



Research Book

2011



Contents

RESEARCH PROGRAMMES AND PUBLICATIONS	4
AWARDS	8
RESEARCH CENTRES.	9
Case Development Center	10
Center for Entrepreneurship.	11
Centre for Strategic Marketing and Innovation	12
Deutsche Bahn and Russian Railways Centre for International Logistics and Supply Chain Management	13
PricewaterhouseCoopers Centre for Corporate Social Responsibility	14
RESEARCH CONFERENCES AND SEMINARS ORGANIZED BY GSOM SPBU.	16
ACADEMIC JOURNALS PUBLISHED IN GSOM SPBU	20
The Russian Management Journal	20
Vestnik (Herald) of Saint Petersburg University. Management Series	21
FACULTY PUBLICATIONS	22
International Peer-Reviewed Journals	22
<i>International Peer-Reviewed Journals of ABS list</i>	22
<i>Other International Peer-Reviewed Journals</i>	26
Russian Academic Journals	30
<i>1-5 Academic Journals According to Russian Science Citation Index (RSCI) Rating (Economics and Economic Sciences)</i>	30
<i>Other Russian Peer-Reviewed Academic Journals of the VAC (State Commission for Academic Degrees and Titles) list (Economics and Economic Sciences)</i>	32
<i>Other Russian Peer-Reviewed Academic Journals of the VAC (State Commission for Academic Degrees and Titles) list (Other Sciences)</i>	37
<i>Other Russian Academic Journals (Economics and Economic Sciences)</i>	38
Publications in Professional Journals.	39
<i>International</i>	39
<i>Russian</i>	40
Books.	41
Collections, Translations	42
Doctoral Thesis	44
National Reports	45
SPbU GSOM Working Papers.	46
Cases	48
Textbooks and Manuals	53



Sergey Kushch
Doctor of Science, Professor
Dean of the Faculty, GSOM SPbU

The Graduate School of Management, SPbU (GSOM SPbU) was launched in 1993 as a part of St. Petersburg University, the oldest institution of higher education in Russia. As a university business school GSOM SPbU equally emphasizes the development of both educational programmes research. The Creation and dissemination of new knowledge highly valuable for science, business and community as a whole, is one of the main goals of GSOM SPbU. Research at GSOM SPbU is developed in accordance with the program for the Development Saint Petersburg University until 2020, in which the development of the area of Management and managerial techniques are identified as one of five priority areas. This work was initiated here at our school in the Strategic plan for GSOM SPbU Development 2008-2012, based on the concept of creating a "Russian School of Management with a Global Focus".

Today GSOM SPbU is recognized as the leading research centre in the field of management. It is the leader among Russian business schools in the number of publications in international peer-reviewed academic journals in management and is the leading Case Development Center in Russia with largest own case collection registered in European Case Clearing House (ECCH). The objective for the medium term for GSOM SPbU is to become the intellectual centre for research in Russia in the field of management at the level of international standards. I am sure that our work towards the successful achievement of this task will contribute to strengthening the international competitiveness of Russian education and the Russian economy as a whole.



Aleksandr Muravyev
PhD, Associate Professor
Head of Research Programmes Committee

Research is considered at Graduate School of Management SPbU to be a wide spectrum of intellectual activities, which includes fundamental and applied research as well as the development of educational products. As a university business school GSOM SPbU pays special attention to the publication of articles in the leading international and Russian journals, selecting this as the main tool for quality control and the most important mechanism for the dissemination of the results of research activities. Priority for GSOM SPbU is given to academic journals in management and core subjects which are included in the Association of Business Schools Academic Journal Quality Guide, the ABS list.

At the same time GSOM SPbU recognizes the value of the other research results, such as monographs, chapters in books which are published in professional journals, cases, the publication of a series of working papers, as well as presentations made at the leading Russian and international conferences. The publication of working papers and presentations at conferences play an important role in the early and widest possible dissemination of new knowledge, offsetting a significant gap in time between the appearance of new research results and their publication in academic journals.

There are four research centers at GSOM SPbU. These research centers are designed to recognize and promote the development of GSOM SPbU competencies within their profiled areas, with reference to the leadership in Russia and in the world in their respective fields. In addition, the in GSOM SPbU Case Development Center has Russia's largest collection of case studies on the activities of domestic and foreign companies in the Russian market.

By increasing its focus on these areas in recent years, GSOM SPbU has created a unique research environment that is innovative for Russian business schools and includes internships at leading universities and research centers in the world, a doctoral program that meets international standards, a library with a unique collection of Russian books on management as well as an active policy of subscriptions to the leading journals and databases in our fields of research, the publication of two journals on management, organization of regular research conferences and workshops, grants to support research and participation in conferences, and awards for the publication of articles in academic journals of ABS list.

Innovative changes in the organization of research have led to a significant increase: in the number of research articles by GSOM SPbU professors published in leading international journals of A and B categories (four and three stars) on the ABS list. Other important developments have been the greatly increased productivity of professors in the development of teaching cases, and the hosting by GSOM SPbU in 2012 of the VI International Conference "Game Theory and Management" with the participation of Nobel laureates in economics. Academic journals published by GSOM SPbU are leading in terms of their impact factor as registered in the Russian Science Citation Index in "Economics. Economic science".

We remain open to new challenges and opportunities in the field of research and are confidently moving towards achieving our ambitious goal of making GSOM SPbU one of the leading international scientific research centers in management.



Research Programmes and Publications

At GSOM SPbU research is considered as a priority for its activities, which not only enhances its reputation as a leading intellectual center in the field of management along with the high quality which is necessary for its educational programs.

The GSOM SPbU strategy for research is focused on basic and applied research in the issues of modern management and promotes a dialogue between science and practice. The main areas of research are implemented primarily through a network of research centers, the topics of doctoral and master's theses, produced at GSOM SPbU, the subjects of research conferences and seminars, as well as partnerships with leading international and Russian research centers.

GSOM SPbU is focused on involvement of faculty and staff in to research activities. In 2011 67 professors, 4 investigating researchers, 13 junior researchers, and 6 research project managers worked in GSOM SPbU (Pic.1). The main results of the research activities at GSOM SPbU for the period 2007 - 2011 are presented in Tables 1, 2, Pic. 1, 2. Most types of research activities are characterized by the growth or stabilization of quantitative indicators. Positive dynamics should be noted in the number of publications in international peer-reviewed journals, including the journals of A and B categories (four and three stars) of ABS list (Table 2), indicating the quality of research. This trend has continued in 2012. For 2011-2012, the GSOM SPbU faculty has published 30 papers in international peer-reviewed journals, including 27 papers in journals of the ABS list, such as Journal of International Business Studies, Entrepreneurship Theory & Practice, International Journal of Operations & Production

Management, Journal of Comparative Economics, International Journal of Case Method Research & Application, Journal of Knowledge Management.

During the period from 2007 to 2011, the number of presentations of GSOM SPbU researchers at international conferences has also significantly increased (Table 3). There has furthermore been an increase in the number of published reports on the results of these conferences. Thus, the process of dissemination of new scientific knowledge created in GSOM SPbU has significantly improved.

An important role in strengthening the GSOM SPbU research reputation belongs to the journals published at GSOM SpbU, which take a leading position in terms of Russian Science Citation Index: "Russian Management Journal" – 1st place among magazines specializing in management issues (5th among published in Russia scientific journals on "Economics. Economic Science"), and "Vestnik (Herald) of St. Petersburg University. Management Series" – 1st place in specialized academic journals of national universities.

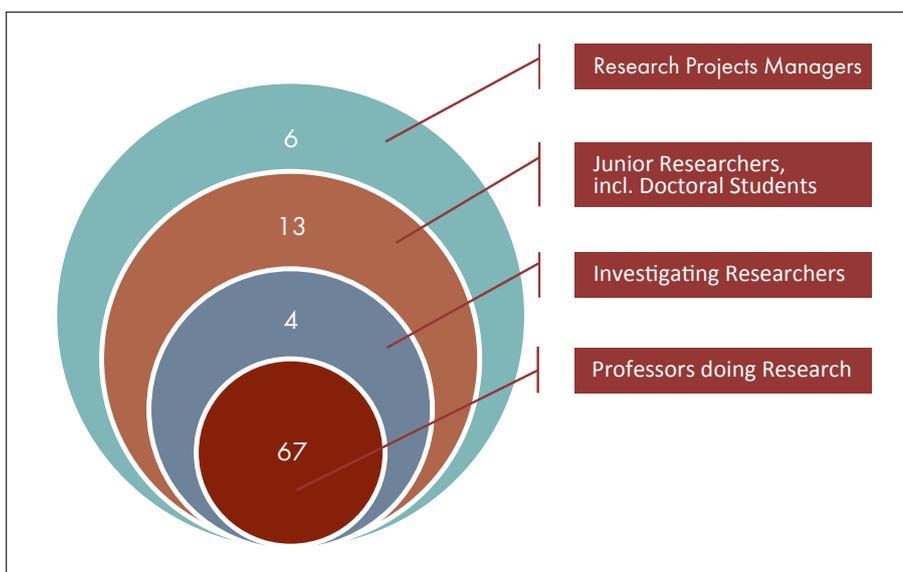
Financial support for research is organized at GSOM SPbU according to the principle of co-financing. During the reporting period, the annual research budget of the faculty is about 1.750 mln Euro. It's main sources are competitive grants from the Russian government (including, those which are part of the program for the Development 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 4).

Table 1. GSOM SPbU Faculty Research Output, 2007-2011

Year	2007	2008	2009	2010	2011	Total
Articles in academic journals	49	66	76	74	76	341
Books	5	9	2	2	1	19
Research Collections	3	2	2	3	1	11
Articles in Professional Journals	20	19	13	9	13	74
Textbooks	8	16	10	16	15	65
Cases and teaching notes / registered in ecch	97/46	60/14	34/24	20/41	12/39	223/164
Books and textbooks translations	1	4	0	5	0	10

Table 2. Number of GSOM SPbU Faculty Publications in International and Russian Academic Journals, 2007–2011

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
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
2007	7	0	0	42	36	7



Pic. 1 Faculty and Staff Involved in Research in Management in 2011

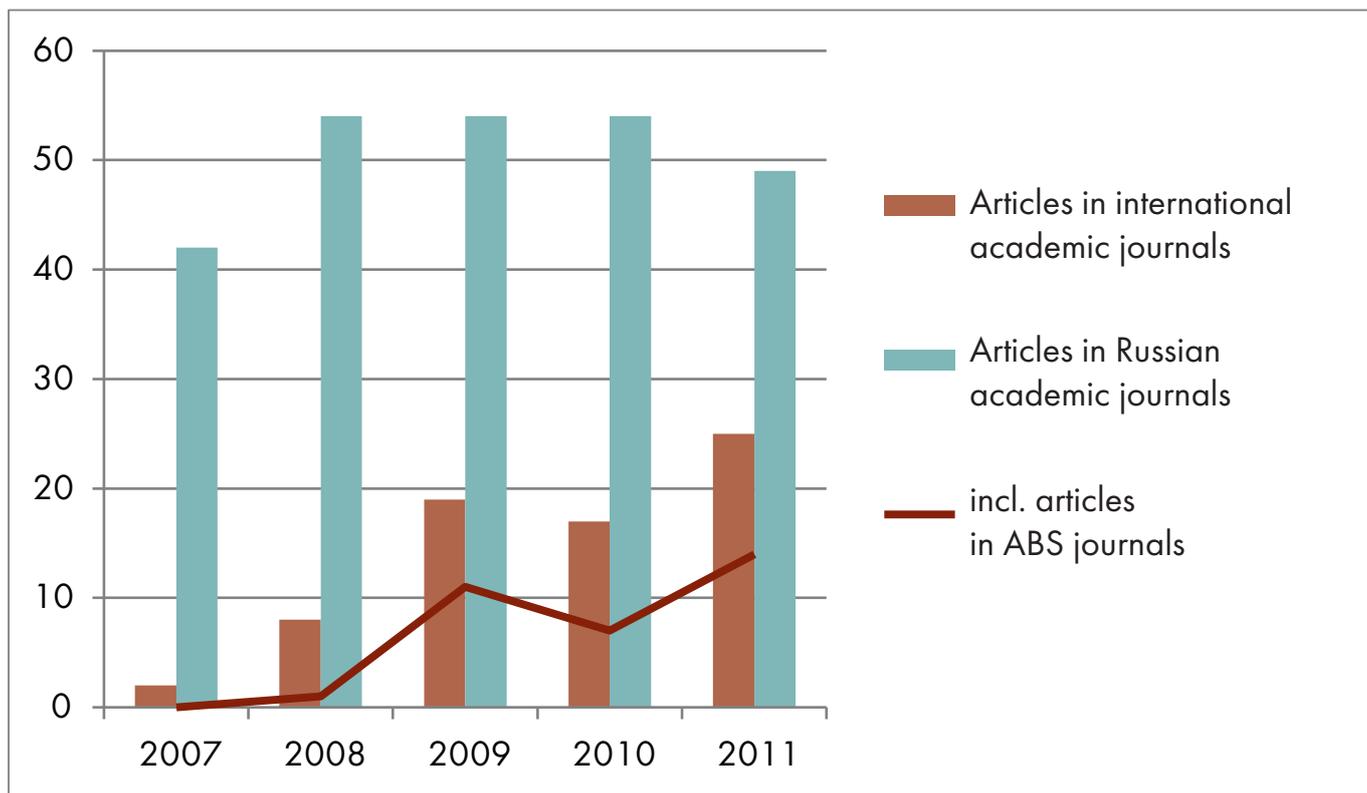


Diagram 1. GSOM SPbU Faculty Publications in International and Russian Academic Journals, 2007-2011

