deal success factors'. Concentration on specific areas of HRM due diligence is shown to lead to the success of the deal. The paper draws conclusions on the significance of this research and its implications for practice.

Shirokova G., Tsukanova T.

Impact of the Domestic Institutional Environment on the Degree of Internationalization of SMEs in Transition Economies // The International Journal of Entrepreneurship and Innovation, (2013), Vol. 14(3), p. 193–204.



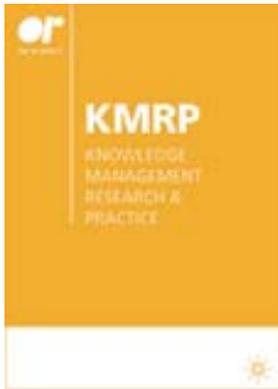
The internationalization of small and medium-sized enterprises (SMEs) is a topic of considerable academic and practical interest, but there has been little research in the context of transition economies. This paper contributes to this field by examining the influence of aspects of the domestic institutional business environment on the degree of internationalization of SMEs in transition economies. Based on a dataset from the Business Environment and

Enterprise Performance Survey 2009, the authors examine whether specific factors in the regulatory and administrative system affect the degree of SME internationalization, and propose a series of hypotheses. The findings highlight the significant role of tax rates, tax administration and corruption in the internationalization process, and demonstrate the importance of institutional factors for SMEs from transition economies.

Category D

Kianto A., Andreeva T., Pavlov Y.

The Impact of Intellectual Capital Management on Company Competitiveness and Financial Performance // Knowledge Management Research & Practice, (2013), Vol. 11(2), p. 112–122.



Most of the existing research on intellectual capital (IC) has concentrated on identifying the key intangible resources and measuring their level in various contexts. However, the extent to which IC is being managed in companies and how IC management impacts on organizational performance have been relatively neglected issues. To bridge these gaps, the current paper examines how IC management affects company performance based

on data collected from Finnish, Russian, and Chinese companies. The results demonstrate the importance of a conscious and systematic management of organizational knowledge for the company bottom line.

Shirokova G., Vega G., Sokolova L.

Performance of Russian SMEs: Exploration, Exploitation and Strategic Entrepreneurship // Critical Perspectives on International Business, (2013), Vol. 9(1/2), p. 173–203.



Purpose – The purpose of this paper is to examine the ability of Russian firms to develop strategic entrepreneurship (SE) as a source of sustainable competitive advantage in a turbulent and hostile business environment. It aims to suggest a model of SE that includes two components – exploration and exploitation – and to test this model on 500 Russian small to medium-sized enterprises (SMEs) which show the influence of these components on firm performance. It also aims to address one of the most fundamental questions confronting the international business (IB) field: “What determines the success and failure of firms around the world?”.

Design/methodology/approach – The paper presents empirical research with a regression analysis of 500 Russian SMEs operating in Moscow and St Petersburg in three major industries: information technologies and communications

(ICT), hotels, restaurants, and cafes (HoReCa) and wholesale/retail.

Findings – The Russian firms show a positive influence of exploration and exploitation on firm performance. Moreover, the influence of specific elements of exploration and exploitation was analyzed and entrepreneurial values, investments in internal resources, knowledge management and developmental changes were determined to be significant factors constituting SE and having a positive relationship with firm performance.

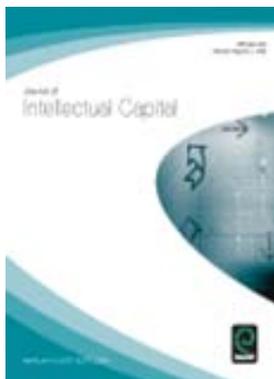
Research limitations/implications – The research is limited by its sample, which includes only three industries and the number of dependent variables tested. Further research can focus on other performance indicators, industries and different settings.

Originality/value – The paper contributes to the existing literature on entrepreneurship and IB in two ways. The theoretical contribution in entrepreneurship literature is linked to development and testing of the SE model. It also contributes to IB literature by proposing that SE is one of the possible sources for creating a successful firm in an emerging economy context such as in Russia.

Other International Peer-Reviewed Journals

Dumay J., Garanina T.

Intellectual Capital Research: A critical examination of the third stage // Journal of Intellectual Capital, (2013), Vol. 14(1), p. 10–25.



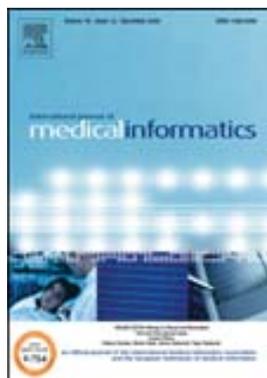
Purpose – The purpose of this paper is to examine intellectual capital research (ICR) methods and critically analyse how they have been utilised. The data set for this analysis is based on examining IC papers published in specialist IC and important generalist accounting journals from the years 2000 to 2011.

Design/methodology/approach – The basis of the analysis is Alvesson and Deetz’s critical

management framework of “Insight”, “Critique” and “Transformative redefinition” with the goal of widening the discourse about how to research IC. This paper is motivated by Guthrie et al., who identify a third stage of ICR which is “based on a critical and performative analysis of intellectual capital (IC) practices in action”.
Findings – This paper argues that there is an increasing performative research agenda however many researchers appear caught in an “evaluatory trap” (Olson et al.) whereby the researchers’ approach to ICR remains stuck in an ostensive approach (see Mouritsen) that characterises second stage ICR (see Petty and Guthrie). The paper also identifies how many accounting researchers are impacted by a “dominance structure” and suggests that they need to break free from the dominance of “accounting” practice before they can understand and realise the potential of IC.
Research limitations/implications – The implication of this paper for ICR and practice is to create a continued discourse about evolving approaches to ICR so we can continue communicating leading edge, third wave ICR, which develops IC theory in practice and effective IC management through praxis.
Originality/value – From 2004 onwards, Guthrie et al. claim the third stage was gaining impetus and thus this paper is novel because it investigates how ICR has transitioned and how ICR might continue to develop.
Keywords IC research, Ostensive vs performative, Third stage ICR, Evaluatory trap, Dominance structure, Intellectual capital, Research methods

Obi T., Ishmatova D., Iwasaki N.

Promoting ICT Innovations for the Ageing Population in Japan // International Journal of Medical Informatics, (2013), Vol. 82(4), p. e47–e62.



Objective. The paper aims to explore effective measures and strategies for the promotion of ICT-enabled innovations for the elderly and people with special needs.
Methods. The paper begins by reviewing current government initiatives in the field of e-health and accessibility that are addressing challenges faced by Japan’s rapidly ageing society. It then evaluates the results of Japanese government efforts in the promotion of ICT

solutions for its older population against the availability of special infrastructure, device interfaces, and services and applications that meet five essential needs of the elderly with regard to quality of life in highly developed countries.
Results and conclusion. The results of the study suggest that more efforts are needed to exploit ICT to transform all domains of society in order to meet the challenges produced by a rapidly ageing population. For that purpose the paper proposes 12 main areas in which to facilitate ICT innovations for an ageing population. It then outlines a number of strategic directions for the formulation of specific measures that will place Japan in the forefront of societal transformation.

Yablonskiy S.

E-finance Innovation Services in Russia // International Journal of Business Innovation and Research, (2013), (Special Issue on: “Innovation for Financial Services”).



This paper aims to collect and analyze the quality data regarding the current status and prospective evolution of e-finance services offered by Russia’s leading e-business and banking companies. We describe the e-finance MSPs services across different markets in a general way and the e-finance innovation services in particular. The analysis proposes classification and examination of the current status of

e-finance services and possible ways of further evolution of e-finance technology and services both for the companies and their customers in Russia.

Nikulin E.D., Shatalov A.I.

Franchising in Russia: does an optimal franchise proportion exist? // *Asian Journal of Business Research*, (2013), (Special issue), p. 32-48.



The focus of this study is on the problem of finding the optimal balance between the number of company-owned and franchised outlets. We start with the factors that determine a company's propensity to franchise in the emerging market of Russia. Data on 46 companies of different industrial affiliations for 2010 were examined. It is revealed that the proportion of franchised units is positively correlated with the number of cities

a company operates in and is negatively correlated with a company's size. In line with these findings, we also reveal that the hypothesis of a nonlinear relationship between the proportion of franchised outlets and a company's return on assets is also supported in the sample of organizations considered. Therefore, an increase in the proportion of franchised outlets over a certain limit is not appropriate for a firm. This result can be explained in terms of two major risks inherent in the franchising strategy that come into play as the franchise proportion of a company grows: the risk of brand disruption and the risk of losing business.

Zimmermann K.F., Biavaschi C., Eichhorst W., Giuliotti C., Kendzia M.J., Muravyev A., Pieters J., Planas N., Schmidl R.

Youth Unemployment and Vocational Training // *Foundations and Trends in Microeconomics*, (2013), Vol. 9(1-2), p. 1-157.



This paper focuses on the determinants of the labor market situation of young people in developed countries and the developing world, with a special emphasis on the role of vocational training and education policies. We highlight the role of demographic factors, economic growth and labor market institutions in explaining young people's transition into work. We then assess differences

in the setup and functioning of the vocational education and training policies in major world regions, as an important driver of differential labor market situation of youth. Based on our analysis we argue in favor of vocational education

and training systems combining work experience and general education and give some policy recommendations regarding the implementation of education and training systems adapted to a country's economic and institutional context.

Podmetina D., Smirnova M.

R&D Cooperation with External Partners and Implementing Open Innovation // *Journal of Innovation Management*, (2013), Vol. 1(2), p. 103-124.