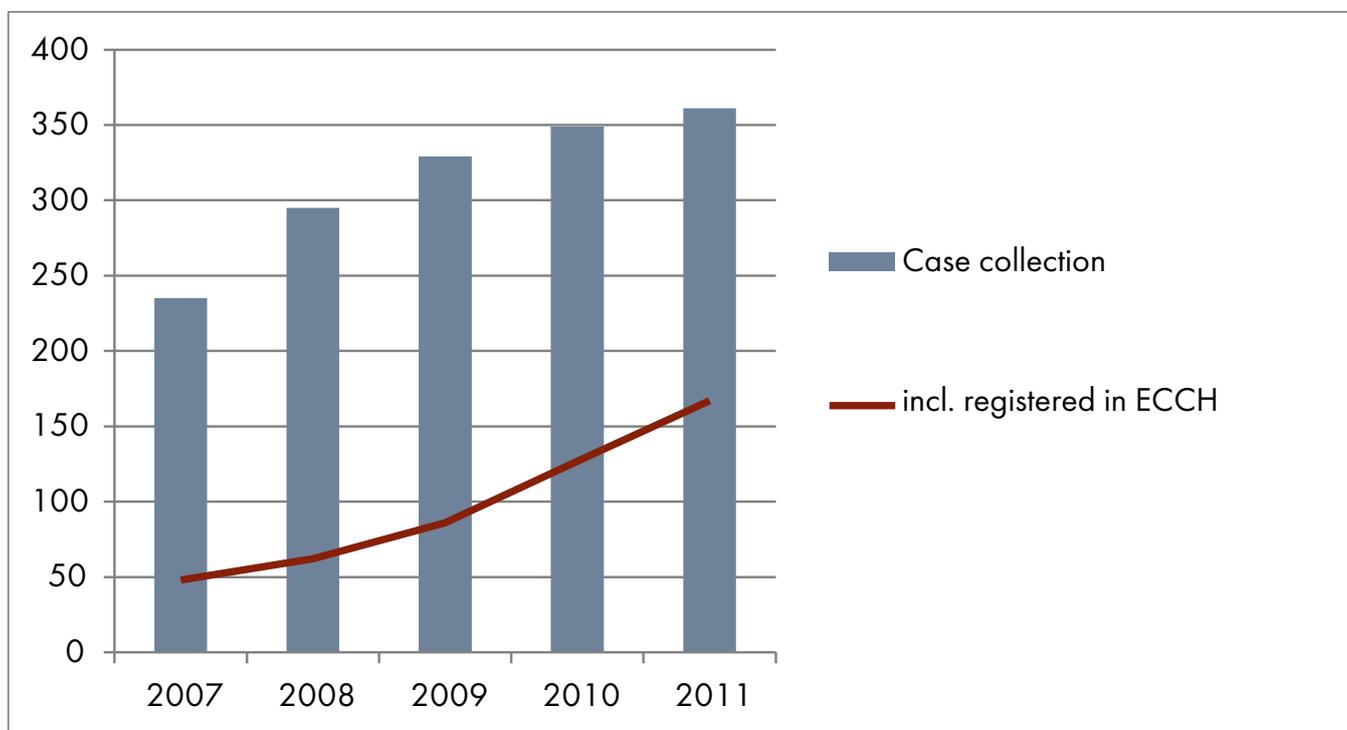


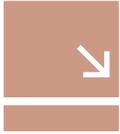
Diagram 2. Cases Developed by GSOM SPbU Faculty, 2007-2011

Table 3. GSOM SPbU Faculty Participation in International and Russian Conferences, 2007-2011

Year	Number of presentations at conferences		
	Total	International	Russian
2011	150	134	16
2010	164	134	30
2009	115	99	16
2008	96	81	15
2007	84	68	16
Bcero	609	516	93

Table 4. Research Projects Funding, 2007-2011 (in Euro)

Year	Federal Budget		GSOM tuition revenues	Fundraising	TOTAL
	Contracts, Grants	SPbU			
2011	91 556	408 428	546 243	612 078	1 658 305
2010	149 147	134 574	528 180	637 576	1 449 477
2009	34 503	150 499	330 075	462 027	977 106
2008	20 578	137 195	60 909	744 094	962 776
2007	0	1 383 851	79 633	34 298	1 497 782
Total	295 785	2 214 574	1 545 040	2 490 073	6 545 444



Awards

Best Paper in Academic Journals

Galina Shirokova, Associate Professor

- **Journal of Ethics & Entrepreneurship Best Paper in Ethics and Entrepreneurship** from United States Association for Small Business and Entrepreneurship, USASBE.

Maria Smirnova, Associate Professor

- **Best Paper Award by Emerald Literati Network** for paper published in *Marketing Intelligence and Planning Journal* в 2010 (Assessing relationship quality in four business-to-business markets (2009) *Marketing Intelligence and Planning*, 27 (1), pp. 86-102 (with B. Ashnai, S. Kouchtch, Y. Qionglei, B. Barnes, P. Naude)).

Best Paper at the Conference

Maria Smirnova, Associate Professor

- **Best Paper in Business to Business/Customer Relationship Management Track** at the Conference Society for Marketing Advances for presentation "Marketing-Purchasing Integration and Collaboration Effects on Business Performance: A Russian Study Using Internal Dyadic Data" (with P. Naude, S. Henneberg, B. Ashnai, S. Mouzas).

Andrey Panibratov, Professor

- **Best Paper Award by Journal of East-West Business** "Dominant Logic Shaping Internationalization Strategies of Emerging Market Firms: A Multi-Level Approach" (with Jormanainen I.) at the Conference Taking International Business to the Next Level - Emerging Issues, Strategies and Economies, EIBA, Bucharest, 2011

Best Working Paper

Aleksander Muravyev, Associate Professor

- "The Costs of Job Loss in Russia". IZA Discussion Paper No. 5415. Bonn: IZA. 2010 nominated for **National Award in Applied Economics 2012** (as part of XIII International Research Conference of National Research University - Higher School of Economics on Economic and Social Development) (with H. Lehmann, T. Razzolini, A. Zaiceva).

Best Textbook

Sergey Starov, Associate Professor

- **Diploma of X National Russian Competition "The Book of the 21st Century"** in nomination "The Textbook of the 21st Century" for the development of the textbook "Brand Management".

Best Academic Book

Igor Gladkikh, Associate Professor

- **Diploma of V International Competition of Academic Books for Universities "University Book – 2010"** for case collections edited by Igor Gladkikh "Marketing: Selected Cases from GSOM Collection" and "Managing Organizational Development: Selected Cases from GSOM Collection" (as part of XXIII Moscow International Book Fair).



Research Centres

According to the four priority areas of research (entrepreneurship, international logistics, corporate social responsibility, as well as strategic marketing and innovation) there are four research centers in GSOM SPbU: Centre for Entrepreneurship; PricewaterhouseCoopers Centre for Corporate Social Responsibility; Centre for Strategic Marketing and Innovation; Deutsche Bahn and Russian Railways Centre for International Logistics and Supply Chain Management.

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.

In addition to the four research centers, there is the Case Development Center in GSOM SPbU, which has an extensive collection of case studies based on Russian companies and international companies doing business in Russia. Most of the cases developed in the center - both full-length and mini-cases - are research-based, i. e. are the result of the collection and processing of raw materials.

All GSOM SPbU Centers implement their projects on the principle of co-financing and the active attraction of external funding from Russian and foreign foundations and companies. The most important criteria for the success of a center is 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.

National Reports

Verkhovskaya O.R., Dorokhina M.V.

Global Entrepreneurship Monitor - Russia 2011. 2012.

Blagov Yu.E., Savchenko A.A.

Research on Corporate Philanthropy in Russia / Business practices in philanthropy and social investments: according to Russian project "Leaders of Corporate Philanthropy". Moscow, Russian Donors Forum. 2011.

Verkhovskaya O.R., Dorokhina M.V.

Global Entrepreneurship Monitor - Russia 2010. 2011.

Shirokova G.V., Kulikov A.V.

Global University Entrepreneurial Spirit Students' Survey 2011. 2011.

Verkhovskaya O.R., Dorokhina M.V.

Global Entrepreneurship Monitor - Russia 2009. 2010.

Verkhovskaya O.R., Dorokhina M.V.

Global Entrepreneurship Monitor - Russia 2008. 2009.

Report on Social Investments in Russia 2008: Integrating CSR Principles into Corporate Strategy / Ed. by Yu.E. Blagov, S.E. Litovchenko, E.A. Ivanova. Moscow: The Russian Managers Association, 2008.

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 research and teaching at GSOM SPbU. Most of the cases developed at GSOM - 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 and Russia's first business school, which formed its own collection of case studies at the European Case Clearing House (ecch).

The collection of business case studies developed at GSOM in 1996-2011, consists of 230 cases, including 131 cases supported by teaching notes. 70 professors and 7 graduate students took part in case development. 167 cases and teaching notes in English from GSOM SPbU collection were registered in ecch. This work is being actively pursued. More than 50 case studies and teaching notes are being developed in conjunction with

colleagues from leading schools of business, i.e. Haas School of Business, University of California (Berkeley), University of Texas, Babson College.

By now six collections of cases were published at GSOM SPbU (17 cases were published in 2003-2005, and 69 cases were published in collections of 2008-2010). More than 15 case studies and articles on the development of case-method were published in English in international academic and professional journals.

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. At the moment, 20 Russian universities and business media take part in the project. As of January 1, 2012 the electronic library recorded 240 cases.

Head: Igor Gladkikh, Associate Professor, Marketing Department GSOM SPbU.

List of Higher School Institutions Participating in the Russian Case Development Center Project

1. Lomonosov Moscow State University Business School
2. Siberian Federal University
3. I.I.Polzunov Altai State Technical University
4. Institute of World Economy and Business Peoples' Friendship University of Russia
5. Novosibirsk State University
6. Baikal International Business School, Irkutsk State University
7. Moscow State Forest University
8. Moscow Financial Industrial Academy
9. Institute of Business and Management Technologies, Belorussian State University
10. Institute of Management and Information Technologies, Branch of St.Petersburg State Polytechnical University in Cherepovets
11. Faculty of Management, Herzen State Pedagogical University
12. National Research University Higher School of Economics, St.Petersburg
13. Perm State Technical University
14. Faculty of Economics, Ural State University
15. Novosibirsk State University of Economics and Management
16. St.Petersburg State University of Engineering and Economics
17. Omsk State Transport University (joined the project in 2011)
18. Saratov State Sociology and Economics University (joined the project in 2011)
19. Branch of St.Petersburg State University of Engineering in Tver (joined the project in 2011)

Center for Entrepreneurship

GSOM SPbU Center for Entrepreneurship is created as a separate unit within the framework of the Graduate School of Management SPbU. It 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 developing and dissemination of knowledge on entrepreneurship.

Director of the Center: Galina Shirokova, Professor, Strategic & International Management Department GSOM SPbU

Main projects 2011

Global Entrepreneurship Monitor - Russia (GEM)

The Center for Entrepreneurship is GEM Russian partner and implements the project in cooperation with the National Research University Higher School of Economics (Moscow). Project leader: Associate Professor Olga Verkhovskaya, researcher - Maria Dorokhina.

Global University Entrepreneurial Spirit Students' Survey (GUESSS)

GSOM SPbU is a 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, researcher is Alexander Kulikov.

Factors of Creation, Development and Growth of Entrepreneurial Firms in Russia

Project leader: Professor Galina Shirokova, researchers: Assistant Professor Alexander Shatalov, junior researchers - Dmitry Knatko and Alexander Kulikov, PhD student Tatjana Tsukanova.

International Entrepreneurship: Institutional-based View

Project leader: Professor Galina Shirokova, researchers: PhD students Tatjana Tsukanova and Igor Zibarev.

Project Management for Small and Growing Business

Project leader: Associate Professor Olga Verkhovskaya, project participants: Associate Professor Olga Udovichenko, Associate Professor Anastasia Chanko, Senior Lecturer Irina Leshcheva, Senior Lecturer Elvira Strakhov.

Partners

- EMLYON Business School (www.em-lyon.com)
- Swiss Institute for Small Business and Entrepreneurship at the University of St. Gallen (Switzerland) (www.cfb.unisg.ch)

Projects are sponsored by

- Citi Foundation
- The U.S. Russia Center for Entrepreneurship
- GSOM SPbU tuition revenues
- Ministry of Education and Science of the Russian Federation

Selected Publications

Shirokova G., Vega G., Kozyreva T.
DiPaul, Inc.: Transitioning in Measured Steps // Entrepreneurship Theory & Practice. 2013 (forthcoming).

Shirokova G., Morris M., Shatalov A.
The Business model and firm performance: The case of Russian retail ventures // Journal of Small Business Management. 2012 (forthcoming).

Shirokova G., McDougall-Covin P.
The Role of Social Networks and Institutions in the Internationalization of Russian Entrepreneurial Firms: Do They Matter? // Journal of International Entrepreneurship. 2012. Vol. 10 (3). P. 177- 199.

Shirokova G., Knatko D., Vega G.
The influence of institutional environment on CEO succession: Evidence from Russian companies // Journal of Ethics & Entrepreneurship. 2011. Vol. 1 (1). P. 41-60.

Shirokova G., Shatalov A.
Factors of New Venture Performance in Russia // Management Research Review. 2010. Vol. 33(5). P. 484-498.

Verkhovskaya O.R., Dorokhina M.V.
Activity and Potential of the Russian Entrepreneurship (Evidence from Global Entrepreneurship Monitor Data, 2006–2011) // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011. Issue 4. P. 68-99.

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.

Director of the Center: Sergey Kushch, Professor, Marketing Department GSOM SPbU

Main projects 2011

Innovation Radar — developing method of multifactor measurement of the innovation activities of Russian companies. Project leader: Investigating Researcher Alexander Krasnikov; researchers: Professor Sergey Kushch, Associate Professor Maria Smirnova, Assistant Professor Vera Rebyazina, PhD students Daria Zagorskaya, Irina Moreva.

Methodology of the Development of Customer-management Technologies of Russian Enterprises. Project leader: Professor Sergey Kushch; researchers: Investigating Researcher Alexander Krasnikov, Associate Professor Maria Smirnova, Assistant Professor Vera Rebyazina, PhD students Daria Zagorskaya, Irina Moreva.

The Influence of Customer Orientation on Innovation Activities of Russian Companies. Project leader: Associate Professor Maria Smirnova, researchers: Assistant Professor Vera Rebyazina, PhD student Irina Moreva.

Maps of Trademarks. Project leader: Investigating Researcher Alexander Krasnikov; researchers: Associate Professor Maria Smirnova, Assistant Professor Olga Alkanova, PhD student Polina Landgraf.

GSOM SPbU Participation in Job Fair of the American Marketing Association in 2011–2013. Project leader: Professor Sergey Kushch; project participants: Professor David Barcan, Investigating Researcher Alexander Krasnikov, Assistant Professor Vera Rebyazina.

Research Seminar of Centre for Strategic Marketing and Innovation. Project leader: Investigating Researcher Alexander Krasnikov; project participants: Professor Sergey Kushch, Associate Professor Maria Smirnova, Assistant Professor Vera Rebyazina,

Assistant Professor Olga Alkanova, PhD students Daria Zagorskaya, Irina Moreva.

Partners

- Higher School of Economics (www.hse.ru)
- Aalto University School of Business (www.econ.aalto.fi)

Projects are sponsored by

- Ministry of Education and Science of the Russian Federation
- GSOM SPbU tuition revenues
- SPbU Federal budget

Selected Publications

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, Vol. 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, Vol. 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. 2011, Issue 1, p. 105–136.

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.

Director of the Center: Richard Germain, Professor, Operations Management Department GSOM SPbU

Main projects 2011

Contract Logistics in Russia. Project leader: Professor Richard Germain, researchers: Associate Professor Yury Fedotov, Senior Lecturers Andrey Zyatchin, Konstantin Krotov.

Outsourcing of Processes and Technologies of Supply Chain Management: Empirical Research of the practice of Russian industrial companies. Project leader: Professor Richard Germain, researchers: Associate Professor Yury Fedotov, Senior Lecturer Konstantin Krotov.

Cases Development on International Logistics and Supply Chain Management on the basis of data from JSC "Russian Railways" and Deutsche Bahn Mobility Logistics AG. Project leader: Professor Richard Germain, researchers: Professor Vitaliy Cherenkov, Associate Professor Nikolay Zenkevich, Senior Lecturer Konstantin Krotov.

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
- SPbU Federal budget

Selected Publications

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.

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: Yuri Blagov, Associate Professor, Strategic & International Management Department GSOM SPbU

Main projects 2011

Managing Corporate Social Performance. Project leader: Associate Professor Yuri Blagov, researchers: Senior Lecturer Maksim Storchevoy, Junior Researcher Anastasia Savchenko, Master Student Polina Tazenkova.

National "Report on Social Investment in Russia–2012" (with Russian Managers Association). Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Savchenko.

Research on Corporate Philanthropy in Russia (with Noncommercial partnership Russian Donors Forum). Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Savchenko.

Case collection "CSR Instruments Usage for Successful Business Development" (with Russian Managers Association). Project leader: Associate Professor Yuri Blagov, project participant: Associate Professor Igor Gladkikh.

The Review of the Best Practice in Corporate Social Responsibility in Central and Eastern Europe (with EABIS – The Academy of Business in Society). Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Savchenko.

Participation in International Network of Leading Research Centers GOLDEN for Sustainability. Project leader: Associate Professor Yuri Blagov, researcher: Junior Researcher Anastasia Savchenko.

Training for Professors of Russian Universities on "Corporate Social Responsibility". Project leader: Associate Professor Yuri Blagov, researchers: Senior Lecturer Maksim Storchevoy, Junior Researcher Anastasia Savchenko

Main partners

- PricewaterhouseCoopers (www.pwc.com)
- Russian Donors Forum (www.donorsforum.ru)

Projects are sponsored by

- PricewaterhouseCoopers
- SPbU Federal budget.

Selected Publications

Blagov Yu.E.

Corporate Social Responsibility: the evolution of the concept. – 2nd edition. 2011.

Blagov Yu.E., Savchenko A.A.

Analysis of the Corporate Philanthropy Leaders' Practices in Russia in 2007–2009 // Russian management Journal. 2011. Vol. 9 (2). P. 27–48.

Blagov Yu.E., Ivanova E.A.

Corporate Social Responsibility in Russia: Lessons of the National Report on Social Investments // Russian management Journal. 2009. Vol. 7 (1). P. 3–24.

Savchenko A.A.

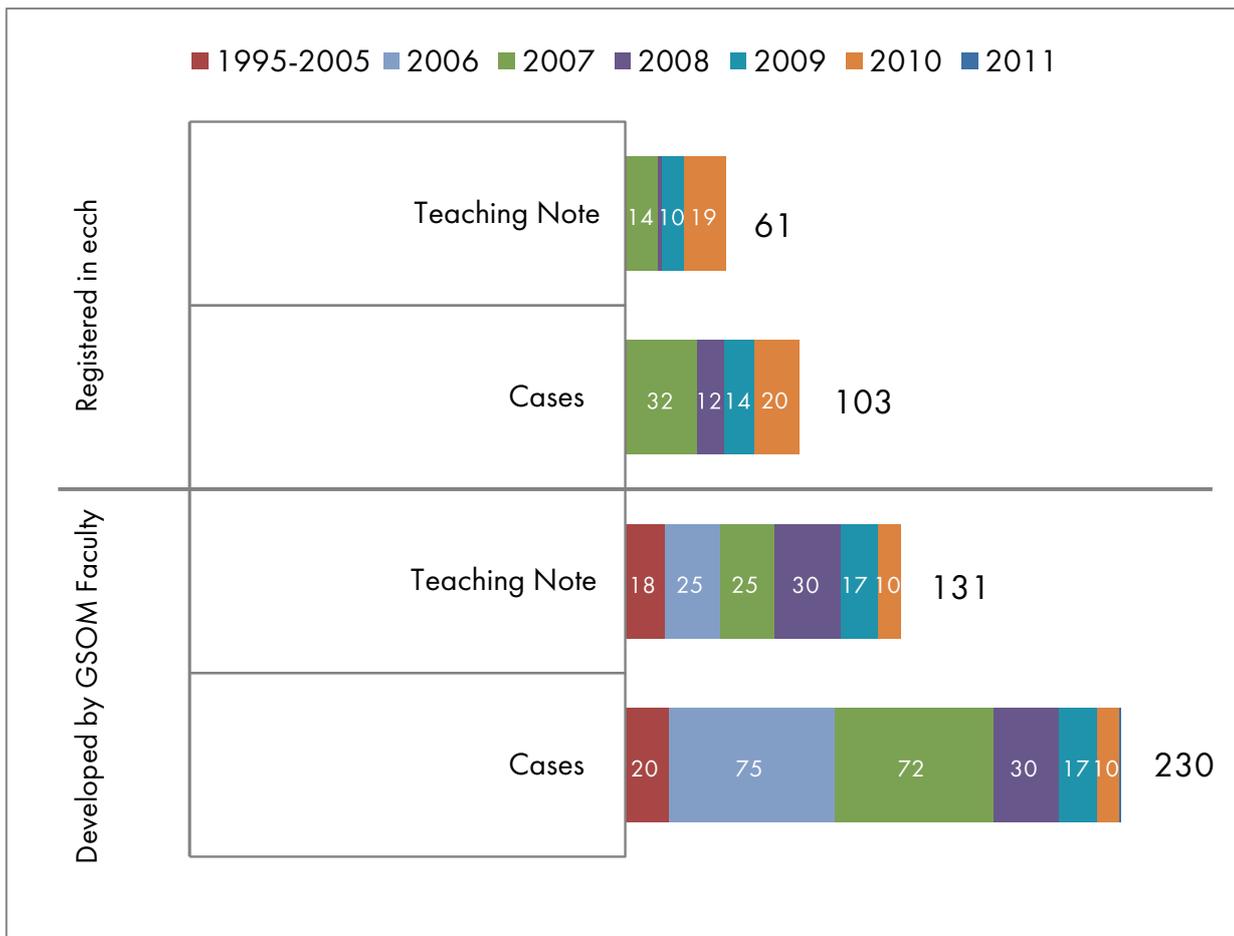
Normative Business Ethics: Problems of Effective Application // Vestnik (Herald) of Saint Petersburg University. Management Series. 2009. Issue 4. P.76–106.

Storchevoy M.A.

Normative Business Ethics: Problems of Effective Application // Vestnik (Herald) of Saint Petersburg University. Management Series. 2009. Issue 3. P.121–148.

Storchevoy M.A.

Normative Business Ethics: Theoretical Drawbacks // Vestnik (Herald) of Saint Petersburg University. Management Series. 2009. Issue 2. P.142–164.



Diargam 3. GSOM SPbU Case Collection

Collected Books of GSOM SPbSU Cases

1. 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.

2. 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.

3. Marketing: Edited by I.V.Gladkikh; Graduate School of Management SPbSU. St.Petersburg: Graduate School of Management Publishing, 2008. –340 pp.

4. 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.

5. Strategic Management at Russian Companies: Collected Cases / Edited by I.V.Gladkikh, V.S.Katkalo; S.P.Kouchtch; St.Petersburg: St.Petersburg State University Publishing, 2004. – 248 pp.

6. Collected Book of Cases: Cases of Russian Companies (Northwestern Region) / Edited by S.P.Kouchtch; St.Petersburg: St.Petersburg State University Publishing, 2003. – 232 pp.



Research Conferences and Seminars Organized by GSOM SPbU

Annual Conferences and Seminars

Conference "Game Theory and Management", GTM

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



Key Conference Presentations in 2007–2011:

I GTM Conference (June 28–29, 2007)

- Professor R. Aumann (Israel), Nobel Prize in Economic Sciences, 2005
- Professor G. Zaccour (Canada)
- Professor S. Hart (Israel)

II GTM Conference (June 26–27, 2008)

- Professor J. F. Nash (USA), Nobel Prize in Economic Sciences, 1994
- 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 Prize in Economic Sciences, 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, University of Chicago (USA), Nobel Prize in Economic Sciences, 2007
- Professor J. Weibull, Stockholm School of Economics (Sweden)
- Professor S. Zamir (Israel)
- Professor V. Mazalov (Russia)

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 Speakers in 2011:

XII Conference (March 11–12, 2011)

- Professor A.E. Shastitko (ASPE Board Chairman, Russia)
- Professor S.A. Lukyanov (Ural State University, Russia)
- Professor L.E. Limonov (Leontief Center, Russia)
- Y.V. Simachev (Cross Sectoral Analytical Center, Russia)
- M.V. Kuzyk (Cross Sectoral Analytical Center, Russia).

XIII Conference (November 11–12, 2011)

- Professor R. Rose (University of Aberdeen, UK)
- Professor L. I. Polishchuk (National Research University – Higher School of Economics, Russia; University of Maryland, USA)
- Professor P.V. Kriuchkova (National Research University – Higher School of Economics, Russia)
- Associate Professor T.V. Natkhov (National Research University – Higher School of Economics, Russia).

Other Conferences and Seminars

Research Seminar of Global Entrepreneurship Monitor Project, GEM has been held regularly since 2007 aiming to present the results of the yearly research of the level and factors of entrepreneurship development in Russia according to GEM methodology and discussion with the participation of leading Russian and

foreign experts. Seminar participants include professor Z. Acs (George Mason School of Public Policy, USA), A.Y. Chepurenskiy (National Research University – Higher School of Economics, Russia), M. Virtanen (Aalto University School of Business) and others.

Dean Pashkus Research Conference is held every year in October in memory of the first Dean of the Department of Management SPbSU, Professor Yuri Pashkus (1939-1996). On December 14, 2011 Alexander A. Yakovlev, Vice Rector of National Research University – Higher

School of Economics, Director of Institute for Industrial and Market Studies and International Center for the Study of Institutions and Development was a speaker at the plenary session “Public Procurement System in Russia: At the Start of the Third Reform” .

Table 5 Conferences Organized by GSOM SPbU in 2007-2011

No.	Conference Name	Conference Dates
1	XII International Conference "Public Sector Transition: Innovation Prospects"	March 11-12, 2011
2	V International Conference "Game Theory and Management"	June 27-29, 2011
3	International Conference "Foreign Investment, Global Strategies and Leadership"	October 13, 2011
4	Round table "Ontological modeling of organizations and industries" (with ITMO - National Research University of Information Technologies, Mechanics and Optics)	November 09, 2011
5	XIII International Conference "Public Sector Transition"	November 11-12, 2011
6	XVI Dean Pashkus Research Conference	December 09, 2011
7	International Conference "Research and Education in Logistics and Supply Chain Management"	December 14-16, 2011
8	XI International Conference "Public Sector Transition: Management in Turbulent Times"	March 5-6, 2010
9	IV International Conference "Game Theory and Management"	June 28-30, 2010
10	IX Annual Colloquium of EABIS - The Academy of Business in Society	September 20-22, 2010
11	VIII Doctoral Colloquium of EABIS	September 20-22, 2010
12	EEC and EECPCLEFER Alumni Roundtable	October 10-12, 2010
13	Conference on Current Issues of Logistics and Supply Chain Management "Transport and Logistics"	October 22, 2010
14	XV Dean Pashkus Research Conference	October 29, 2010
15	III International Conference "Game Theory and Management"	June 24-26, 2009
16	Round table "Insurance companies and medical institutions - cooperation for the benefits of consumers"	September 30, 2009
17	XIV Dean Pashkus Research Conference	October 30, 2009
18	The Petersburg Dialogue's seminar "Education and Research in Logistics and Supply Chain management: Perspectives for Russian-German cooperation"	November 24-25, 2009

Table 5 Conferences Organized by GSOM SPbU in 2007-2011 continues

No.	Conference Name	Conference Dates
19	International Research Conference "Teaching and Research in Marketing: Challenges of the XXI Century"	April 24-25, 2008
20	The 2nd ISRICH Conference "Innovation and Change in Health Care Systems"	May 8-9, 2008
21	II International Conference "Game Theory and Management"	June 26-27, 2008
22	III Summer School of Russian Journal of Management	July 7-18, 2008
23	Round table "St.Petersburg Real Sector Threats and Opportunities"	October 09, 2008
24	XIII Dean Pashkus Research Conference	October 17, 2008
25	X International Conference "Public Sector Transition: Improving Service Delivery"	October 31 - November 1, 2008
26	Symposium on Entrepreneurship for Professors and Entrepreneurs	November 2-6, 2008
27	Workshop "Entrepreneurship in Russia: Main Trends in Entrepreneurial Research"	December 6, 2008
28	Conference "Management in Russia: to Compete or to Cooperate"	June 14-15, 2007
29	I International Conference "Game Theory and Management"	June 28-29, 2007
30	II Summer School of Russian Journal of Management	July 9-20, 2007
31	XII Dean Pashkus Research Conference	October 26, 2007
32	International Conference "Marketing Strategies in Russia: In Search of Competitive Advantage"	October 4 – 6, 2007
33	IV International Conference "The history of Russian Entrepreneurship in XIX and the First Third of XX Century: personalities, firms, institutional environment"	October 19 – 21, 2007
34	IX International Conference "Public Sector Transition: Improving Quality of Management"	November 2-3, 2007



Academic Journals Published in GSOM SPbU

The Russian Management Journal



The Russian Management Journal (RMJ) is the first Russian academic journal in the field of general and strategic management. RMJ holds the 1st place in RSCI list of impact factors

of managerial journals (IF = 0,833 on 31.12.2011). The journal was established by Saint Petersburg State University on the initiative of the Graduate School of Management SPbSU. The RMJ is published in Russian quarterly since 2003.