This paper addresses the role of R&D cooperation with external partners in companies implementing inbound and outbound open innovation. The results of the survey of 206 companies show that the cooperation with external partners is different in companies implementing inbound, outbound, and coupled open innovation compared to closed companies oriented towards internal R&D. Increased importance, success, and intensity of cooperation with external partners are observed for companies with internal R&D and inbound, outbound, and coupled open innovation compared



to other firms. The more a company implements open innovation, the higher the intensity, importance, and success of cooperation with external partners are. The importance and success of cooperation with domestic partners is higher than for cooperation with foreign partners for all types of companies.

Russian Academic Journals

Journals Ranked 1 to 5 in Economics in the Russian Index of Scientific Citation

Andreeva T.E., Sergeeva A.V., Golubeva A.A.,
Pavlov Ya.Yu.

Knowledge exchange between secondary school teachers: factors of intensity //The Journal of Educational Studies, (2013), Issue 2, p. 154-187.

A questionnaire data analysis which involved 119 teachers of St. Petersburg secondary schools enabled to conclude



how important an internal motivation and organizational culture are for teachers to be active in exchange of knowledge, and that an external motivation and the ability to share knowledge do not influence it directly. On the basis of the findings some guidelines for encouragement of knowledge exchange between school teachers are defined that are meant for school principals and other education system leaders.

Aray Yu.N.

Social Entrepreneurship at the Beginning of the 21st Century: Key Notions and National Specifics //Russian Management Journal, (2013), Vol. 11, Issue 1, p. 111-130.



The development trends and contemporary features of social entrepreneurship are analyzed in the article as an important phenomenon of the world economy at the beginning of 21st century. The author presents the typology of social entrepreneurship according to the level of its origin (individual and organizational). National features of the rise and development of social entrepreneurship and also the key notions of social

entrepreneurship are investigated in details.

Verkhovskaya O.R., Dorokhina M.V.

Entrepreneurial Firms and New Job Creation in Russia: Empirical Evidence //Russian Management Journal, (2013), Vol. 11, Issue 1, p. 19-40.



The article analyzes the entrepreneurial potential of new job creation in Russia and estimates the entrepreneurial activity of nascent entrepreneurs, new business owners and owners of established business, as well as examines their motives based on the Global Entrepreneurship Monitor data 2006–2012. The portrait of Russian entrepreneur is described by the use of social and demographic characteristics,

type of settlement and employment status. The quality of entrepreneurship is defined by the means of innovativeness and growth expectations.

Latukha M.O., Tsukanova T.V.

Talented Employees in Russian and Foreign Companies //Economics Issues, (2013), Issue 1, p. 147-156.



The study investigates talent management practices in Russian and foreign companies. The inquiry of Russian and foreign companies (working in Russia) showed that perceived and dedicated talent management practices contribute to better companies performance. The study results can be used in talent management practice development.

Medvedev A.G.

The Degree of Internationalization and Firm Performance // *Russian Management Journal*, (2013), Vol. 11, Issue 3, p. 53-70.



The translations of articles published in the format of research platform in the *Global Strategy Journal (GSJ)* are presented in the regular *Discussions* section. The main purpose of research platform is to summarize studies in a certain region in the past two or three decades, to make feasible generalizations and to identify suitable areas for further research.

Muravyev A.A.

On Scientific Value of Russian Journals in Economics and Related Fields // *Economics Issues*, (2013), Issue 4, p. 130-151.



In this paper we attempt to classify Russian journals in economics and related disciplines for their scientific significance. We show that currently used criteria, such as a journal's presence in the Higher Attestation Committee's list of journals and the Russian Science Citation Index (RSCI) impact factor, are not very useful for assessing the academic quality of journals. Based on detailed

data, including complete reference lists for 2010–2011, we find significant differentiation of Russian journals, including among those located at the top of the RSCI list. We identify two groups of Russian journals, tentatively called category A and B journals, that can be regarded as the most important from the viewpoint of their contribution to the economic science.

Rebyazina V.A., Smirnova M.M., Kushch S.P.

Portfolio and Evolutionary Approaches to Building Relationships with Partners: The Case of Russian Companies // *Russian Management Journal*, (2013), Vol. 11, Issue 3, p. 31-52.



The objective of the paper is to analyze the approaches to form the system of relationships with partners used by Russian companies. The system of relationships with partners formation is analyzed on the basis of empirical study of Russian innovative companies. Total sample of the quantitative study resulted in 625 Russian companies.

419 companies were surveyed in 2008 and 206 companies were surveyed in 2010. Main results of the empirical research are presented in the paper.

Storchevoy M.A.

Theory of the Firm and Strategic Management // *Economics Issues*, (2013), Issue 1, p. 131-146.



The paper considers the approaches to the theory of the firm developed by strategic management scholars: positioning theory, resource-based view, dynamic capabilities approach, knowledge-based view, strategic theory of the firm, as well as open innovations theory. The author shows how the ideas of these scholars correspond to the economic theory of the firm and demonstrates that there is little

ground for existence of an autonomous "strategic theory of the firm", but some concepts from strategic management literature may expand and enrich the economic theory of the firm.

Shirokova G. V., Sokolova L. S.

Entrepreneurial Orientation Development in Russian SMEs: Role of Institutional Environment //Russian Management Journal, (2013), Vol. 11, Issue 2, p. 25-50.



The paper examines the impact of the perceived characteristics of institutional environment on the creation and development of entrepreneurial orientation (EO) in Russian SMEs. As the result of empirical analysis of 500 Russian SMEs it was found that perception of environment as hostile and dynamic is connected to Russian SMEs being more prone to innovation,

risk-taking and proactiveness in order to remain competitive. Perception of institutions as protection of private property rights, business dependence on personal relationships with people in power, compliance with departmental standards and availability a contract with state are positively related to the level of EO in Russian SMEs. Whereas, the level of protection of the firm by contract law is negatively related to the level of EO in Russian SMEs.

Yablonsky S.A.

Multisided Platforms and Markets: Basic Approaches, Concepts and Practices //Russian Management Journal, (2013), Vol. 11, Issue 4, p. 57-78.



This paper in addition to the introduction to the scope of research on multi-sided platforms topic summarizes the results of latest research on multi-sided platforms (MP) to clarify the definition of the phenomenon, establish criteria for inclusion of an organization into MP type and establish MP management strategies that lead to success in the market, as well as comment

the two articles published in Russian that identify conceptual framework and strategic management methods for MP and markets.

Other Russian Peer-Reviewed Academic Journals of the VAC (State Commission for Academic Degrees and Titles) List

Publications in Vestnik (Herald) of Saint Petersburg University. Management Series



МЕНЕДЖМЕНТ



2013

Baranov I.N., Ripak Kh.A.

International Accreditation and Competition in Business Education // Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 3, p. 121-141.

This article considers the interrelation of a school's competitive strategy and its strategy towards achieving institutional and program accreditations. Based on study of schools' behavior operating both in developed countries, as well as in developing markets, authors assess potential benefits and costs related to achieving international accreditations. It is shown that accreditations carry out an important signalling role about quality of school's programs and act as key component of differentiation strategy in national business education markets.

Berezinets I.V., Bulatova L.A., Ilina Y.B.

Dividends Announcements Impact on the Stock Returns: Evidence from the Emerging Market of India // Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 4, p. 3-28.

This article presents the results of an empirical study of the impact of dividends announcements on the Indian companies' stock returns. Interest in the Indian stock market is due to the fact that today it is one of the largest and fastest growing markets. The research method used to measure the market reaction to announcements of dividend payments,

is the event study analysis. The study was conducted on a sample of Indian companies whose shares are actively traded on the Bombay Stock Exchange in the period 2010 to 2012. The results obtained allow concluding that the Indian market, on average, reacts positively on the announcement of the increased dividend amount, reacts negatively to the announcement of the reduced amount of dividends and does not react on the announcement about the dividend amount unchanged.

Berezinets I.V., Ilina Yu. B., Cherkasskaya A.D.

Board Structure and Financial Performance of Russian Public Companies // Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 2, p. 3-52.

The article investigates the relationship between the structure of the board of directors and financial performance of Russian public companies, measured by the market-based indicator -Tobin's Q. The research concludes that there is a relationship between the size of the corporate board, gender diversity of the board and Tobin's Q.

Volkov D.L., Nikulin E.D.

Earnings Management in a Company's Activities: Theoretical Approaches and Empirical Studies // Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 3, p. 3-22.

The article reviews the main theoretical and empirical studies on the issues of a company's earnings management. The main characteristics of the earnings management process are stipulated and the preconditions of this activity are defined. The paper also provides evidence that earnings management can be divided into fraudulent (contradicting the legislation) and legal (falling within GAAP) actions. Legal earnings management can be conducted via two groups of methods: accrual-based and real operations-based. As a result of an analysis of national and foreign specialists' papers the main directions for research on earnings management are defined. They include, firstly, empirical testing of earnings management theories; secondly, the analysis of scope of use of different methods of earnings management; thirdly, defining accounting measures that are most frequently used in earnings management; fourthly, the analysis of factors that limit earnings management.

Gladkikh I.V.

Pricing Strategy: Concept, Content, Structure // *Vestnik (Herald) of Saint Petersburg University. Management Series*, (2013), Issue 1, p. 3-30.

The paper attempts to analyze the concept, content and structure of the pricing strategy, as a function-level strategy. The author focused on the task of removing the logical contradictions that arise when different interpretations of such basic concepts of pricing, as pricing strategy and pricing policy. The author fully justified the idea that pricing strategy can be analyzed as a qualitative determination (what is meant by it?), as system integrity (what structural components and sub-systems it includes, and how they relate to each other?), as well as in terms of typology of main options of choosing the means to an end. To disclose the structure of function-level strategy, the author used the method of isolating and analyzing key questions that should be answered by managers. The author's version of structuring the content of pricing strategy allows to answer the question: what it means to develop a pricing strategy.

Dermanov V.K.

The Economic Development: Theory Issues // *Vestnik (Herald) of Saint Petersburg University. Management Series*, (2013), Issue 2, p. 81-97.

The article offers an approach allowing to disclose the concept of "economic development". The notion of economic development has several dimensions: quantitative measurement (growth), qualitative dimension (structure), temporal dimension (duration, oscillating character, unevenness, heterochrony). In addition to that there are also social, human and environmental dimensions. This article focuses only on the first three. A distinctive feature of our approach is the integration of the time factor into the theory of economic development. It is the time factor in economic processes that helps to understand their irreversibility and unevenness. Paper also emphasize that the integration of the time factor into the theory of economic development links into a single whole quantitative changes (growth), qualitative changes (structure) and oscillating character of economic processes, and makes growth and structure interdependent parts of economic development.

Klemina T.N

What Management Scholars and Faculty at Business Schools Shouldn't Forget about? (Preface to the Section) // *Vestnik (Herald) of Saint Petersburg University. Management Series*, (2013), Issue 1, p. 110-116.

Article is devoted to a management fashion phenomenon and analyzes E. Abrahamson's role, the author of the most popular and often quoted works on this perspective, in development of scientific views on fluctuations of popularity of management techniques among scholars and experts of management.

Latuha M.O., Sannikova Yu.S., Denisov A.F.

Human Resource Due Diligence Process for Mergers and Acquisitions // *Vestnik (Herald) of Saint Petersburg University. Management Series*, (2013), Issue 3, p. 69-90.

This research continues the evolution of HR issues in M&A activities from studies about influence of employees' reaction to M&A success and performance to strategic HR involvement on each stage of M&A. Many studies in M&A topic indicated more dissipating effect of M&A as corporate strategy than creating benefits. Statistics of various M&A examples says that real results did not pay off for all investments made. The success of M&A depends on the ability to create added value after it has taken place. Generally, companies understand the key role of personnel for M&A success; nevertheless, during due-diligence stage HR issues usually ignored or undervalued comparing to financial and market analysis. The common view is that people-related issues are undervalued and did not receive proper attention while their effect is critical to the M&A value creation. This model systemizes parameters from all variety of factors to examine before M&A deal, shows connection between company's strategy, internal and external factors to consider. Hence to limitations of previous studies and frameworks, potential framework gives systematic view of factors important for HR due-diligence analysis. In addition, due to the lack of literature on this subject in Russian and examples of Russian companies this study contributes to the development of M&A topic in Russia. The framework is developed based on qualitative multiple case study of 34 M&A case. Moreover, this research contributes to the development of M&A and HRM topics in Russian context.

Muravskii D.V., Smirnova M.M., Alkanova O.N.

Towards an Improved Understanding of Brand Equity: Estimating the Perception of Brands by Consumers, Producers and Investors //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 3, p. 23-49.

In this article, current approaches to measuring and conceptualising brand equity are integrated using the three-dimensional conceptualization of brand equity proposed by P. Feldwick in 1996. A classification of brand equity measures lies in the bases of this study and helps to vividly match the way brand equity is being measured with the implied definition of brand equity. In the conclusion of the conducted analysis a chain of unfolding brand equity is proposed, which takes into consideration the relationships between different brand equity interpretations and allows to classify existing studies in this field for future comparisons. The results of the study could be applied in practice for forming a composite view of the outcomes of having high brand equity, decision making regarding the choice of brand equity measures and for distinguishing the weak points in the brand strategy used by a company.

Muravyev A.A., Garanina T.A.

Development of Master Programs in Russian Universities: How to React on the Diversity of Applicants and Students? //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 1, p. 155-178.

One of key features of Master programs is significant diversity of applicants and students stemming from the fact that many applicants change the field of study when they come from Bachelor to Master Program. That is why the questions of intake criteria and adaptation of study programs are of great importance in Master programs. Based on detailed data on Master in Management Programs at the Graduate School of Management, St.Petersburg University (GSOM SPbU) and using statistical methods, this article investigates the relationship between main characteristics of students (including the entry exam results) and their subsequent academic performance at the Master program. The results indicate the effectiveness of entry exams on Master in Management Programs at GSOM SPbU and also suggest several ways of adaptation of students with different backgrounds to the requirements of these programs. The analysis undertaken is an example of monitoring of educational programs at the Master level that can be applied in other universities.

Panibratov A.Yu., Sergeeva A.A.

Foundations of International Competitiveness of Russian MNEs in the IT Sector //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 4, p. 52-69.

The phenomenon of multinational enterprises from emerging economies (EMNEs) has come increasingly to the focus of international business research during the last decades. The rising international involvement and global competitiveness of these firms contradict to the assumption of the established theory of internationalization, which considers them as not possessing capabilities for successful global expansion and hence being doomed to stay the international production shop floor. To overcome this gap between theory and empirical evidence, we need to understand the origin of EMNEs' competitive advantages, explain the specifics of these firms' motives for international expansion, and answer why they choose particular strategies when going abroad. That large-scale task is hardly achievable within one single study. In this article, we contribute in the development of the knowledge of EMNEs internationalization using the case of the Russian high-tech firms. We answer how Russian IT companies explore their strategic resources with the aim to achieve the sustainable competitive advantage while going abroad. In this paper, we conclude that advantages of Russian IT firms are based primarily on their ability to create the hi-end complex products and provide the related services. Besides, the pro-activity and global vision of these firms' managers allow them to compete with their western counterparts. The basic sources of these advantages are prominent individual capabilities of technicians, who were raised by soviet educational system, and low sophistication of the domestic demand for IT product. We see our results, based on the analysis of the data on Russian IT companies, significantly contributing in the understanding of the origins of the competitiveness of emerging economies' MNEs.

Pikuleva O.A., Golubeva A.A.

It Is a Friendly Merger, or How to Involve the Public in the Development of the Area? //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 2, p. 129-142.

The case is designed for practical work of students studying the disciplines: "Management in the Public Sector", "Municipal Management", "Territory Management", "Communication Management in State and Municipal Government." The main issue under investigation — ensuring public trust to local government under territorial and administrative reforms. The case allows to apply tools of strategic analysis to the study of the external and internal

environment of the municipality, to train in developing an effective communication strategy, taking into account the characteristics of the external environment. Particular attention is paid to the new approaches to communication with key stakeholders of the territory.

Serova L.S., Churakova I.Y.

Microenterprise Development in Russia: Subregional Comparative Analysis //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 3, p. 50-68.

This article analyzes Russian sub-regional differences in micro-enterprises population development. Micro-enterprises in Russia exist for a long time, but have acquired an official status only in 2009. In 2010 was organized the first SME statistical monitoring, where micro-companies were represented as separate business units. The peculiarity of this type of businesses is that their birth and survival rates are used as indicators of the business climate in the region and also represent social function of entrepreneurship. This article is fully based on official quantitative information published by The Federal State Statistics Service, analytical agencies and experts. Authors used to find the factors that characterize the micro-enterprise development in regions of Russia. These indicators are able to point out ahead of problem areas that require the implementation of special programs for the development of entrepreneurial activity.

Sokolov M.Yu., Maslova S.V.

Risk Management in Public-Private Partnership Projects // Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 4, p. 100-124.

Article is devoted to risk management that is one of the most problematic aspect of public-private partnership projects. This question is simultaneously a subject of discussions within the framework of scientific discourse and while structuring and implementing the project. As a rule that is because of insufficient awareness and complexity of the subject. To answer the question authors accomplishing classification and description of risks, matrix of risk allocation in federal and local public-private partnership projects. Composing of risk management recommendation system is very important part of the article. Furthermore article offers a mechanism for preventing risks and minimizing possible negative effects.

Starov S.A., Landgraf P.A.

The Conceptualization of Corporate Branding in a Marketing Domain //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 4, p. 70-99.

The article applies systematic approach to the corporate branding as a marketing concept, not present in the Russian literature previously. Authors critically review the basic terms of brand management, differentiate the corporate brand construct among related terms, and propose the refined definition of corporate brand. The systematic review of key literature in the field serves as the basis to reveal the specificity of corporate branding and to unveil the antecedents of corporate branding emergence that are further grouped into four main factors. The models of corporate brand formation and development are analyzed and classified according to the resourcing criteria. The implications are of interest for both academics and managers. The results provide a comprehensive representation of corporate branding theory that allows managers for well-grounded decision-making in the practice of company brand management.

Cherenkov V.I.

General Theory of Marketing: Contemporary State of the Art and Some Approaches to Development //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 2, p. 98-128.

Current problems of the general theory of marketing and approaches to its development are examined in this paper. In addition to that, concepts and propositions that are not-well-known in Russia, but relevant for this theory's development, are presented. A theoretical proposition concerning the possibility of further development of the general theory of marketing using contemporary points of service dominant logic and stakeholder marketing is formulated. The author's approach to build a core of the emphatically-communicative general theory of marketing is described. The paper is concluded by stating scholastic as well as pragmatic values of the general theory of marketing and its role in Russian economic science.

Shirokova G.V., Zibarev I.A.

Internationalization of New Ventures from Emerging Economies: Case of Russia //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 1, p. 69-109.