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- David J. Teece, Professor, University of California (Berkeley), USA

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- Vikhansky O. S., Professor, Graduate School of Business, Moscow State University
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- Yudanov A. Y. Professor, Financial University under the Government of the Russian Federation, Russia

The Editorial Board of the journal is formed from the leading researchers from the top scientific and training centers in the field of management in Russia: Graduate School of Management SPbU; Higher School of Economics (Moscow); Moscow State University; Institute of Economics, Russian Academy of Sciences; Central

Economics & Mathematics Institute, Russian Academy of Sciences. The International Academic Advisory Board of the RMJ represents the prominent scientists from the leading universities and business schools of Russia, USA, Europe and Japan.

*new editorial board is approved by the order of 17.08.2012 r.

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.

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.

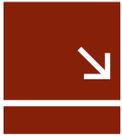
Editor-in-Chief

- Blagov Y. E., Associate Professor, Department of Strategic & International Management GSOM SPbU

Editorial Board*:

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* new editorial board is approved by the order of 26.06.2012



Faculty Publications

International Peer-Reviewed Journals

International Peer-Reviewed Journals of ABS list

Category A (4 stars)

Bertrand O.

What Goes around, Comes around: Effects of Off-shore Outsourcing on the Export Performance of Firms // Journal of International Business Studies, 2011, Vol. 42 (2), pp. 334–344.



We examine the effect of offshore outsourcing on the export performance of firms. Building on the theories of international business, the resource-based view and transaction cost economics, we argue that offshore outsourcing helps firms – directly or indirectly – to export more. It may reduce their production costs and enhance their flexibility. It may also provide them with new resources and market knowledge.

However, the impact of offshore outsourcing depends on the resources and capabilities of firms to manage a network of foreign suppliers, and to absorb foreign knowledge. Using a database of around 2000 manufacturing MNEs in France in 1999, we find that offshore outsourcing increases export performance, the effects being stronger in the export markets where firms import intermediate goods. We also show that the firm size, the organization of intra-firm imports and the export

experience moderate the effects of offshore outsourcing positively. These findings have implications for firms and policymakers.

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



Social exchange theory provides the basis for developing a model where collaborative communication from the franchisor relates positively to commitment, and commitment relates negatively to franchisees’ propensity to leave the relationship. We analyze data from a unique dataset of 200 franchisees and find partial support for this model; franchisor communication positively relates to one dimension of franchisee commitment, and one dimension of commitment negatively relates to propensity to leave. The study expands franchising theory by examining the franchising relationship from a social exchange perspective and by empirically demonstrating the important role commitment plays in the franchising context.

Category B (3 stars)

Garanina T.

(Book Review) Comparative International Accounting, Christopher Nobes, and Robert Parker, 2010, Eleventh Edition, Pearson Education Limited, Harlow, Essex, U.K., ISBN: 978-0-273-72562-6, xxi + 637 pages // International Journal of Accounting, 2011, Vol. 46 (1), pp. 103-105.



Review on Comparative International Accounting, Christopher Nobes, and Robert Parker, 2010, Eleventh Edition, Pearson Education Limited, Harlow, Essex, U.K., ISBN: 978-0-273-72562-6, xxi + 637 pages.

Birou L., Germain R.,

Christensen W. *Applied logistics knowledge impact on financial performance // International Journal of Operations & Production Management, 2011, Vol.31(8), pp.816-834.*



Purpose – The purpose of this paper is to examine the relationships between internal process improvement investments, applied channel logistics knowledge, and financial performance for make-to-order (MTO) and make-to-stock (MTS) manufacturers. This study takes the position that knowledge, specifically tacit or applied knowledge, may serve as a key indicator of organizational performance. In this study, the tacit knowledge exhibited in intentional logistics integration activities is captured in the construct applied channel logistics knowledge.

Design/methodology/approach – A structural equation model, controlling for firm size and demand uncertainty, is used to examine these relationships. A sampling frame of 1,264 senior manufacturing “executives” provided 222 usable surveys representing 210 firms.

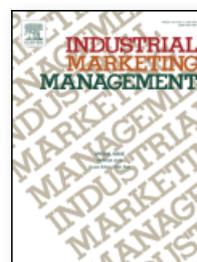
Findings – The results show that for MTO firms, higher investments in internal process improvement relate to higher applied channel logistics knowledge, whereas for MTS firms, the relationship does not hold, and this difference is significant. In addition, the results indicate a positive relationship between internal process

improvement investment and financial performance for MTO firms, whereas again the relationship does not hold for MTS firms. Both MTO and MTS firms show increased financial performance when applied channel logistics knowledge increases, although the increase in financial performance is significantly greater for MTO firms.

Originality/value – Historically, the success of integration strategies has been postulated to be equally effective for MTO and MTS firms, a “one-size-fits-all” approach to improving system effectiveness. However, given the inherent differences in these manufacturing strategies, this speculation deserves further investigation and serves as the focus of this research. The use of the tacit knowledge construct applied channel logistics knowledge is also unique and of value in understanding supply chain relationships.

Smirnova M., Henneberg S., Ashnai B., Naude P., Mouzas S.

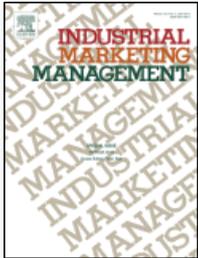
Understanding the role of marketing–purchasing collaboration in industrial markets: The case of Russia // Industrial Marketing Management, 2011, Vol. 40 (1), pp. 54-64.



This study aims to investigate the role of interfunctional collaboration between marketing and purchasing functions in industrial companies. Interfunctional collaboration is considered as a measure of the internal alignment and partnership between departments in the firm, which in turn contributes to the creation of sustainable advantages via improved external partnerships and facilitating demand chain integration. We test the impact of customer orientation as well as the interactions between departments (specifically marketing and purchasing) as collaboration antecedents, and analyze the direct impact of marketing–purchasing collaboration on business performance. The model is tested on a sample of 148 industrial companies in Russia with two key respondents in each firm, incorporating the purchasing as well as the marketing perspective. The results show that marketing–purchasing collaboration mediates the effects of interfunctional interaction as well as customer orientation on business performance. Alternative model testing shows that the direct effects of these antecedent constructs on performance are non-significant in the context of Russian industrial companies.

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, Vol.40 (1), pp.44–53.



The article investigates the role of market orientation as an antecedent for the development of relational capabilities and performance in Russian industrial firms. We test the direct role of different aspects of market orientation on business performance in comparison to an indirect and mediated influence via improving a firm's ability to become embedded in relational structures. The results of an empirical study demonstrate the differential impact of components of market orientation – customer orientation, competitor orientation, and interfunctional coordination – as direct and indirect antecedents of relational capabilities and thus subsequently of overall firm performance. It can be shown that in Russian industrial markets competitor orientation directly and positively impacts on performance, while the other two components of market orientation have only a mediated effect on performance via the development of relational capabilities.

Category C (2 stars)

Andreeva T., Kianto A.

Knowledge Processes, Knowledge-Intensity and Innovation: A Moderated Mediation Analysis // Journal of Knowledge Management, 2011, Vol. 15 (6), pp. 1016–1034.



Purpose – The purpose of this paper is to examine innovation from a knowledge-based view by exploring the effect of knowledge processes and knowledge intensity on innovation performance.

Design/methodology/approach – First, a theoretical model of the connections between knowledge processes, knowledge intensity and innovation performance is presented. The posited hypotheses are then tested statistically, using a survey dataset of 221 organizations.

Findings – The result shows that while all knowledge

processes have a beneficial impact on innovation, knowledge creation impacts innovation the most and fully mediates the impact of knowledge documentation, intra-organizational knowledge sharing and external knowledge acquisition on innovation performance. Furthermore, knowledge intensity increases all knowledge processes. Knowledge intensity also moderates the relationship of documentation and knowledge sharing with knowledge creation. The interaction effect is negative, meaning that firms in less knowledge-intensive conditions will benefit more from documentation and knowledge sharing for their knowledge creation purposes, and ultimately innovation.

Research limitations – The data are limited to companies from Finland, Russia and China.

Practical implications – To promote innovation, managers should pay close attention to knowledge creation processes in organizations. Furthermore, knowledge creation can be facilitated by ensuring efficient documentation procedures, and internal and external knowledge sharing and acquisition practices. Documentation and knowledge sharing are especially effective means to promote knowledge creation for non-knowledge intensive firms.

Originality/value – This paper makes a contribution to the existing literature by building and testing a knowledge-based model of firm innovation and articulating the inter-relations of knowledge processes and knowledge intensity with innovation performance.

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. 32 (3), 240–53.



In the hospital context, when responsiveness is high, relational exchange with suppliers associates with better financial performance. But when a hospital's responsiveness is low, relational exchange has no effect on performance – the hospital's inability to adopt "things that are new" and extirpate "things that are old" eclipses the potential financial benefits of long-term, relational exchange with suppliers. Furthermore, the quality orientation of the hospital and supplier uncertainty associate with relational supplier exchange – these effects are not moderated by hospital responsiveness. The net effect is that a quality orientation in a hospital impacts financial performance only when hospital responsiveness is high.

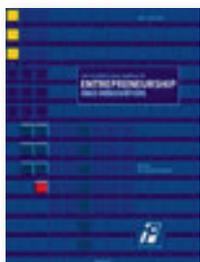
Kuchinke K.P., Ardichvili A., Borchert M., Cornachione E., Cseh M., Kang H-S., Oh S.Y., Polanski A., Tynaliev U., Zavyalova E. *Work Meaning among Mid-level Professional Employees: A Study of the Importance of Work Centrality and Extrinsic and Intrinsic Work Goals in Eight Countries*// *Asia Pacific Journal of Human Resources*, 2011, Vol. 49 (3), pp. 264–284.



We conducted a survey-based study on the meaning of work of some 1500 mid-level professional employees in private and public organizations in eight countries. Using the country clustering described in the GLOBE series of studies and the theoretical framework of the Meaning of Work study, five hypotheses were tested. The study found support for the universal valuation of work and family as major life domains and the relative importance of leisure, religion, and community involvement. Work centrality was related in differentiated ways to performance orientation, assertiveness, and humane orientation indices. Extrinsic and intrinsic work goals differed and were related to country clustering. The report concludes with implications for the theory and practice of human resource development and offers suggestions for further research.

Latukha M., Panibratov A.

Entrepreneurial FDI in Emerging Economies: Russian SME Strategy for Brazil// *International Journal of Entrepreneurship and Innovation*, 2011, Vol. 12 (3), pp. 201–212.

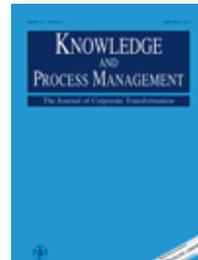


Brazil is perceived by potential investors not only as a country of samba, carnival and beaches, but also as the land of growth and development. Using the example of KGK Global, a small enterprise in the field of technology-intensive services, this case study examines why Russian investors go to Brazil and what kind of obstacles they may face there.

Category D (1 star)

Andreeva T., Ikhilchik I.

Applicability of the SECI Model of Knowledge Creation in Russian Cultural Context: Theoretical Analysis// *Knowledge and Process Management*, 2011, Vol. 18 (1), pp. 56–66.



While the potential influence of national culture on the efficiency of knowledge management interventions has been widely accepted, the question of whether the knowledge management theories are influenced by culture received little attention. This paper aims to address this gap by analyzing SECI model of knowledge creation by Nonaka and Takeuchi in the context of Russian national culture. The model's authors claim of its universal validity, and current criticism against this position is limited and controversial. We maintain that it is partly due to the fact that SECI model in its original format resists empirical verification. Thus we propose a framework for operationalization of the SECI model. We suggest that decomposing SECI model into three levels — basic cognitive processes, societal and organizational conditions, and managerial tools — opens the ways for its empirical and cross-cultural investigation. Applying this framework to Russia, we develop a set of theoretical propositions regarding opportunities and limits of SECI application in Russian cultural context. Finally we discuss theoretical and management implications of our analysis.

Lenssen G., Bevan D., Blagov Yu.