The article discusses the factors of internationalization of new ventures from emerging economies on the sample of firms from Russia. The study detected a significant positive influence of entrepreneurs' global orientation and personal networks on the degree of internationalization of new entrepreneurial firms. It was also found that domestic market size and level of institutional development have negative impact on the degree of internationalization. Beside the degree of internationalization, the size of the domestic market was also involved in the negative influence on the scope of internationalization. A positive association with the scope of internationalization was linked to the global orientation of the entrepreneurs and the existence of norms for international expansion in the industry. The influence of industry technological intensity on the degree and scope of internationalization has not found any empirical evidence.

Shirokova G.V., Storchevoy M.A.

Influence of Social Networks on the Entrance to Foreign Markets by Russian Entrepreneurial Firms //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 2, p. 53-80.

The paper is devoted to the influence of the social networks on entrance to foreign markets of Russian entrepreneurial firms. Although the majority of researchers assume that social networks play a key role in the process of internationalization of small and medium enterprises, the authors made an alternative claim questioning that influence. For answering the research questions the case method was used. On the basis of analysis of three cases of Russian entrepreneurial firms we found that social networks do play a much less important role in the internationalization process than it is usually assumed in the literature. The most important factors in expanding international business networks are honest business practices that establish trust and commitment in the relationships of international business partners.

Yuldasheva O.U.

Company's Repositioning and Rebranding on the Financial Brokerage Market (Case Study) //Vestnik (Herald) of Saint Petersburg University. Management Series, (2013), Issue 3, p. 91-120.

Case is devoted to the problem of repositioning and re-branding consulting company on the growth stage of its life cycle on the financial brokerage market. In the focus – the problem of optimal services portfolio development and the transformation services into products (complex standard customer solutions) for market promotion. The case include a description of the specific features of internal and external company's environment, the repositioning and rebranding research methodology in the consulting field, including research of key customers, partners and employees, competitive analysis, benchmarking of the foreign similar companies positioning, evaluation of brand perception stakeholders, building a semantic brand code, the positioning strategy. The main purpose of case study is the development of the repositioning and rebranding technique and to discuss possible areas of improvement. The specifics of the renaming technology is discussed as a part of rebranding.

Other Academic Journals Included in the Higher Attestation Committee (VAK) List

Gavrilova T., Kudryavtsev D., Leshcheva I., Pavlov Ya.

On a Method of Visual Models Classification //Business Informatics, (2013), Vol. 26, Issue 4, p. 32-44.



Today more and more specialists and managers understand the importance of structuring and visualization of knowledge. Visualization allows graphical representation of processes, events and concepts in those cases when their immediate perception is not possible. Graphical representation as a method of compact organization of information can be used

as a powerful technique of thinking applicable to all spheres of intellectual activities including enterprises modeling, complex organizational structures, as well as business learning processes. Visualization is vitally important in enhancing learning both in traditional and distant modes. Such visual representation of knowledge contributes to understanding and communication between the teacher and the student. Although the amount of visual modeling languages is not very large, in many cases their choice is rather random and is not based on strict features. This is based mainly on the lack of clear classification of visualization tools and the absence of recommendations for choosing graphic models.

The objective of this work is to design and develop a new taxonomy of visual languages allowing a better choice depending of the type of knowledge they represent. The suggested approach is based on the semantic classification of visual languages and types of knowledge.

The research produces a new classification of visual modeling languages, which allows choosing visualization technique depending on the type of knowledge to be represented. Besides, the article identifies the limitations of visual languages and proposes the improvements: integration with the ontological engineering, methods engineering and the best industry practices, as well as non-graphical modeling tools.

Garanina T.A., Kormiltseva P.S.

Adoption of International Financial Reporting Standards in Russia: Influence on the Valuable Importance of Financial Reports //International Accounting, (2013), Vol. 6, Issue 252, p. 19-28.



The purpose of article is definition of influence of adoption of the International Financial Reporting Standards (IFRS) on the valuable importance of indicators of financial statements in Russia. In the article the hypothesis of power of interrelation between the data prepared on the basis of IFRS, and the data prepared according to the Russian standards of the financial accounting,

and indicators of stock market is tested. Results show that during the comparison and assessment of two standards, the valuable importance of financial statements for external users when IFRS are applied doesn't increase at the Russian market.

Garanina T.A., Leevik Yu.S., Ponomarev A.V.

The Persistence of the Cash Component of Russian Companies' Earnings //St. Petersburg State Polytechnical University Journal. Economics, (2013), Issue 168, p. 110-118.



The research shows the results of empirical analysis of the stability of accrued income and cash components of Russian companies' profit. Managers quite often artificially overestimate the size of the accrual profit component for a positive financial statements. Allocation of profit components and their assessment allows to forecast financial position of the companies and

to take the correct decisions concerning investments.

Kucherov D., Abdulganieva A.

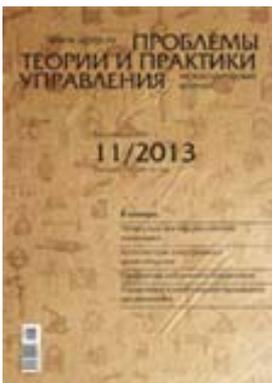
Analysis of the Causes of Employee Turnover in an Industrial Plant // Personnel Manager, (2013), Issue 9, p. 89-94.



Socio-psychological and organizational staff turnover reasons are considered in the article. On the basis of empirical study provided by the authors in the brewing industry enterprise the main staff turnover factors are identified and recommendations are formulated to decrease it.

Landgraf P.A.

The Organic Brand Architecture Model //The Issues of Management Theory and Practice, (2013), Issue 10, p. 108-115.



The article addresses the current issues of brand management - brand portfolio and brand architecture management. The author presents organic brand architecture model which is based on business ecosystems theory. The organic brand architecture model accounts for complex network of brand relationships both within and between firm boundaries.

Loginov L.O.

Methods of Brand Value Assessment: Advanced Feldwick's Model //Marketing and Marketing Research, (2013), Issue 3, p. 180-190.



The article briefly examines the methods of brand value evaluation, analyzes their advantages and disadvantages and deeply examines Feldwick model, which still has been disregarded by the Russian researchers. The author suggests the updated method of brand value evaluation, based on Feldwick model.

Leevik Yu.S., Vorobyeva E.A.

Working Capital Management in the Russian Federation Food Industry: A Tool Supporting its Anti-Crisis Policy // Russian Academic Journal "Economics and Management", (2013), Issue 6, p. 47-52.



The article has examined the Russian Federation food industry, viewing working capital management (WCM) as a tool supporting its anti-crisis policy. Russia developed the policy, the critique relates, following an empirical study conducted on the relationship of key indicators (net income and profitability) to the business activities of food entities.

The study was implemented after the 2008–2009 financial crisis that forced the Russian Federation entities to look for alternative ways of financing their business-tied operations (such as reducing the financial cycle, cutting the existing stockpiles, and improving the payment terms to suppliers). The paper suggests that by transforming WCM components, Russian food firms would raise their profitability and significantly enhance their market posture. Subsequently, the commentary refocuses on the study, explaining that it had included four hypotheses covering 1,065 Russian-owned food companies. The latter, the review states, had been in business for at least a decade, and had submitted a «nonzero statement» for the 2004–2010 timeframe. The essay notes that the selected WCM analytical approach was not the food industry's preferred mechanism for dealing with the anti-crisis policy. The blueprint, in conclusion, opines that the RF food sector's WCM strategy should not affect the financial cycle. The strategy should, the document observes, use paid sources of funding pending the development and approval of a "leverage effect", and the authorization of contract-specified payments that would fulfill the already enacted Russian standards.

Shirokova G., Tsukanova T.

Foreign Market Entry for Russian SMEs: Integrative Approach // Modern competition, (2013), Issue 3 (39), p. 50-63.

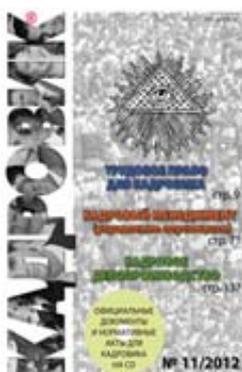


What factors play a crucial role in the decision making on the foreign market entry? The search for an answer to this question becomes even more important if we account for SMEs which capabilities are substantially limited compared to large companies. We used the unique data set of Russian SMEs in our study. Based on the logistic regression analysis, the results indicated that while competitive hostility

and resource availability positively influenced SMEs internationalization, institutional heterogeneity had a negative impact on its likelihood. In the analysis we used a holistic «three pillars» framework (institutional, industrial, and firm-level factors). It helps to explore the differences between internationalized and non-internationalized Russian firms, operating at the national market, and to understand the relative contribution of each strategic factor to the formation of Russian firm decisions on how to enter the international market.

Tsybova V., Zavyalova E.

HRM in Innovatively-active Companies // Personnel Manager, (2013), Issue 11, p. 87 – 94.



The paper formulated theoretical approaches to the study of practical innovative desktop behavior as a result of management activities and for contributing to the improvement of the innovation activity of companies.

Veselova A.S.

MNCs from Emerging Economies: Applicability of Existing Theories // Problems of Modern Economics, (2013), Issue 4, p. 144-148.



The article addresses the issues of applicability of existing theories to the studies of emerging economics of multinationals. The necessity of theories reconsideration is determined by context specificity, as well as structural peculiarities of MNCs from developing economics.

Vlasov S.A.

Temporary Clusters as a Form of Inter-organizational Interactions // Creative Economy, (2013), Issue 9 (81), p. 33-42.



The article provides review of studies devoted to temporary clusters. The term «temporary cluster» is used to describe and analyze the temporary form of interorganizational interactions observed at events such as conferences, trade shows or conventions. The review discusses prerequisites of this concept, provides analysis of the main theoretical and empirical

studies on this phenomenon and identifies research gaps and important issues for further research.

Yuldasheva O.U., Bagiev G.L., Prokopzcov V.E.

Strategic Networks — Modern Organizational Forms of Cooperation and Chain Value Development//Proceedings of Saint-Petersburg State University of Economics and Finance, (2013), Issue 2, p. 49-55.



This article examines trends in the of global and Russian outsourcing market development and updated the development of new business models in the form of strategic networks around the value sreating process. The authors offer the Strategic Network Model, describe its main components, identify the major problems of strategic networks forming in Russia and guide the development of the theory and practice of management.

Yablonsky S.A., Muravskii D.V., Smirnova M.M.

Brand Management in Multi-sided Platforms: the Role of Co-branding//Marketing and Marketing Research, (2013), Issue 5, p. 356-363.



The article examines the role of brand management within organizations designed on the principle of multilateral platforms. Based on co-branding theory the articles discusses the mechanisms by which the company can contribute to network effects and form brand alliances. As a result, two types of co-branding that represent key elements

of multilateral platforms are highlighted: brands batching and important users attraction.

Zenkevich N., Zyatchin A.

Cooperative Strong Equilibrium in A Vehicle Routing Game//*Matematicheskaya teoriya igr i yeye prilozheniya* (Mathematical game theory and its applications), (2013), Vol. 5, Issue 3, p. 3-26.



In the paper game-theoretic approach is considered for the vehicle routing problem with many distributors. Any customer is characterized by demand and wholesale price. Under this scenario some customers could be unvisited by a distributor. Such a statement is called vehicle routing game, VRG, in coordinated strategies. A procedure for determining strong equilibrium in the VRG is proposed. Such

solution is stable against deviations of any coalition. In the procedure the optimization problem is solved iteratively for every distributor. On each step a set of customers is reduced. Existence of two types of strong equilibrium is solved. Cooperative strong equilibrium is presented. All results are illustrated with numerical examples.

Other Academic Journals

Logacheva A.V.

Research of Innovation Capabilities Measurement System //Mezhdunarodnyj naucno-issledovatel'skij zurnal (International Research Journal), (2013), Vol. 8-3, Issue 15, p. 8-12.



The paper presents the results of research of evolution of the concept of organizations innovation capabilities interpretation. Modern innovation management theory is based both on strategic management theory and operations management. The empirical study was conducted on the production companies' sample. The result of the study is the system of innovation capabilities measurement.

Yuldasheva O.U., Nikiforova S.G., Nikiforova S.Yu.

Economic Assessment of Territorial Brand //Brand-management, (2013), Issue 3, p. 146-155.



This article argues on the necessity of the economic evaluation of territory brand and discusses objectives of its realization. The authors examine the various methods of assessment, make recommendations regarding their implementation in a given situation. Particular attention is paid to the cost method, which the authors propose to use to determine the value of the brand territory. In conclusion, article provides examples of calculations performed using this method: New York and St. Petersburg brand assessment.

Publications in Russian Professional Journals

Gladkikh I.V., Glazunov O.R., Domnin V.N., Starov S.A.
“Squirrel: here I come!”: paradoxes of the brand //Marketing News, (2013), Issue 2, p. 39-48.



In March 2011, a new vodka brand entered the Russian market. In spite of complete absence of advertising campaign and any official information input from the owners, appearance of “Squirrel: Here I Come!” vodka caused a wide public reaction. The mass media responded to it as to a noteworthy event. Gossip and bloggers’ comments snowballed on the Internet,

the sales growth rates breaking all records previously set in the alcohol market. How did one make shift to create, under the over-saturated conditions of the Russian vodka market, a new brand capable to sell itself on the condition of critical reduction of advertisement opportunities due to anti-alcohol legislation stiffening?

Ivanov A.

Story in the Picture: Whether to Put Contest Close to Auction //State Order: Management, Arrangement, Provision, (2013), Issue 31, p. 106-113.



There are reasons to think that during the first stage of FCS (Federal Contract System) introduction the main methods for government orders placement would be: tender, electronic auction and purchase from exclusive supplier. In this article the previous conclusions are compared to new statistical results of purchase procedures use.

The article is written in the genre

of the story in the picture that is used once in such Russian magazines for children as “Murzilka” and “Merry Pictures”. As for the picture that allows to consider some of the results

of competition and auction use for state procurement and technology of interpretation of these results was chosen one of the diagrams of the presentation “State Order in numbers: First half of 2012” published on August 1, 2012 in the “Analytical Materials” of the Federal Antimonopoly Service (FAS). The author, who is a consistent supporter of balanced use of auctions in state procurement, believes that the use of statistical data provided by FAS allows to move the discussion toward the scope of interpretation of the available data avoiding the problem of it verification.

Okulov V., Seryakova A.

Ratings Guiding Stars //Rynok tsennykh bumag (Securities Market), (2013), Issue 5, p. 37-40.



Mutual funds are the main investment instrument for nonqualified investors at the stock market. In order to help investors to make the choice in mutual funds rankings are created – an intuitive way to provide information on the performance of the fund. But do investors trust the rankings and how strongly and quickly do they respond to their changes?

Books

Gladkikh I.V.

Customer-centered Pricing Strategy. – St. Petersburg: Publishing Centre “Graduate School of Management”, 2013. – 472 p.



This monograph discusses the theoretical and practical issues related to consumer-orientation in the pricing strategy development of companies. Marketing approach to pricing is analyzed in detail, the contents of pricing strategies aspects that allow companies to take into account the behavior of consumers, especially the perception of prices, is revealed. The book will be helpful for those who want

to deepen and broaden their understanding of marketing management pricing. What does it mean to develop a pricing strategy of the company? How does the buyer decide what expensive is and what cheap is? What are the techniques available for companies to influence the buyer's assessment? Answers to these and other questions may be of interest to undergraduate students of business schools, professors and graduate students, as well as professionals and managers involved in the development of marketing strategies of companies.

Starov S.A.

Management of Private Labels of Retail Chains. – St. Petersburg: Publishing Centre “Graduate School of Management”, 2013. – 492 p.



The monograph presents the main aspects in management system of brand names owned by retail networks. Special attention is devoted to the questions of development, positioning and promoting own brand names, development of its strategy and brand equity capitalization. Particular attention is paid to optimizing the portfolio of own brand retailers. Each

theme is illustrated by examples of management practices

of Russian and foreign retail chains of their own brand names. The book is intended for students and students of business (management) schools including students enrolled in EMBA program as well as entrepreneurs and managers involved in branding and marketing in the retail sector.

Kucherov D.G.

Human Resource Management Based on the Employer Brand Concept. – Saarbrücken: LAP Lambert Academic Publishing, 2013. – 318 p.



Monograph is devoted to the study of concept of employer brand that represents innovative approach to the management staff. In a highly competitive labor market the employer brand can be viewed as an effective tool to attract, use and retain qualified employees. Author systematically considered theoretical background and the formation of the concept of employer brand, defined the concepts of «employer brand» and «human

resources management system» (HRM), reflected on company's branding technology in the labor market . The monograph presents methods for assessing employer brand and human resources management systems, it also presents the results of a large-scale empirical study of the human resource management in business organizations recognized as «best employers» of Russia. Practices has been identified in the influence of training on innovations. The literature also emphasizes the moderating effect of learning climate. Attempts have been made to describe possible HRD interventions at every stage of innovation journey: gestation, development, and implementation. However, there is still no model explaining the relationship of HRD and innovations. Study aimed at designing the model of the connection between HRD practices and innovative performance and validating it empirically can substantially contribute to the advancement of innovation management and human resource development fields by answering the question of how to enhance innovations.

National Reports

Verkhovskaya O., Dorokhina M.

Global Entrepreneurship Monitor. Russia 2012.

– St. Petersburg: Publishing Centre “Graduate School of Management”, 2013. – 56 p.



National report «Global Entrepreneurship Monitor. Russia 2012» is the seventh Russian report for «Global Entrepreneurship Monitor» (GEM). The goal of this report is to acquaint Russian businessmen, experts in entrepreneurship, and other stakeholders with the outlines of the project and general results of research in 2012. GEM since its initiation in 1997 is one of the most influential global research projects that investigates the relationship between entrepreneurship and economic growth.

Working Papers

GSOM SPbU Working Papers Series (in English)

Alsufyev A., Zavyalova E.

Human Resource Development Practices and Innovations: Problem Overview

Working Paper # 9 (E)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 28 p.



The question how to stimulate innovations has been extensively addressed in the strategic management field of study. However the role of human capital in innovative development has not yet been explored fully. Scholars are still unable to provide a framework explaining how human resource development can enhance organizational innovations. That is why the goal

of the current papers is to overview the literature body regarding the human resource development in order to differentiate it from human resource management and provide synthesis of diverse theories explaining the impact of human resource development practices on innovations. On the whole, literature shows the significant effect of personnel training on innovations. The mediating effect of learning practices has been identified in the influence of training on innovations. The literature also emphasizes the moderating effect of learning climate. Attempts have been made to describe possible HRD interventions at every stage of innovation journey: gestation, development, and implementation. However, there is still no model explaining the relationship of HRD and innovations. Study aimed at designing the model of the connection between HRD practices and innovative performance and validating it empirically can substantially contribute to the advancement of innovation management and human resource development fields by answering the question of how to enhance innovations.

Baranov I., Castro P.C., Micic D., Salgado G.B.

Fiscal Impulse during the 2008 Crisis

Working Paper # 7 (E)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 36 p.