(Guest Editorial) Corporate Responsibility and Emerging Markets // *Corporate Governance: The International Journal of Business in Society (Special issue: Corporate Responsibility & Emerging Markets)*, 2011, Vol. 11 (4). Guest editorial.



Bukhvalov A., Bukhvalova B.

The Principal Role of the Board of Directors: The Duty to Say "No" // Corporate Governance. The International Journal of Business in Society, 2011, Vol. 11 (5), pp. 629 – 640.



Purpose – This paper aims to explain a new idea for the corporate board’s main agenda, which should dramatically increase the scale of problems with which the board deals. This agenda also changes the board’s interaction with the management providing a new approach to the agency problem.

Design/methodology/approach – The paper is based on the normative method. The authors rely on cases (only a few are presented here) to illustrate uses of the real option analysis in the approach to the board activities. The paper shows that, on one hand, it is impossible to avoid managerial fraud and misconduct by means of the board’s (and authorities’) traditional monitoring, even under the maximum possible toughening of the criminal and civil law, but, on the other hand, it is possible to change the content of the board-management interaction to prevent fateful events.

Findings – The paper shows how “the duty to say no” approach can prevent corporate failure and, at the same time, facilitate growth and innovation. The underlying basic idea is to use the real options analysis (ROA), which gives an approach to designing strategies under uncertainty. The paper illustrates this technique on different real-life cases.

Research limitations/implications – The paper’s strategic approach does not ignore such traditional issues as remuneration and executives and board turnover. It just shifts the priorities of the board. Obviously,

further research is needed to articulate the appropriate approach for various circumstances.

Originality/value – The paper proposes and justifies a dramatic change in the board’s duties. It suggests an approach to finding the most important business problems, which require strategic rather than technical decisions; a substitution of the existing “forensic” approach with a “large-scale” one, turning the board from a policeman into a leader; a change to the style of the board’s interaction with the top management of the company.

Latukha M.

To Stay or Leave: Motives behind the Decisions of Graduate Programs’ Trainees’ in European and Russian Companies // Journal for East European Management Studies, 2011, Vol. 16 (2), pp. 140–161.



This paper investigates the problem of retaining business school graduates after they have completed a trainee program in a company. Often when a company invests in training programs for young graduates, the company’s management expects that a graduate will remain with the company for a long time. But in some

cases, the trainees decide to leave. This research shows the different perceptions among the trainees and the company of motives or reasons for such a decision. The main findings also indicate a significant difference in the graduates’ preferences in the countries being compared and suggest a list of motives that drive such decision making. Furthermore, managerial applications are given and the possible approaches for future discussions are suggested.

Other International Peer-Reviewed Journals

Bolotnikova E., Gavrilova T., Gorovoy V.
To One Method of Evaluating Ontologies // Journal of Computer and Systems Sciences International, 2011, Vol. 50 (3), pp. 448–461.



The problem of evaluating the quality of ontologies is addressed. A classification of the existing methods of evaluating ontologies is given and a model for evaluating the human perception of ontologies from the cognitive point of view is proposed. In

addition, a methodology of application of the proposed model is presented, as well as an example of comparison of two ontologies in the field of artificial intelligence by the given method.

Garanina T.

Intellectual Capital Structure and Value Creation of a Company: Evidence from Russian Companies// *Open Journal of Economic Research*, 2011, Vol. 1 (2), pp. 22–34.



The article covers the questions of definition, structure and evaluation of intellectual capital (IC) and the role of IC in value creation of a company in terms of value-based management. The main research objective is to define the impact of fundamental value of both tangible and intangible assets (latter divided into three elements) on the market share price. As a general approach for intangible assets evaluation a method of indicators is used. The developed econometric model is tested on the data of emerging Russian stock market for the period from 2001 to 2006. In the focus of the research there is both the analysis of the sampled companies as a whole as well as divided into four aggregated industries: extractive industry, power engineering, communication services, and metallurgy. The conclusion provides directions for further research on the matter. Abstract. Please use 200 word maximum for this section.

Gladkikh I., Starov S., Desmarais E., Meirovich G.
Look out Mickey Mouse, The Russian Smeshariki are Going to the Market (Case) // *The CASE Journal*, 2011, Vol. 7 (2), pp. 12–34.



The case describes the popular Russian children's animated TV series named the Smeshariki, its parent company (Marmelad), the domestic animation industry, and the principal international rivals and their respective animated products and/or services. The series' success led to the organic growth of vertically and horizontally related business units. Marmelad's business units' scope included producing more than 200, six and one-half minute episodes of the Smeshariki, branded children's products (e.g. educational games), granting licenses to manufacturers, establishing a network of kindergartens, and licensing the Smeshariki animated series to exhibitors in international markets. Key issues the company faces include: brand management for the Smeshariki and Marmelad, domestic and international competition in the Russian animation industry, and the need for professional management. The case provides instructors with a range of options including a holistic marketing case, or one that concentrates on focused marketing issues (i.e. all

or parts of the marketing mix, brand architecture, brand equity and brand management).

Hoffman S., Mai R., Smirnova M., *Development and Validation of a Cross-nationally Stable Scale of Consumer Animosity*// *Journal of Marketing Theory and Practice*, 2011, Vol. 19 (2), pp. 235–251.



The paper suggests a measurement of consumer animosity that is applicable to respondents from different home countries and to different target countries of animosity. The multidimensional scale is based on the distinction of three universal drivers that mediate the influence of specific causes on general animosity: perceived threat, antithetical political attitudes, and negative personal experiences. By means of partial least squares, two studies validate the scale demonstrating (1) cross-national stability, (2) criterion validity (animosity influences product-specific country-of-origin images, boycotting, and purchase intention), and (3) construct validity (animosity is embedded in a nomological network of ethnocentrism, patriotism, and cosmopolitanism).

Podmetina D., Vaatanen J., Torkkeli M.T., Smirnova M.
Open innovation in Russian firms: An empirical investigation of technology commercialisation and acquisition // *International Journal of Business Innovation and Research*, 2011, Vol. 5 (3), pp. 298–317.



The open innovation paradigm suggests that while the costs of innovation and R&D are rising and, at the same time, the life cycles of products are shortening, firms need new and more open business models (BMs) to gain cost and time saving by using also external R&D and to receive new revenues from internal invention sitting on a shelf by external commercialisation channels. Based on study of R&D oriented Russian companies (survey of over 150 companies, 2008), we investigate BMs companies are applying when trade on technology/innovation. Innovations are developing fast in Russia. This paper aims to classify companies based on their strategies in acquisition and commercialisation of technologies; form and analyse the clusters. Based on the previous survey and the current study, we develop a model, how Russian companies explore for knowledge/innovation/technology circulation.

Latukha M.

From Training Programs to the Creation of a Corporate Education System: The Case of a Russian Industrial Company// *International Journal of Case Studies in Management*, 2011, Vol. 9 (2), 8 p. (online).



In the summer of 2007, the chief executive of a leading construction company in Russia kicked off a strategic workshop for the management team with the following statement:

Dear colleagues. We are running a large number of training programs for different specialists and in different areas – from technical training to programs on modern management concepts, marketing and individual professional growth. The organization’s strategic development is now aimed at geographic expansion, opening new offices and starting new production lines. To achieve this, we need to establish corporate information processes and speak one business language among our uncoordinated offices, to create and convey common corporate values, and to ensure orientation training integrity. We need a structure that will allow us to accumulate knowledge in various fields and convey it to different regions. I invite you to discuss and develop a new staff training and development concept that will help us to take account of all our strategic objectives.

The chief executive’s speech gave rise to a heated discussion among the directors, but in the end the team decided to improve the staff training system. One question remained: What should be done to create a new system?

Panibratov A., Verba C.

Russian Banking Sector: Key Points of International Expansion// *Organizations and Markets in Emerging Economies*, 2011, Vol. 2, 1 (3), p. 63–74.



Banking industry is traditionally seen as strictly regulated and driven to avoid political context. While Russian economy in general lacks both well developed regulatory framework and political independence of business entities, we would like to analyze the current state of affairs in an industry

for which these attributes have become a hallmark. As Russian non-resource-based industries in general and the banking sector in particular are becoming more and more active players worldwide, the question arises, how exactly Russian banks internationalize. We analyze four cases of international expansion by Russian banks in order to determine the main destinations for expansion, the entry modes used and whether they resemble resource-based companies in their internationalization. The results show that banks, even if being significantly state owned, are most likely guided by economic motives (as opposed to political ones), are leaning towards safer expansion destinations and are in several ways suffering from home market immaturity.

Ritala P., Andreeva T., Kosonen M., Blomqvist K.A *Problem-Solving Typology of Service Business* // *The Electronic Journal of Knowledge Management*, 2011, Vol. 9 (1), pp. 37–45 (available online at www.ejkm.com).



In this study, we sketch a “problem-based perspective” of the service business, following the latest theoretical developments in the field of the knowledge-based view of the firm and the related problem-solving perspective. In particular, we approach services as “problems to be solved” for and with the customer. Our paper outlines a framework in which the knowledge processes regarding service delivery are conceptualized on two axes: 1) the intensity of knowledge sharing and co-creation of services between the provider and the customer and 2) the nature of the problem-solving process regarding the service delivery. Based on the developed conceptual framework, we provide implications concerning the organizing of various types of services in terms of the different problem-solving processes they require. Furthermore, after identifying the distinctive problem-solving processes with the help of the typology, theoretical and practical implications for service and knowledge management are discussed.

Soyez K., Francis J.N.P., Smirnova M.

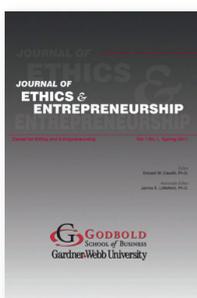
How Individual, Product and Situational Determinants Affect the Intention to Buy and Organic Food Buying Behavior: A Cross-National Comparison in Five Nations // *der markt - International Journal of Marketing*, 2011, (DOI) 10.1007/s12642-011-0073-8.



The aim of this paper is to investigate the relevance of individual, product and situational determinants of organic food buying behavior in three industrialized (USA, Canada, and Germany) and two transition societies (Russia and Ukraine). In total 967 consumers were interviewed. Results of this study provide evidence of universal and country-specific factors. Positive attitudes toward organic food and social norms are important drivers of organic food consumption across all nations. However, marketers should distinguish between attitudinally (e.g., USA) and normatively controlled target markets (e.g., Ukraine). Price tolerance fosters intentions and behaviors throughout all samples. Availability, image of packaging and trust in eco-labels are country-specific determinants. The study provides valuable insights on how to market organic products in different countries.

Shirokova G., Knatko D., Vega G.

The Influence of Institutional Environment on CEO Succession: Evidence From Russian Companies // *Journal of Ethics and Entrepreneurship*, 2011, Vol. 1 (1), p.41–59.



This paper presents results of a study on factors influencing owner-CEOs' decisions to cede authority over everyday management to hired CEOs in Russian companies. Using case studies and existing literature, the article proposes hypotheses about variables affecting management succession (management transfer): negative perception of the industrial environment, and compliance of business with legal rules. These hypotheses were tested with data from 500 Russian companies in three industries: HoReCa, IT-industry, and wholesale and retail trade. The analysis reveals that owner-CEOs decisions to pass on management to a hired-CEO are affected by such factors as security of property rights, security of contract rights, compliance of firm's practices with legal business rules, and conformity with the hidden economy. Owner-CEOs should consider both the security of their interests as

owners and the compliance of current business activities with industrial norms when making the decision to transfer managerial responsibilities.

Zavyalova E., Akinshina A., Ardichvili A., Kuchinke K.P., Cseh M., Nemeskeri Z., Tynaliev U. **A Comparative Study of Meaning of Working and Work Values in Developed and Developing Countries** // *International Journal of Transitions and Innovation Systems*, 2011, Vol. 1 (3), p. 207–227.



This article presents the results of a comparative study of the meaning of work and work values in developed capitalist and developing post-socialist countries. The authors utilised the meaning of working (MOW) methodology. The study sample consisted of 724 respondents from five countries: Hungary, Russia, Kyrgyzstan, Germany and the USA. The value of work in relation to other life domains differed among countries: for Hungary and Russia, the value of work came after family and leisure, while in other countries work took second place in importance after family. The items that differentiated between developed and developing countries are: importance of income, status, interesting contacts, and interesting work. For the cluster of developing countries, the value of these items was significantly lower, signifying a presence of avoidance motivation that is opposite to achievement motivation.

Zavyalova E., Kosheleva S., Ardichvili A.

Human resource management and development practices in indigenous Russian companies and foreign MNCs: a comparative analysis // *International Journal of Human Resources Development and Management*, 2011, Vol. 11 (2/3/4), p. 179–193.



This study compared HRM/HRD practices of indigenous Russian companies and foreign MNCs, operating in Russia. The respondents included 358 employees from 30 large business organisations in IT and advertising/PR sectors of industry, located in Moscow, St. Petersburg, and other large industrial centres of the European part of Russia. Statistically significant differences were found among the two groups of companies in approaches to goal setting, decision making, performance assessment, and employee training and development.

Russian Academic Journals

1-5 Academic Journals According to Russian Science Citation Index (RSCI) Rating (Economics and Economic Sciences)

Publications in Journal Voprosy Ekonomiki (Economics Issues)



Drozdova N.P.

In Search for a New Methodology: a comparative and historical institutional analysis by Avner Greif // Voprosy Ekonomiki (Economics Issues). 2011, Vol. 9 (1), p. 101-119.

In the past 20 years the ideas of A. Greif have drawn much attention among the Western economists and economic historians. In Russia, this perspective is rarely discussed. This paper attempts to fill the gap and review the methodology, the basic concepts and findings of Greif, as well as their impact on development in the field of institutional economics and economic history. Advantages and drawbacks of Greif's approach to the historical analysis of institutions are considered.

Storchevoy M.A.

A New Model of Human for Economics // Voprosy Ekonomiki (Economics Issues). 2011, Vol. 9 (4), p. 78-98.