The design of optimal policy responses to global capital market turmoil has been the source of intensive debate. This debate has now assumed a different perspective after the world financial crisis of 2008. In the aftermath of the crisis, the adoption of activist “fiscal stimulus” in order to combat the risk of increasing recession and unemployment has been thoroughly advocated. This paper uses

a simplified version of the empirical methodology developed by Ortiz, Ottonello, Sturzenegger and Talvi (2007) to discuss the fiscal policy measures adopted in the aftermath of the 2008 world financial crisis, and tries to find evidence of the adoption of expansionary fiscal policies right after the crisis. Then, it tries to find out what determines the capacity of countries to use fiscal impulse, by using both cross-sectional and panel data analysis.

Muravyev A., Berezinets I., Ilna Y.

The Structure of Corporate Boards and Private Benefits of Control: Evidence from the Russian Stock Exchange

Working Paper # 3 (E)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 59 p.



This paper revisits the role of board size and composition in corporate governance using a measure of private benefits of control (PBC) as indicator of governance problems in firms. We calculate PBC using the voting premium approach for a sample of dual class stock companies traded on the Russian stock exchange be-

tween 1998 and 2009. Using fixed effects regressions, we find a quadratic relationship between PBC and board size, implying the optimality of medium-sized (about 11 directors) supervisory boards. This result is substantially stronger for PBC than for traditional measures of corporate performance. There is also some evidence that director ownership helps mitigate governance problems. Most remarkably, we find that non-executive/independent directors are associated with larger PBC and thus do not seem to help improve corporate governance. In contrast, regressions with accounting performance measures as dependent variables tend to suggest a positive role of these directors in corporate governance.

Sergeeva A., Andreeva T.

***Knowledge Sharing in Public Sector Organizations:
Do Knowledge Management Practices Matter?***

*Working Paper # 5 (E)–2013. Graduate School
of Management, St.Petersburg State University: SPb,
2013, 44 p.*



In this paper we test the influence of formal knowledge management practices on knowledge sharing behavior of teachers, as well as influence of teachers' motivation to share and their ability to share. The quantitative data from 117 questionnaires is used in structural equation modeling analysis, where we identify the direct positive effect of knowledge management prac-

tices and autonomous motivation on knowledge sharing, and no effect of controlled motivation and ability to share knowledge on the behavior in question.

Shirokova G. V., Sokolova L. S.

***Exploring the Antecedents of Entrepreneurial Orientation
in Russian SMEs: The Role of Institutional Environment***

*Working Paper # 1 (E)–2013. Graduate School
of Management, St.Petersburg State University: SPb,
2013, 42 p.*



The concept of entrepreneurial orientation attracts a lot of attention in empirical studies on entrepreneurship and is recognized as an important factor enhancing firm performance. The paper examines the impact of the institutional environment on the development of entrepreneurial orientation (EO) in SMEs from emerging markets, on example of Russia, on the dataset of 500 SMEs. This

study contributes to research on EO on emerging markets, considering the institutional factors as antecedents of EO development in SMEs.

GSOM SPbU Working Papers Series (in Russian)

Denisov A.F.

Not to Miss the Details, or What Can make Life Difficult for HR Specialist

Working Paper # 2 (R)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 41 p.



In this paper we shall examine the unusual functions of personnel. We know that managerial functions of personnel are such as planning, enrolment and selection, development, compensation, controlling. But this paper represents the results of research analyzing the unusual tasks of Human Resource Management. There are a

number of tasks that cannot be described by the accepted classification of functional tasks of the specialist in the field of human resources management.

Ivanov A.E.

An Algorithm for Simulation of a Corrupt / Quasi-corrupt Behavior

Working Paper # 8 (R)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 46 p.



The paper researches the hypothesis of buyer's quasi-corruptive behavior, in particular while using English auctions for purchasing of differentiated goods. In that case the bona fide public buyer is trying to limit competition in favor of the pre-selected supplier, in order to avoid the auction risks.

Sklyar T.M., Sokolova E.V.

Organizational and Managerial Innovation in Health Care

Working Paper # 4 (R)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 40 p.



The paper presents the initial results of the research project “Organizational and managerial innovation in health care“, implemented in GSOM in 2012-2013. The paper investigates the changes in health insurance that affect innovation. Also we provide description of the basic types of innovation, introduced in health care organizations.

Sokolova E.V., Konovalenkov A.S.

Can Public Transport Save the City: on the Development of the Transport Infrastructure (the Case of St. Petersburg)

Working Paper # 6 (R)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 32 p.



The report discusses the peculiarities of the formulation of city transportation policy, which satisfies the livable city status. The characteristics of urban public and private transport, and incentives of modal choice are analyzed.

Tsybova V.S.

HRM Practices in Innovatively-active Companies

Working Paper # 10 (R)–2013. Graduate School of Management, St.Petersburg State University: SPb, 2013, 50 p.

In the frame of modern economy, innovation activity of the company turn into a key source of its competitive

advantage, and research of incentive stimulus of innovations becomes a topical issue. In the literature there are evidences that human resource management has an impact on company's performance as well as on innovative outcomes of organizations. However, this relationship can be described as a complex and multifactorial that greatly complicates the analysis and interpretation. A new scientific direction, the object of which is innovative work behavior, is aimed at studying the role of human factor in the innovation process. This paper formulates the theoretical approaches to the practical research of innovative work behavior as a result of management activity and as a factor furthering the development of the companies' innovation activity.

Working Papers Published at Research Papers in Economics Portal (RePEc)



Latukha M., Tsukanova T.

Talented Employees in Russian and Foreign Companies

Research Papers in Economics, 2013, RePEc working paper series

The study investigates talent management practices in Russian and foreign companies. The inquiry of Russian and foreign companies (working in Russia) showed that perceived and dedicated talent management practices contribute to better companies performance. The study results can be used in talent management practice development.

Lehmann H., Muravyev A.

The Wage and Non-wage Costs of Displacement in Boom Times: Evidence from Russia

Research Papers in Economics, 2013, RePEc working paper series

This paper analyzes the costs of job loss over the years of a booming economy, 2003–2008, using unique data from the Russian Longitudinal Monitoring Survey. In addition to analyzing standard labor market outcomes, such as forgone earnings, employment, hours worked and wage penalties, our unique data set allows us to investigate additional non-wage costs of displacement, in particular, fringe benefits, the propensity to have an informal employment relationship or a temporary contract. We find that displaced individuals face large foregone earnings following displacement, which are heterogeneous across education and ownership type of firm from which the worker separated. There is no evidence of wage penalties for re-employed displaced workers. However, we find an increased probability of working in informal or temporary jobs if previously displaced and a reduction in the number of benefits.

Muravskii D., Smirnova, Alkanova O.

Brand Equity in Modern Marketing Theory Research Papers in Economics, 2012, RePEc working paper series, 47 p.

In this paper, the prevalent approaches towards defining and measuring brand equity are discussed and systemized. The resulting classification allows matching particular types of brand metrics with coherent approaches to defining brand equity, which contributes to the convenience of making and justifying the choice of brand equity measures.

Muravyev A.

On Scientific Value of Russian Journals in Economics and Related Fields

Research Papers in Economics, 2013, RePEc working paper series

In this paper we attempt to classify Russian journals in economics and related disciplines for their scientific significance. We show that currently used criteria, such as a journal's presence in the Higher Attestation Committee's list of journals and the Russian Science Citation Index (RSCI) impact factor, are not very useful for assessing the academic quality of journals. Based on detailed data, including complete reference lists for 2010–2011, we find significant differentiation of Russian journals, including among those located at the top of the RSCI list. We identify two groups of Russian journals, tentatively called category A and B journals, that can be regarded as the most important from the viewpoint of their contribution to the economic science.

Muravyev A.

Investor Protection and the Value of Shares: Evidence from Statutory Rules Governing Variations of Shareholders' Class Rights in an Emerging Market Research Papers in Economics, 2013, RePEc working paper series

This article uses a quasi-experimental framework provided by recent changes in Russian corporate law to study the effect of investor protection on the value of shares. The legal change analyzed involves the empowerment of nonvoting shareholders to veto unfavorable changes to their class rights. We take advantage of the presence of well-defined treatment and control groups and use the voting premium, a traditional measure of private benefits of control and shareholder expropriation, as the outcome variable. Based

on a novel hand-collected dataset of dual-class stock companies in Russia and using a difference-in-difference regression analysis as well as an event study, we find a statistically and economically significant effect of improved protection of preferred shareholders on the value of their shares. The result is robust to several changes in the empirical specification.

Muravyev A., Oshchepkov A.

Minimum Wages and Labor Market Outcomes: Evidence from the Emerging Economy of Russia

Research Papers in Economics, 2013, RePEc working paper series, 33 p.

This paper revisits the effect of minimum wages on employment by taking advantage of a unique institutional setting and data from Russia. The main strength of the paper is the use, for identification purposes, of the large variation in labor market outcomes as well as in the minimum wage across the 89 regions (states) over 10 years, from 2001 to 2010. The study relies on the standard methodology introduced by Neumark and Wascher, in which various labor market outcomes at the regional level are related to the relative minimum wage (captured by the Kaitz index) in a panel setting. We find adverse effects of the minimum wage on young workers in the form of higher unemployment among those aged 16-24. There are also signs that minimum wage increases lead to higher unemployment in the general population, but the effect is small. Our analysis also suggests that higher minimum wages lead to an increase in the share of workers employed in the informal sector.

Samuylova E., Muravskii D., Smirnova M., Alkanova O.

The Role of Brand Characteristics in Brand Alliance Engagement with Different Types of Partners: An exploratory study

Research Papers in Economics, 2012, RePEc working paper series, 52 p.

Although there is plenty of work, in which co-branding is studied from the point of view of the consumer, there is a lack of empirical studies from a firm (managerial) perspective, which is important for the comprehensive understanding of co-branding. The goal of this research is to gain a better understanding of what determines the

choice of brand allies and whether particular brand characteristics effect that choice. Therefore, the relationship between focal brand characteristics and brand alliance engagement with different types of partners is explored using a sample of 62 Russian and international brands. As a result, the existence of the relationship between focal brand characteristics and brand alliance engagement with different types of partners is revealed, a model, describing the firm's alliance behavior depending on focal brand characteristic is created and directions for further research and practical implications are presented.

Shirokova G., Knatko D., Vega G.

To Be or Not to Be: When Should a Threshold Firm in an Emerging Market Move to Professional Management?

Research Papers in Economics, 02.04.2013, RePEc working paper series, 55 p.

Recent research emphasizes the importance of the separation of ownership and control for growing threshold firms. Demand for specialized management knowledge by growing owner-run SMEs is usually resolved through the separation of ownership and control, using top management labor market and agency contracts. Under certain environmental institutional conditions, owners of SMEs from emerging markets face difficulties separating ownership and control. For example, the majority of Russian companies are run by their primary owners. In rare situations when separation of ownership and control formally occurs, high risk of economic fraud and owner's fear often revert management succession to a default owner-control scenario. These conditions pose a threat for a growing threshold firm needing professional management knowledge assets. Using a dataset of 500 entrepreneurial companies from fast growing industries in St. Petersburg and Moscow, this study defines and studies threshold firms and also analyzes how various perceived characteristics of the institutional environment are influencing the probability of separation of ownership and control in threshold firms. According to the estimation results institutional factors such as poor security of ownership rights and misfit of company with formal regulatory norms have a negative impact on the probability of separation of ownership and control in threshold firms. As a result, threshold firms limit their growth possibilities since their access to specialized knowledge is limited to the knowledge base of the owner.

Working Papers Published at Social Science Research Network Portal (SSRN)



Archavski V.

On Debt Overhang, Non-Contractibility, and Endogenous Outside Option

Social Science Research Network, 13.09.2012 (revised on 04.04.2013), SSRN working paper series, 6 p.

In this paper I analyze a simple example of a debt contract based on an extension of the debt overhang problem. I assume incomplete contracts and introduce the possibility of refinancing an existing debt by an outside investor. Although the refinancing is never implemented in the equilibrium, it creates an outside option for the borrower that directly affects the outcome of the renegotiation. I show that depending on the values of the parameters, it either restores the efficiency by itself or with additional requirements from the borrower, such as very strict debt covenants.

Dermanov V.

Economic Growth or Economic Development: 'In Search of New a Paradigm' (in Russian)

Social Science Research Network, 12.03.2012 (revised on 13.05.2013), SSRN working paper series, 45 p.

The article offers an approach allowing to disclose the concept of "economic development". The notion of economic development has several dimensions: quantitative measurement (growth), qualitative dimension (structure), temporal dimension (duration, oscillating character, unevenness, heterochrony). In addition to that there are also social, human and environmental dimensions. This article focuses only on the first three. A distinctive feature of our approach is the integration of the time factor into the theory of economic development. It is emphasized that the integration of the time factor into the theory of economic development links into a single unit quantitative changes (growth), qualitative

changes (structure) and oscillating character of economic processes, and makes growth and structure interdependent parameters.

Dermanov V.

Time and Life as Forms of Oscillating Process (in Russian)

Social Science Research Network, 08.11.2012 (revised on 28.03.2013), SSRN working paper series, 11 p.

The article deals with a set of ideas associated with such fundamental notions as 'time' and 'life.' I think that life and time are forms of oscillating process. There is no life without time. There is no time without life. Besides, life is always spatial, and space – is vital. This article is of scientific character. However, I deliberately made it as popular science paper.

Muravyev A., Berezinets I., Ilina Yu.

The Structure of Corporate Boards and Private Benefits of Control: Evidence from the Russian Stock Exchange

Social Science Research Network, 15.10.2013, SSRN working paper series, 42 p.

This paper revisits the role of board size and composition in corporate governance using a measure of private benefits of control (PBC) as indicator of governance problems in firms. We calculate PBC using the voting premium approach for a sample of dual class stock companies traded on the Russian stock exchange between 1998 and 2009. Using fixed-effects regressions, we find a quadratic relationship between PBC and board size, implying the optimality of medium-sized (about 11 directors) supervisory boards. This result is substantially stronger for PBC than for traditional measures of corporate performance. There is also some evidence that director ownership helps mitigate governance problems. Most remarkably, we find that non-executive/independent directors are associated with larger PBC and thus do not seem to help improve corporate governance. In contrast, regressions with accounting performance measures as dependent variables tend to suggest a positive role of these directors in corporate governance.

Muravyev A., Oshchepkov A.

Minimum Wages and Labor Market Outcomes: Evidence from the Emerging Economy of Russia

Social Science Research Network, 24.04.2013, SSRN working paper series, 33 p.

This paper revisits the effect of minimum wages on employment by taking advantage of a unique institutional setting and data from Russia. The main strength of the paper is the use, for identification purposes, of the large variation in labor market outcomes as well as in the minimum wage across the 89 regions (states) over 10 years, from 2001 to 2010. The study relies on the standard methodology introduced by Neumark and Wascher, in which various labor market outcomes at the regional level are related to the relative minimum wage (captured by the Kaitz index) in a panel setting. We find adverse effects of the minimum wage on young workers in the form of higher unemployment among those aged 16-24. There are also signs that minimum wage increases lead to higher unemployment in the general population, but the effect is small. Our analysis also suggests that higher minimum wages lead to an increase in the share of workers employed in the informal sector.

Samuylova E., Muravskii D., Smirnova M., Alkanova O.

The Role of Brand Characteristics in Brand Alliance Engagement with Different Types of Partners: An Exploratory Study

Social Science Research Network, 02.04.2013, SSRN working paper series, 52 p.

Although there is plenty of work, in which co-branding is studied from the point of view of the consumer, there is a lack of empirical studies from a firm (managerial) perspective, which is important for the comprehensive understanding of co-branding. The goal of this research is to gain a better understanding of what determines the choice of brand allies and whether particular brand characteristics affect that choice. Therefore, the relationship between focal brand characteristics and brand alliance engagement with different types of partners is explored using a sample of 62 Russian and international brands. As a result, the existence of the relationship between focal brand characteristics and brand alliance engagement with different types of partners is revealed, a model, describing the firm's alliance behavior depending on focal brand characteristic is created and directions for further research and practical implications are presented.

Shirokova G., Shatalov A.

The Business Model and Firm Performance: The Case of Russian Food Service Ventures

Social Science Research Network, 13.12.2012, SSRN working paper series, 20 p.

Using a unique methodology for capturing the business model and drawing comparisons across larger samples of firms, we investigate the relationship between business model design and firm performance in a Russian context. The evolution of the business model concept and its components is reviewed. Empirical research was conducted on the basis of a cross-sectional survey of firms in the food service industry. A typology of seven business models in this industry is produced, and linkages are established between model type and company performance.

Cases Registered at The Case Center (ecch)



Starov S., Gladkikh I.

Bistroff's Dilemma: Fast or Healthy Food?

Case: № 513-110-1, 24 p.

Teaching notes: № 513-110-8, 6 p.

Research and production company Bistroff was the undisputed leader in the Russian market of instant porridge, with a market share of about 70%. In 2005, an innovation was introduced in the process of Bistroff instant cereals manufacturing. Cereals used in the manufacturing of instant porridge, were processed by a unique B-technology, but due to the repositioning, the brand was facing problems. It was risky to use the brand name Bistroff for a new line of functional products, because the new positioning had to convey the idea of healthy food, and the old name was "pulling back." The company needed to effectively use the tools of rebranding, graphic visualization of brand architecture, to convey the idea of the new brand positioning.

Cherenkov V., Gladkikh I.

What Will Sound for the "Accord" Piano Factory? - Chopin's Piece or Schubert's Piece

Case: № 513-111-1, 17 p.

Teaching notes: № 513-111-8, 4 p.

Accord once had been the largest and one of the most well-known factories in the USSR for manufacturing acoustic pianos and component parts for piano assembly. The company encountered the situation of severe market transformation in Russia having resulted virtually in destroying the previous acoustic piano production cluster. Critical changes in the business environment require adequate strategic marketing decisions from the company, including selection of ways to internationalize the acoustic piano production cluster in Russia. The case study is intended to contribute to the development of managerial skills in the field of international marketing on B2C as well as B2B markets.

Cherenkov V., Gladkikh I.

Chinese "Goliath" and Russian "David", or Alliance LTD. (St.Petersburg, Russia) Fighting for its Place in Distribution Channel on the International BTB Market

Case: № 513-112-1, 20 p.

Teaching notes: № 513-111-8, 16 p.

The case deals with the story of a small intermediary firm Alliance Ltd. The firm provided intermediary services to ship-building companies in the North-West of Russia, supplying welding wire to them. The company was seeking to occupy its small niche at the intermediary services market as an exclusive distributor for a major Chinese firm, Advanced Technology & Materials International Trading Co., Ltd, whose business was a thousand times larger than that of Alliance Ltd. itself. Fighting for its place in the B2B market, Alliance Ltd. faced a whole set of problems in such areas as management of international business, adaptation to the particular issues associated with conducting business in China as well as industrial marketing in Russia, some of which have not been solved still.

Latukha M.