The paper draws on the most recent research in the field of behavioral economics, neuroscience, and other disciplines and shows how biological and social factors interact and co-determine real human behavior. The author considers in detail various affects and forms of non-rational behavior. He proposes a common framework for such analysis, where each of those forms of behavior becomes the result of conscious or evolutionary-driven choice.

Publications in Russian Management Journal



Blagov Yu.E., Savchenko A.A.

Analysis of the Corporate Philanthropy Leaders' Practices in Russia in 2007–2009 // Russian Management Journal. 2011, Vol. 9 (2), p. 27-48.

A Review of Dolgopyatova T. G., Iwasaki I., Yakovlev A. A. (eds.). Organization and Development of Russian Business: A Firm-Level Analysis. Palgrave Macmillan, 2009

Bukhvalov A.V.

A Review of Dolgopyatova T. G., Iwasaki I., Yakovlev A. A. (eds.). Organization and Development of Russian Business: A Firm-Level Analysis. Palgrave Macmillan, 2009 // Russian Management Journal. 2011, Vol. 9 (1), p. 155-168.

A Review of Dolgopyatova T. G., Iwasaki I., Yakovlev A. A. (eds.). Organization and Development of Russian Business: A Firm-Level Analysis. Palgrave Macmillan, 2009

Bukhvalov A.V., Bukhvalova V.A.

Effects of Monitoring Costs on Real Options Analysis // *Russian Management Journal*. 2011, Vol. 9 (4), p. 3-34.

This paper is the first to analyze importance of monitoring costs in real options analysis. Monitoring costs, in this context, are tied to the process of making key investment or management decisions. Monitoring costs differ from previously considered types of frictions, as they make it optimal to spread decisions (and not only actions) in time. In the first part of the paper, we present a qualitative introduction of monitoring costs in real options analysis and their effects on the optimal decisions during the life of the real option. In the second part, we implement numeric valuation of a real option in the presence of two types of frictions, monitoring costs and option maintenance costs. We illustrate our results using a number of three-dimensional surface plots. We analyze effects of the two frictions on the option value and the optimal decision timing and supplement our results by analyzing sensitivities to all major parameters of the model. The surface plots serve two purposes. First, they allow to quantify importance of the considered frictions. Second, they could be consulted as qualitative indicators in analyzing projects with similar characteristics.

Drozdova N.P.

Towards an Economic Theory of Market Organization: A Review of Furubotn E. G., Richter R. (eds.). 2010. The New Institutional Economics of Markets. Edward Elgar: Cheltenham, UK. // *Russian Management Journal*. 2011, Vol. 9 (3), p. 127-144.

A Review of Furubotn E. G., Richter R. (eds.). 2010. The New Institutional Economics of Markets. Edward Elgar: Cheltenham, UK.

Fedotov Y.V., Krotov K.V.

Supply Chain Management: In Search for Definition of the Concept and Research Domain // *Russian Management Journal*. 2011, Vol. 9 (2), p. 49-58.

Supply Chain Management: In Search for Definition of the Concept and Research Domain.

Germain R., Krotov K.V., Fedotov Yu.V.

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

The research provides a comprehensive review of research on outsourcing from a variety of research

domains and traditions. The received perspective on explaining outsourcing of transaction cost economics is supplemented first with the resource-based view of the firm and second with the organizational perspective. The latter is a new approach which holds that organization-wide factors affect outsourcing behaviors and success. Propositions that combine all three perspectives are offered.

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.

The objective of this research is to test multifaceted measurement of the innovation activities of companies based on "Innovation Radar" methodology. The authors conducted both qualitative and quantitative studies: first, the methodology was assessed during fifteen in-depth interviews with the managers of Russian innovative companies and, second, empirically tested using the survey of 120 Russian innovation companies (165 respondents). The conclusions were made about the influence of different dimensions of the innovation activities of Russian companies on their performance.

Dmitriev A.L., Semenov A.A.

Ivan Aleksandrovich Semenov – Taylorist Entrepreneur from St. Petersburg // *Russian Management Journal*. 2011, Vol. 9 (2), p. 109-124.

The article portrays the process of infiltration of scientific management (Taylorism, mainly) concept in Russian economy in the early years of XX century. The ambiguous assessment of this concept by academicians and practitioners is illustrated. The real practice of implementation of Taylorism concept is analyzed on the example of Machine-building Enterprise by I. A. Semenov in St. Petersburg. The story of this enterprise is presented.

Verkhovskaya O.R., Menshikova A.V.

Entrepreneurship Education: GSOM SPbSU and the Citi Foundation Program "Managing Small and Growing Businesses" // *Russian Management Journal*. 2011, Vol. 9 (1), p. 175-177.

Entrepreneurship Education: GSOM SPbSU and the Citi Foundation Program "Managing Small and Growing Businesses".

Other Russian Peer-Reviewed Academic Journals of the VAC (State Commission for Academic Degrees and Titles) list (Economics and Economic Sciences)

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



Alexeeva L. V., Berezinets I.V., Ilina Yu.B.

Ownership Structure and Dividend Policy: A Study of Russian Companies // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 4, p. 3-31.

This article continues the study of ownership concentration and ownership structure in relation with the dividend policy in public companies. The research focuses on owners' identity impact on the dividend policy. The sample of Russian companies with dual class share structure is analyzed during the period of 2003–2009. We conclude on specifics of the effect on common and preferred stocks dividends associated with different types of owners.

Alexeeva L. V., Berezinets I.V., Ilina Yu.B.

Ownership Concentration and Dividend Policy: A Study of Russian Public Companies // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 3, p. 3-31.

This article investigates the relationship between the dividend policy and ownership structure in Russian public companies. A study of the link between dividends and ownership concentration is based on the sample of public companies with dual class share structure. These shares were traded on the Russian Trading System (RTS) in the period of 2003–2009. The authors explore a broad range of factors related to the ownership concentration. This study allows making conclusions on the impact of the ownership concentration on the dividend policy. Moreover, there is evidence that this impact differs for the dividends on common and preferred shares.

Barcan D.I.

Development and Growth in the Mirror of the Firm // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 2, p. 80-94.

The article is devoted to the problems of the triad "structure — development — growth" at the firm level and its products and services. Through the prism of this analysis the phenomena of clustering, outsourcing, use of the key platforms are examined. The issues discussed in the article relate to the theory of common elements and the concept of sustainable development. The idea of "innovative integration" is proposed and briefly grounded as a kind of methodological framework for the adequate analysis of the triad.

Blagov Yu.E.

Game Ethics and "Amoral" Business (Preface to the Section) // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 3, p. 125-129.

Game Ethics and "Amoral" Business (Preface to the Section).

Blagov Yu.E.

Evolution of CSR Concept and the Strategic Management // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 1, p. 3-26.

The article is dedicated to the interpretations of corporate social responsibility (CSR) concept in strategic management theory. The original periodization of the CSR concept evolution is presented, the nature of the main stages and phases are formulated, main related concepts and their methodological fundamentals are determined. The author analyzed the peculiarities of the CSR interpretations by the proponents of main strategic management concepts and found out the relevant research questions. He formulated the terms of the current CSR interpretations correctness in strategic management theory and grounded the necessity of the complex approach to obtaining competitive advantages based on CSR.

Bogomolova L. N., Starov S. A., Sumbaeva A. A.
Factors Influencing Consumer's Perception of Private Labels-Imitators in Saint-Petersburg: Issues of Investigation // *Vestnik (Herald) of Saint Petersburg University. Management Series*. 2011, Issue 3, p. 96-124.

The article reviews investigation of factors influencing consumer's perception of private labels-imitators in Saint-Petersburg. Consumer making decision model for private labels-imitators is developed considering factors influencing consumers' proneness to confusion; types of consumer confusion are analyzed.

Gavrilova T.A., Leshcheva I.A., Strakhovich E.V.
The Usage of Visual Conceptual Models in Teaching // *Vestnik (Herald) of Saint Petersburg University. Management Series*. 2011, Issue 4, p. 124-150.

The paper describes the practical problem of modern visual conceptual modelling usage for management and other socio-economic disciplines teaching in universities. Mind mapping and concept mapping methods of visual modelling are discussed. The emphasis is put on the methodology of didactic maps design, and on the practical examples of using modern software tools for such maps development for different business-oriented courses.

Butova T. G., Gladkikh I. V.
The Medical Wellness Center "Vitalena": Positioning Challenges (Case Study) // *Vestnik (Herald) of Saint Petersburg University. Management Series*. 2011, Issue 1, p. 167-185.

This case is aimed at discussing the development and implementation of positioning strategies of small firms in the market of medical services under conditions of a dynamically developing market. The case study is based on an analysis of the medical wellness center "Vitalena" operating in the market of medical services of Krasnoyarsk. The company executives wanted the center to be perceived as a family health improvement and disease prevention center. In fact, it turned out that customers perceived it as a center for children with additional services to pregnant women. Why did it happen and what to do next? The company executives are looking for an answer to this question.

Gladkikh I.V., Mikhailina A.P.
"Kronverk Cinema": How Much is the Ticket to the Movies? (Case Study) // *Vestnik (Herald) of Saint Petersburg University. Management Series*. 2011, Issue 3, p. 143-157.

The case was written for use in multilevel study programs within the courses "Pricing" and "Marketing" when studying pricing strategy development issues. The

data presented in the case is based on field research conducted in the company "Kronverk Cinema". The case gives an insight to the conditions and prospects for the development of differential pricing technologies, including price structure planning.

Gladkova M. A., Zenkevich N. A., Sorokina A. A.
Method of Integrated Service Quality Evaluation and Choice and Its Realization on the Market of Mobile Operations of Saint-Petersburg // *Vestnik (Herald) of Saint Petersburg University. Management Series*. 2011, Issue 3, p. 60-95.

The main goals of the research are to improve and test the method of quality choice under competition, which will help companies to improve its economic performance. The main objectives are the evaluation and comparative analysis of current and optimal integrated service quality levels of all mobile services companies operating in St. Petersburg. As a result the complex approach of integrated quality evaluation and management was developed which helps to evaluate the current integrated quality levels of services based on the consumers' perception and calculate the optimal one using the game-theoretical models. The results show that all companies should change their strategy to meet the optimal integrated quality level and therefore boost their profitability. Moreover, the current research offers the possible strategy for further development of companies.

Katkalo V.S., Medvedev A.G.
Internationalisation of Russian Firms and Configuration of Their Value Chain // *Vestnik (Herald) of Saint Petersburg University. Management Series*. 2011, Issue 2, p. 7-38.

The dynamic growth of multinational enterprises (MNEs) from emerging economies is widely acknowledged as one of the key developments in the global economy in the last years. Foreign expansion of Russian firms cannot be explained by simplified models of successive internationalisation and foreign direct investment theories, the fact embarrassing investigating the RMNE phenomenon. This paper considers foreign activities of RMNEs from the viewpoint of formulation of firms' strategy and intensification of their competitive advantages in particular by designing an effective global value chain. In the paper, institutional specifics of RMNEs are analysed including some historical retrospect, and theoretical explanations of MNEs activities configuration are developed. The paper investigates strategic motives for foreign expansion of RMNEs and their inclusions in global value chains strengthening their firm-specific advantages by maintaining an effective balance between activities within value chains.

Kiryukov S.I.

Marketing Channel Management Theory Evolution

// *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 2, p. 95-112.*

In this article the problems of marketing channel management theory evolution are analyzed. The definition and components of marketing channels are presented. Marketing channel management process and key management decisions are described. The major stages of marketing channel management theory evolution are provided. Perspectives of marketing channel management theory development are considered.

Knatko D.M., Shirokova G.V.

Influence of Institutional Business Environment on Owner's Decision to Delegate Authority to a Hired CEO: Experience of the Russian Firms// *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 1, p. 56-76.*

The article presents the results of a study on identifying factors that influence the decision of the owner to delegate management authority to a hired CEO in the Russian companies. Based on the literature analysis, the authors have formulated hypotheses regarding influence on owner's decision to delegate management authority of such factors as negative perceptions of the institutional environment and misfit of company to formal regulatory and taxation norms. These hypotheses were tested using the sample of 354 Russian companies of small and medium-sized firms in three industries — HoReCa (hotels, restaurants, cafes), the IT industry, wholesale and retail trade. The analysis revealed that the owner's decision to delegate management authority to a hired CEO is influenced by such factors as property and contractual rights security, compliance of firm with the formal regulatory norms. Using comparative analysis of the firms it was shown that that companies managed by owner are less profitable and have a higher concentration of ownership than companies managed by hired CEO.

Kushch S.P., Rebyazina V.A.

Portfolio of Companies' Relationships with Partners in b2b Markets// *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 1, p. 77-104.*

In this article the system of companies' relationships with partners is investigated through the lenses of the portfolio theory approach and the results of this analysis are introduced; also the definition of relationship portfolio is given and the main models of building relationship portfolios with buyers and suppliers are explored. The system of criteria for building relationships portfolio was developed after the analysis of these models and then was sample tested with the data from the empirical

research of the 223 Russian companies operating in b2b markets.

Laptev Yu.V.

Problems of Vertical Integration in Corporate Strategy of the Russian Firms (on an Example of the Companies of Oil and Gas and Metallurgical Industry).

// *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 4, p. 32-67.*

The article analyzes one of prominent aspects of corporate strategy — a problem of vertical integration. The objects of research are Russian multinational companies in oil and gas and iron and steel industries. The statistics on the companies during 2006–2010 are considered. Conclusions specify in distinctions of strategies of integration used by companies.

Laptev Yu.V.

The Massa-K Firm: The Russian Leading Producer of Electronic Scales (Case Study)

// *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 2, p. 157-184.*

This case is designated for the practical work of students of the Strategic Management course. The subject of the evaluation is a medium-size hi-tech Russian manufacturing firm that is the leader of its industry. The main problem under consideration is how to give a firm the ability to compete in various periods of its development and in various market conditions, in competition with Russian and foreign rivals. The case allows students to try out the practical value of the instrumentation of strategic analysis in the study of internal and external environments and competitive strategy motifs and selection.

Panibratov A.Yu., Latukha M.O.

International Clinic: Is It Possible to Be the Russian Healthcare Sector Leader? (Case Study) // *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 4, p. 151-166.*

International Clinic, a leading Russian clinic operating in the premium segment of the Saint Petersburg medical services market, having successfully survived through the stage of growth and establishment of a strong competitive standing, was challenged by the fact that the ensuing attempt to come as close as possible to world standards (in both therapy and management) failed to result in increase of the firm competitive ability (regarding both provision of services to patients and work with the personnel). Finding themselves in a situation requiring to take a series of strategic decisions on further development, the Clinic management encountered a number of new managerial tasks related to marketing and work with the personnel.

Panibratov A.Yu., Verba C.V.

Internationalization of Russian Companies: Evolving Competitive Advantages in the Course of the Foreign Acquisitions // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 2, p. 39-60.

The article explores two research questions related to the internationalization of Russian multinational enterprises (MNEs): why do they choose acquisitions as an entry mode in foreign markets, and what kind of competitive advantages do they derive from those acquisitions. To answer those questions, both the foreign market entry strategies and the foreign operations of Russian MNEs are analyzed and discussed in the paper.

Raskov N.V.

Express Highway Moscow — St. Petersburg: New Management Skills (Case Study) // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 3, p. 160-181.

The case study discusses issues related to public-private partnerships with the example of the construction of the Moscow — St. Petersburg toll express highway. Which management skills and competence are required for the successful management of both private and public resources in a single project, taking account of market and administrative mechanisms and meeting both private and social interests? Keywords: Public-private Partnership, Private Benefits, Public Benefits, Grantor, Concessionaire, Society, Management Competence.

Shirokova G.V., Sokolova L.S.

Strategic Entrepreneurship: Research Approaches and Russian Practice // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 3, p. 32-59.

The paper presents the results of research devoted to estimation of the influence of strategic entrepreneurship on the firm performance of small and medium sized companies. As a basis the authors have taken the model of strategic entrepreneurship which includes two orientations: exploration and exploitation. The results of empirical analysis of 500 Russian SMEs showed that exploration has positive influence on firm performance, while exploitation negatively influences the performance. Assumptions that in the dynamic environment the firm will be more oriented towards exploration, while in hostile environment — on exploitation, were not supported.

Sokolov M.Yu., Maslova S.V.

Features of the Preparation and Conduct of Tenders for the Right to Conclude Agreements on Public-Private Partnership // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 4, p. 100-123.

Paper is devoted to the mechanism of the preparation and organization of the tender for the right to conclude an agreement on public-private partnership (PPP tender). Identified and discussed in detail the main stages of the PPP tender. Carried out comparative legal analysis of PPP tenders and other tender procedures involving the provision of state (municipal) property or budget, from which peculiarities of PPP tenders. Shows the form of administrative decisions made by the PPP tenders and recommendations of the makers of those decisions. Illuminated by the experience of St. Petersburg in the preparation and conduct of the PPP tenders.

Sokolov M.Yu., Maslova S.V.

Features of the Preparation and Conduct of Tenders for the Right to Conclude Agreements on Public-Private Partnership // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 4, p. 100-123.

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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. 2011, Issue 1, p. 105-136.

The article is devoted to the topic of branding effectiveness assessment on the services market and the potential of the usage of Brand Touch-Points model by S. Davis and M. Dunn for this purpose. As a result of the analysis the authors formulate the definitions of brand and branding from the services point of view and introduce the peculiarities of the branding effectiveness assessment procedure based on Brand Touch-points model on the example of brand S7 by Siberia air company.

Verkhovskaya O.R., Dorokhina M.V.

Activity and Potential of the Russian Entrepreneurship (Evidence from Global Entrepreneurship Monitor Data, 2006–2011) // Vestnik (Herald) of Saint Petersburg University. Management Series. 2011, Issue 4, p. 68-99.

The paper investigates the entrepreneurial activity and analyses the impact of entrepreneurial perceptions

on entrepreneurship potential. Attitude towards entrepreneurship in the society is considered as one of the factor crucial for entrepreneurial intentions; the motives of entrepreneurial activity and main reasons of business discontinuation are explored. Data from the Global Entrepreneurship Monitor (GEM), 2006–2010, are the empirical base for the paper.

Other Russian Peer-Reviewed Academic Journals of the VAC list

Gladkikh I.V.

Fair Price Policy as Company Marketing Strategy Element // Marketing and Marketing Research. 2011, No. 6, p. 460-470.



The article discusses the basic concepts of the formation of price fairness customer perception. The study of these patterns reveals the content and basic approaches to fair price policy development as a possible direction of the company's marketing strategy.

publishing in international journals, with most of them concentrated in few institutions such as New Economic School, Central Economics and Mathematics Institute of the Russian Academy of Sciences, and Higher School of Economics. Overall, our analysis confirms the widely held view that economic science in Russia is progressing rather slowly and remains poorly integrated into the world's science.

Muravyev A.A.

Economic Science in Russia through the Lens of Publications of Russian Economists in National and International Journals over 2000–2009 // Economic Journal of Higher School of Economics. 2011, Vol. 15, No. 2, p. 237-264.



The paper focuses on the current state of economic science in Russia with a particular emphasis on the role of Russian journals in accumulation and dissemination of knowledge. We compare important quantitative characteristics of Russian and international journals in the field of economics. We also attempt to establish correspondences between the impact-factor of the Russian Science Citation Index on the one hand and the impact-factors of RePEc and Web of Science databases on the other hand. Using the EconLit database we analyze publications of Russian economists, who can be regarded, according to a number of criteria, as most active researchers, in international journals. Among our main conclusions are low quality of Russian economic journals and low recognition of them in the world, a limited number of Russian economists who are actively

Rebyazina V.A., Smirnova M.M.

Interaction with Partners as a Factor of Innovation Development on the Example of Russian Industrial Companies // Innovations. 2011, No. 7 (153), p. 48-59.



The objective of this paper is to investigate the nature of innovations through the company interactions with the partners as selection of the partners to collaborate with and measurement of their involvement in development of innovations contributes to identification of main innovativeness profiles. Interaction with partners and effective interfunctional collaboration are seen as central criteria for the firm innovation development. The research context and the scope covered by both innovations and relationship marketing indicates the importance of the paper and helps to narrow significant research gap existing on the innovation literature. The research assumptions are tested by the results of the empirical study with the sample of 160 large industrial companies from 34 regions of Russia.

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

Bolotnikova E.S., Gavrilova T.A., Gorovoy V.A.

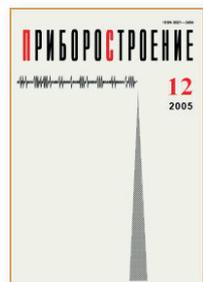
To a Method of Evaluating Ontologies // Journal of Computer and Systems Sciences International. 2011, No. 3, p. 98-110.



The problem of evaluating the quality of ontologies is addressed. A classification of the existing methods of evaluating ontologies is given and a model for evaluating the human perception of ontologies from the cognitive point of view is proposed. In addition, a methodology of application of the proposed model is presented, as well as an example of comparison of two ontologies in the field of artificial intelligence by the given method.

Muromtsev D.I., Gorovoy V.A., Zlobin A.N., Katkov Yu.V., Pochinok I.N.

Knowledge Management System Architecture Based on the Wiki-technology and Integrated Ontological Model // Instrument Engineering. 2011, No. 1, p. 5-12.



Key concepts of corporate knowledge management system based on ontological modeling and Wiki- technology are discussed, and the system architecture is described. A prototype of "OntolingeWiki" system is presented as an example of practical implementation of the approach.

Minina V.N., Krupskaya A.Yu., Zubenko N.

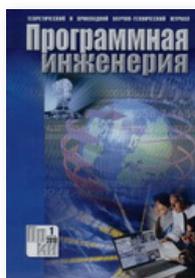
Core Employees of Organization: approaches towards identification and management issues // HR Management. 2011, No.1, p. 86-97.



The article analyses relevant in today's economy category of staff - core employees. Based on the results of the empirical research the authors propose identification model of core employees - called Core Employee Profile. Using examples from the practice the author analyses challenges and risks associated with core employee's management.

Yablonskiy S.A.

Introduction to the Ecosystem of "Cloud Computing" // Software Engineering. 2011, No. 2, p. 27-38.



"Cloud computing" is now a rapidly emerging ecosystem with complex organization and structure. "Cloud computing" forms a new paradigm for calculations which involves different groups of users, resellers, service providers, developers and customers. Many terms such as "cloud computing", "cloud services", "clouds" and many others, are used to describe various, often contradictory concepts of IT, which has led to numerous disputes and conflicting views, aggravated by differences in translation of the same terms. The purpose of this paper is to describe cloud computing technological ecosystem based on the developed "cloud computing" ontology. To clarify the terminology, basic concepts are given both in Russian and in English.

Other Russian Academic Journals (Economics and Economic Sciences)

Ivanov A.E.

Modern stage of development of the state procurement system in the Russian Federation: the "efficiency" of the auction and the corruption of the open bidding // State Order: Management, Arrangement, Provision / Academic Supplement. 2011, No.6, p. 31-45.



In his article the author examines two ways of placing orders, such as electronic auction and open bidding. Moreover, the author presents a quality analysis of the mentioned procedures and some observations regarding their shortcomings as well as current problems, for which there is suggested a number of possible solutions.

Raskov N.V.

External Balance and Foreign Exchange Policy // Economist. 2011, No. 1, p. 33-41.



The economic crisis that began in 2008, demanded that the leaders of 20 developed countries in the world (G20) should search for concerted action to stabilize the global economy and ensure sustainable growth. One of the manifestations of the economic crisis – reduction of the volume of

world trade in 2009 to 13% and global GDP by 2.2%. The imperfection of modern monetary system is among many reasons that led to the reduction of trade at the world market. Due to the fact that national states use monetary policy as a means of competition in the world market, there is a need to agree on the basic principles of this policy to reduce the damage caused by global trade and economy of individual states.

Shekova E.L.

Volunteerism Development in Russia // Motivation and Remuneration. 2011, No. 1, p. 50-56.



The author examines the concept of volunteerism and briefly describes the history of its formation in Russia. Particular attention is paid to the motivation of volunteers and the factors influencing the development of this phenomenon in our country.

Publications in Professional Journals

International

Andreeva T.

Virtual Team Projects at St. Petersburg University Graduate School of Management // CEMS Magazine, 2011, November, p. 44–45.



In the contemporary world, where more and more organisations run operations that are stretched across various geographic locations, and where advances in information and communication technology enable new ways of organising, distributed “virtual” teams become one of the most frequently employed in firms across the globe.

Gladkikh I., Starov S.A.

The Spirit of Russia (Case) // CASIUM: Building Your Case (Newsletter), 10 March 2011. – http://www.casium.fr/component/kashyap/bc_detail/155.



The real Russian revolution? Perhaps the drastic shake-up of the traditional vodka industry that accompanied 1980s perestroika. How can traditional vodka distiller Liviz deal with new competitors, especially in the glamorous and lucrative upscale segment?

Schlevogt K-A.

Day in the life of the US president in 2025 // “Prof. Kai on Strategic Leadership” Column No. 49, The Jakarta Post. Management section, Saturday, 26 March 2011, p. 16.



Apart from shaping the environment, a key aspect of strategic leadership is to think about dramatic internal and external changes and prepare robust responses for varied scenarios.

Unfortunately, many leaders encounter great difficulties abandoning habits of linear extrapolation.

To enable helmsmen to conceive of sawtooth waves, characterized by dramatic reversals, they should be asked to develop creative “day-in-the-life scenarios”.

Schlevogt K-A.

SingPost: Embracing change to deliver // Business Times. Editorial & Opinion, Friday, 7 October 2011, p. 27.

THE BUSINESS TIMES

Imagine you are operating horse-drawn carriages at the beginning of the automobile age. What would be your strategic response to the advent of a disruptive technology that threatens you with extinction?

Once you have conducted this enlightening thought experiment, you are ready to picture the tremendous challenges that Singapore Post (SingPost), the lion city’s public-listed public postal licensee, faces. Its successful strategic leadership approach offers valuable lessons in what I call ‘equipoised transformation’ for its global competitors and other organisations operating in highly volatile and complex environments.

The cornerstone of SingPost’s distinctive model is to leverage disruptive trends through investments in strategically related growth businesses to create synergies with its cash-generating core. Given the competitive postal landscape, it is necessary for SingPost to build a matching ‘transformational resource platform’, either organically or through acquisition.

Yablonsky S.

The sharing of a common educational base for virtual communities of learners fosters national and international collaboration // CEMS Magazine, 2011, November, p. 62.



At St. Petersburg University Graduate School of Management the understanding that higher education is a global community based on a mission of educate and research, forced us to adopt a Web 2.0 based teaching and learning platform that puts GSOM courses, communities and the entire campus online. Web 2.0 increases the emphasis on user generated content, data and content sharing and collaborative effort, together with the use of various kinds of social software, new ways of interacting with web-based and mobile applications, and the use of Web and mobile devices as a platform for generating, repurposing and consuming content.

Russian

Denisov A.F.

Cunning Charm of Creativity, or How to Manage Talents // For the Personnel Officer: Simple, Practical, Useful. 2011, No. 4, p. 90-96.



There is a profession of creatives. No, not in any Qualifications guide will you be able to find it, but once a problem with products line extension, new ideas generating, or the effectiveness of advertising campaign arises in the company, they, the creatives, are immediately recalled. These unusual employees are of particular interest for the companies, that have the success dependent on consumer demand (production and distribution of cars, appliances, souvenirs, and consumer goods). Well, who else apart from a creative is able to come up with another ad of a long ago annoying yogurt, so much so that both housewives and business women would immediately rush to sweep it from the store shelves! Of course, only a unique person is able to generate something new, innovative, interesting and "catchy". And that's where the most interesting part for us starts as being part of your company such a genius person needs to be managed and put within certain limits...