THI Selection: The Recruitment Agency

Case: № 413-131-1, 24 p.

Teaching notes: № 413-131-8, 7 p.

The case study focuses on a recruitment agency, operating in "elite" recruitment segment, that is marked by high price and high quality of the services provided. The company's management took a decision to change the strategy - to switch over from expert and top- and middle-management search to executive search exclusively. The case study discusses the opportunities and limitations of the new strategy of the company, taking into consideration the specific character of the recruitment industry. It is intended to give an assessment of the validity of the chosen developmental strategy as well as its consequences in terms of pricing policy, relations with clients and the company's positioning in the industry with account of the current situation in the Russian recruitment market.

Loukianova A., Ulina S.

On the Crossroads

Case: № 113-063-1, 20 p.

Teaching notes: № 113-063-8, 2 p.

In the course of the Krona company evaluation, the company faced the need of the financial evaluation of alternatives for further development and of making a decision on a strategy based on the conducted analysis. The teaching objectives of the case study include developing the skills of evaluating strategic alternatives, relying on the tools of investment analysis, as well as skills in decision-making on the choice of financial strategy in line with the overall strategy of the company. Turning directly to the substance and content of the case study, the teacher should note the special role of the company's overall strategy in the formation of financial strategy. The development of financial strategy allows for the possibility to forecast long-term trends in economic development and adapt to them.

Panibratov A., Latukha M.

Finnair: Re-discover Russian Market

Case: № 513-113-1, 10 p.

Teaching notes: № 513-113-8, 10 p.

The case study deals with the problem of the development of the international strategy for the Finnair in the times of the world economic crisis and with the focus on the Russian market for passenger air transportation. Russian market, which is poorly saturated with the high quality and safe flights, is mainly served by other foreign carriers. Russians know and use Lufthansa or Air France when choose the long haul destinations. As to Finnair – it's mainly attractive to those Russians who take relatively short distanced routes to Europe and who are able to ride with a car from St.-Petersburg to Helsinki, then leave the car in Vantaa, and depart to France, Germany or Spain.

Textbooks and Manuals

Kazantsev A.K., Kobzev V.V., Makarov V.M.

Operations Management. – Moscow: INFRA-M Publishing House, 2013. – 478 p.



The textbook was prepared in accordance with bachelor programme in “Management” (“Production Management” profile). Modern business education requires managers of all levels and activities to develop deep professional competence in the management of processes and operations. The textbook presents the main concepts and tools of modern management of operations for industrial firms. The concept of production management outlines the

strategic, tactical and operational aspects of operations management in manufacturing and service sector. Along with theoretical basis this textbook provides practical information, training cases, standard solutions to practical problems of operations management in different phases of the product life cycle and stages of the production process.

Berezinets I.V.

Manual on Probability Theory and Mathematical Statistics. – St. Petersburg: Publishing Centre “Graduate School of Management”, 2013. – 162 p.



The main purpose of the textbook is to study and consolidate the foundations of probability theory and mathematical statistics as well as foster the skills of solving practical problems in this discipline. The textbook is intended for the first year students studying the course “Statistics 1” of bachelor program in “Management” of GSOM SPbU. The textbook is fully consistent with the course program.

Appendices

Appendix 1: The List of Research Areas *

Corporate Social Responsibility

Evolution of the corporate social responsibility concept

Corporate social responsibility and strategic management

Managing corporate social performance in the organization

Leader:

Associate Professor Yury Blagov,

e-mail: blagov@gsom.pu.ru

Corporate Finance and Corporate Governance

Real options and strategies

Labour economy

Transition economy

Applied microeconometrics

Leader:

Professor Aleksandr Bukhvalov,

e-mail: bukhvalov@gsom.pu.ru

International Logistics and Supply Chain Management

Simulation of manufacturing processes

Methods and models for operational efficiency measuring

Leaders:

Associate Professor Yury Fedotov,

e-mail: fedotov@gsom.pu.ru

Senior Lecturer Konstantin Krotov,

e-mail: krootov@gsom.pu.ru

Entrepreneurship

Life cycle of organization and firm growth

International entrepreneurship

Intrafirm entrepreneurship

Leader:

Professor Galina Shirokova,

e-mail: shirokova@gsom.pu.ru

Strategic Marketing and Innovations

Relationship marketing

Network approaches in marketing

Marketing in high technology industries

Leaders:

Professor Sergey Kushch,

e-mail: kouchtch@gsom.pu.ru

Associate Professor Maria Smirnova,

e-mail: smirnova@gsom.pu.ru

Strategic Management of the Firm in Global Knowledge Economy

Management of scientific and technical and innovation activities

Operations and industrial management

Knowledge management

Knowledge engineering

Intelligent systems

Corporate information systems

Leaders:

Professor Anatoly Kazantsev,

e-mail: kazantcev@gsom.pu.ru

Professor Tatiana Gavrilova,

e-mail: gavrilova@gsom.pu.ru

Appendix 2: Participation of GSOM SPbU Faculty in Journal Editorial Boards *

International Journals

Faculty member	Journal title
Category A of the ABS list	
Muravyev Alexander A.	Journal of Business Venturing
Panibratov Andrey Yu.	Journal of International Business Studies
	Research Policy
Shirokova Galina V.	Entrepreneurship Theory and Practice
Category B of the ABS list	
Andreeva Tatiana E.	Management Learning
Blagov Yury E.	Journal of Business Ethics
Zavyalova Elena K.	International Journal of Human Resource Management
Latuha Marina O.	International Journal of Human Resource Management
Muravyev Alexander A.	Journal of Comparative Economics
	World Development
Category C of the ABS list	
Andreeva Tatiana E.	Human Resource Development International
	Journal of Knowledge Management
Zavyalova Elena K.	Human Resource Development International
Kosheleva Sofia V.	Human Resource Development International
Muravyev Alexander A.	Journal of Economic Psychology
Panibratov Andrey Yu.	Service Industries Journal
Category D of the ABS list	
Andreeva Tatiana E.	Journal of Change Management
Muravyev Alexander A.	Economics of Transition
Panibratov Andrey Yu.	Journal of East-West Business
Other international journals	
Andreeva Tatiana E.	Baltic Journal of Management
Baranov Igor N.	ICFAI Journal of Public Finance

Blagov Yury E.	Corporate Governance: The International Journal of Business and Society
Bukhvalov Alexander V.	Positivity
Cherenkov Vitaly I.	Case Research Journal
Churakova Iya Y.	Journal of Emerging Issues in Economics, Finance and Banking
Gavrilova Tatiana A.	International Journal Information Theories & Applications
Kazantsev Anatoly K.	Foundations of Management
Kosheleva Sofia V.	Journal of Leadership, Management & Organizational Studies
	Scientific Journals International
	Thomson Learning EMEA
Latuha Marina O.	Decision Science Journal of Innovative Education
Muravyev Alexander A.	IZA Journal of Labor Policy
	IZA Journal of Labor and Development
	Research in Labor Economics
Panibratov Andrey Yu.	Engineering, Construction and Architecture Management Journal
	Journal of International Business Education
	Columbia FDI Profiles
Shirokova Galina V.	International Journal of Organizational Learning and Change
	The Journal of Global Entrepreneurship Research
	Journal of Business & Management
	International Journal of Management and Marketing: An Open Access International Journal
Smirnova Maria M.	Journal of Innovation Management: The International Journal on Multidisciplinary Approaches on Innovation
Yablonsky Sergey A.	European Journal of Economics and Management
Zagorskiy Andrey L.	Metabiologica: Ejournal
	Przedsiębiorstwo przyszłości
	World Packaging News: Ejournal
Zenkevich Nikolay A.	International Game Theory Review

* including the reviewers

Russian Journals

Faculty member	Journal title
Alkanova Olga N.	Vestnik of Saint Petersburg University. Management Series
Baranov Igor N.	Russian Management Journal
Berezinets Irina V.	EJournal of Corporate Finance
	Vestnik of Saint Petersburg University. Management Series
	Russian Management Journal
Blagov Yury E.	Vestnik of Saint Petersburg University. Management Series
	Russian Management Journal
Bukhvalov Alexander V.	Russian Management Journal
Cherenkov Vitaly I.	Vestnik of Saint Petersburg University. Management Series
Drozdova Natalia P.	Research of Faculty of Economics of Lomonosov Moscow State University
Gavrilova Tatiana A.	News of Artificial Intelligence
	Artificial Intelligence and Decision Making
Gladkikh Igor V.	Vestnik of Saint Petersburg University. Management Series
	Russian Management Journal
Ilyina Yulia B.	Vestnik of Saint Petersburg University. Management Series
Kazantsev Anatoly K.	Vestnik of Saint Petersburg University. Applied Mathematics, Informatics, Controlled Processes
Medvedev Andrey G.	Russian Management Journal
Raskov Nikolay V.	Mathematic Game Theory and Applications
Shirokova Galina V.	Vestnik of Saint Petersburg University. Management Series
Smirnov Marat V.	Game Theory and Management
Smirnova Maria M.	Vestnik of Saint Petersburg University. Management Series
Starov Sergey A.	Organisation of Manufacture
Zagorskiy Andrey L.	Problems of the Modern Economies
	Tare and Packaging

Zavyalova Elena K.	Vestnik of Saint Petersburg University. Management Series
	Russian Management Journal
	Advertising Industry Overview
Zenkevich Nikolay A.	Vestnik of Saint Petersburg University. Management Series
	Vestnik of Saint Petersburg University. Applied Mathematics, Informatics, Controlled Processes
	Russian Management Journal
	Mathematic Game Theory and Applications
	Game Theory and Management