Denisov A.F., Dech D.A.

The Adventures of Foreigners in Russia, or We take an Expat for a Position // For the Personnel Officer: Simple, Practical, Useful. 2011, No. 3, p. 71-82.



Some time ago, we were asked to find a Western expert on the technology of new equipment production process. After searching for a few months, it seemed we already decided, but another problem appeared: it turned out that the procedure for employment registration of such fellows is so complex and intricate, that from the moment when you find the right person, until receipt of work permit in our country months or even years pass by.

Ivanov A.E.

Modern stage of development of the state procurement system in the Russian Federation: the "efficiency" of the auction and the corruption of the open bidding // State Order: Management, Arrangement, Provision. 2011, No. 24, p. 60-71.



Andrey E. Ivanov, Associate Professor of Department of Public Administration of SPbU Graduate School of Management, in his article examined two ways of placing the order - the online auction and the competition, had a qualitative data analysis procedures, and also spoke about the existing problems. The idea of using auctions as a universal method of purchasing inspection goods can not be recommended. In any case, the use of an auction in this case would require support from the state of the customer in terms of specificity of his preferences, integrity vendors, informational opacity of procedures, etc. Modern competitive process, a mechanism which is registered by the Federal Act and the Rules of evaluation, creates the combination of necessary conditions for corruption: the presence of regulatory power from the unfair state customer, the ability to extract rents from it and the weakness of regulatory institutions.

Ivanov A.E.

Lame Fate of article 55 // State Order: Management, Arrangement, Provision. 2011, No. 26, p. 66-71.



Andrey E. Ivanov, Associate Professor Department of Public Administration of SPbU Graduate School of Management, considers the problem of organizing the competition for the provision of services to enhance the skills of managers of health and education (the program "Training of managerial staff in health and education in 2011-2014": placing an order on the basis of Art. 55, Part 2, paragraph 17). "Article 55 of the Federal Law № 94-FZ "On placing orders for goods, works and services for state and municipal needs" (hereinafter - the Federal Act), which regulates the placement of state orders with a single supplier, is one of the most long-suffering articles of the present law, as it went through nine amendments (the first amendment to Article 55 has been made in a few hours prior to the introduction of the law) that increased the number of legitimate reasons for non-competitive order placement in three times: from 11 to 33. Finally, in April 2011 Article 55 has lost its original title "Cases of placing an order with a single supplier (performer, contractor)," which was supplemented by the words "and the features of placing an order in accordance with the Government of the Russian Federation decision."

Serova L.S., Churakova I.Yu.

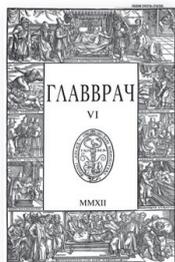
Peer Evaluation in Management Decision-making Practice // Contemporary Management. 2011, No. 5 (65), p. 292-299.



The effectiveness of an organization is largely determined by the quality of daily decisions made by the managers at different levels. Therefore a paramount task of preparation and justification of such decisions arises. In this paper, the results are presented of an empirical investigation of methods used in the process of their adoption and, in particular, the method of peer evaluation.

Sklyar T.M.

Medical and Economic standards in Hospitals Funding // Chief Medical Officer. 2011, No. 2, p. 46-51.



Opportunities to utilize medico-economic standards based on clinico-statistical diagnosis related groups as a technique for funding inpatient medical facilities are analyzed. Three options for using medico-economic standards are examined: in the system of prepayment for medical services (as is

widely used abroad); in the framework of a pilot project on single-channel funding of Russia's health care facilities; and in order to reimburse expenditures of inpatient medical facilities (introduced in St. Petersburg).

Sklyar T.M.

Russian Healthcare in World Economic Crisis: Behavior of Stakeholders // Chief Medical Officer. 2011, No. 10, p. 10-15.



The impacts of global economic crisis on Russian health care system is reviewed. Behaviour of some groups of interests (health management bodies, health insurance organizations and consumers of medical services) in this period is analyzed.

Books

Blagov Yu.E.

Corporate Social Responsibility: the evolution of the concept. – 2nd edition. 2011.



The monograph is devoted to the analysis of the CSR (corporate social responsibility) concept evolution since the 1950s to date. A mechanism of CSR make-up as management theory is reviewed, the "synthetic" corporate social performance concept is analyzed in comparison with the most important alternative topics:

concepts of stakeholders, corporate sustainability and corporate citizenship. The relationship of CSR with modern concepts of strategic management is identified, and perspective directions of CSR implementation in management practices are justified.

The book is written for teachers and researchers, master and postgraduate students of management and economics departments and universities, as well as students of MBA and EMBA. It can be recommended for executives and managers responsible for corporate social activities.

Collections, Translations

Fujita H., Gavrilova T. (Eds.)

Frontiers in Artificial Intelligence and Applications. New Trends in Software Methodologies, Tools and Techniques - Proceedings of the Tenth SoMeT_11. Vol. 231, 2011. 347 pp.

FAIA covers all aspects of theoretical and applied artificial intelligence research in the form of monographs, doctoral dissertations, textbooks, handbooks and proceedings volumes. This book explores new trends and theories which illuminate the direction of developments in this field, developments which we believe will lead to a transformation of the role of software and the integration of science into tomorrow's global information society. By discussing issues ranging from research practices and techniques and methodologies, to proposing and reporting the solutions demanded by global world business, it offers an opportunity for the software science community to think about where we are today and where we are going. The book aims to capture the essence of a new state of the art in software science and its supporting technology, and to identify the challenges that such a technology will have to master. It contains extensively reviewed papers presented at the ninth International Conference on New Trends in software Methodology Tools, and Techniques, (SoMeT_11) held in Saint Petersburg, Russia with the collaboration of Saint Petersburg University from September 28–30, 2011. This round of SoMeT11 celebrates the 10th anniversary¹. SoMeT_10 (and the series which preceded it) was awarded a B+ ranking among other high ranking Computer Science conferences worldwide. *New Trends in Software Methodologies, Tools, and Techniques, Frontiers in Artificial Intelligence and Applications series, vol. 231, Proceedings of the Tenth SoMet_11, IOS Press, 2011.*

Petrosyan L.A., Zenkevich N.A. (Eds.)

Contributions to Game Theory and Management. SPbU, GSOM. Volume 4. 2011. 514 pp.

The collection contains papers accepted for the Fourth International Conference Game Theory and Management (June 28–30, 2010, St. Petersburg University, St. Petersburg, Russia). The presented papers belong to the field of game theory and its applications to management.

The volume may be recommended for researches and post-graduate students of management, economic and applied mathematics departments.

Carr A.Z.

(scientific editing of the translation into Russian: Blagov Yu.E.) // *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011. Issue 3. p. 130-144.*



The collection contains papers accepted for the Fourth International Conference Game Theory and Management (June 28–30, 2010, St. Petersburg University, St. Petersburg, Russia). The presented papers belong to the field of game theory and its applications to management.

The volume may be recommended for researches and post-graduate students of management, economic and applied mathematics departments.

Giunipero C., Hooker R.E., Joseph-Matthews S., Yoon T.E., Brudvig S.K. (scientific editing of the translation into Russian: Fedotov Yu. V.) // *Russian Management Journal. 2011. T. 9 (2) P. 59-92. This article is a translation from Journal of Supply Chain Management 44 (4): 66–86* L. C. Giunipero, R. E. Hooker, S. Joseph-Matthews, T. E. Yoon, S. K. Brudvig. *A Decade of SCM Literature: Past, Present and Future Implications* // *Journal of Supply Chain Management, 2008, Vol. 44 (4), p. 66-86.*



This article offers an in-depth analytical review, which focuses on current trends and gaps in the literature on supply chains. This review covers the period of 10 years of research in the field of Supply Chain (supply chain management - SCM). The authors examined publications in scientific journals, and nine developed subject categorization research in SCM. Then content analysis of 405 articles was carried out. Special attention was paid to which of covered within the literature on the SCM categories were studied in the implemented research, to which of the various levels analyzed supply chain belonged, what were the dimensions of the samples and branch circuits, as well as the used methods. Conceptual framework most studied in SCM categories shows that there is a need for additional research to determine the nature of the multiple links in SCM chains and networks, as opposed to focusing on bilateral and inter-firm relationships.

Myerson R.B.

(scientific editing of the translation into Russian: Zenkevich N.A.) // *Vestnik (Herald) of Saint Petersburg University. Management Series. 2011. Issue 2. p. 113-136.* This article is a translation of Myerson R.B. *Fundamental Theory of Institutions: A Lecture in Honor of Leo Hurwicz* // *Review of Economic Design, 2009, Vol. 13, pp. 59-75.*



In this chapter, we discuss the fundamental problems of the theory of social institutions based on the approach of Leo Hurwicz. His concept of incentive compatibility may shed new light on the perennial debate about socialism, where the problem is central. Models of threat dishonesty

show the shortcomings of socialism, and adverse selection models define the boundaries of its advantages. We offer an overview of the general theory of Hurwicz on enforcement of the institutions in the big games, considering the curb sets as an alternative theory of coercion, which makes possible the focal points. As a result, we consider the specific problems of leadership and trust in the formation of the sovereign political institutions, where policy makers may be limited in their ability to abuse of power only if they expect greater returns in the future, which should ensure the reliability of the promise of the head of state.

Doctoral Thesis

Candidate Name, Family Name, Place of Work Completion	Thesis Title	Supervisor Name, Family Name Supervisor Position, Place of Work	Date of Defense
Doctor of Science Degree (2nd Doctoral Degree)			
08.00.05 – Economics & Management of the National Economy (Management); 08.00.01 – Economic Theory			
Liudmila Ruzhanskaya, Department of Management Theory and Practice of State Educational Institution "Gorky Ural State University"	Model of Russian Corporations under Institutional Transformations	Tatiana Dolgopyatova Doctor of Science, Associate Professor of Microeconomic Analysis Department, Faculty of Economics NRU HSE	24.02.2011
Candidate of Science Degree (1st Doctoral Degree)			
Area of Concentration: 08.00.05 – Economics & Management of the National Economy (Management)			
Alexander Shatalov, Strategic & International Management Department GSOM SPbU	The Relationship between Business Model and Company Performance (Evidence from Russian Food Service Industry)	Galina Shirokova Doctor of Science, Professor of Strategic & International Management Department GSOM SPbU	10.02.2011
Dmitry Knatko, Strategic & International Management Department GSOM SPbU	The Institutional Barriers Influence on Ownership and Management Separation in Small and Medium Russian Businesses	Galina Shirokova Doctor of Science, Professor of Strategic & International Management Department GSOM SPbU	24.11.2011
Evgeny Zinin, Strategic & International Management Department GSOM SPbU	Integrated Business Models in Media Industry: Formation Patterns and Trends of Development	Valery Katkalo Doctor of Science, Professor of Strategic & International Management Department GSOM SPbU	24.11.2011
Evgeny Blagov, Information Technologies in Management Department GSOM SPbU	The Choice of Ways to Develop Knowledge- Technological Resources of the Firm (Evidence from Russian Machinery)	Valery Katkalo Doctor of Science, Professor of Strategic & International Management Department GSOM SPbU	22.12.2011
Area of Concentration: 05.02.22 – Organization of Production (Economic Science)			
Margarita Andreeva, Operations Management Department GSOM SPbU	IT Costs Planning for Industrial Companies	Anatoly Kazantsev Doctor of Science, Professor of Operations Management Department GSOM SPbU	04.07.2011
Area of Concentration: 08.00.05 – Economics & Management of the National Economy (Marketing)			
Vera Rebyazina, Marketing Department GSOM SPbU	Portfolio of Relationships with Partners in B2B Markets	Sergey Kushch Doctor of Science, Professor of Marketing Department GSOM SPbU	22.12.2011

National Reports

Berezinets I.V., Elfimova M.V., Zotova I.G., Ilyina Yu.B., Korotetskiy I.V., Ovchinnikov Yu.R., Sharman R.
Corporate governance practices in Russia: defining the boundaries of a national model: Expert-Analytical Report. 2011. – 50 p.



Readers are offered a report on the issue corporate governance development in Russia. Corporate governance quality improvement is for any company a strategic challenge that can contribute not only to its image improvement but also towards greater economic efficiency of processes and sustainable development of the company.

The report provides an overview of the basic models of corporate governance in foreign countries, as well as analysis of development level of corporate governance structures in Russia depending on ownership structure, industry sector and size of company revenues. Based on obtained findings recommendations are provided on ways and means to improve the quality of corporate governance in national companies.

The report is based on the results of a unique quantitative research which brought together executives and directors on corporate governance of the leading Russian companies. Also peer estimates obtained during

Shirokova G., Kulikov A.
Global University Entrepreneurial Spirit Student's Survey: National Report, Russia 2011. – 38 p.



This report contains the analysis of the results of the international research project "Global University Entrepreneurial Spirit Students' Survey" (GUESSS). The report consists of five parts, which consistently tell about the study, its goals and objectives, theoretical basis, methods of data collection and sample characteristics, results and analysis.

The Global University Entrepreneurial Spirit Students' Survey (GUESSS) has been held every two years since 2003. It was originally called the study ISCE – International Survey on Collegiate Entrepreneurship, but it was renamed in 2008 after four panel studies had been held in 2003, 2004, 2006 and 2008. Russia first participated in this study in the spring of 2011.

The study's main aim is to examine whether current students are ready for an entrepreneurial career, what

two dozen interviews conducted specifically for the project were used.

The publication may be of interest and use for top executives, members of boards of directors, directors on corporate governance and organizational development, consultants, and all those interested in corporate governance issues.

Blagov Yu.E., Savchenko A.A.
Analytical Study of Corporate Philanthropy in Russia // Practice of companies in the field of philanthropy and social investment. Based on materials of the project "The leaders of corporate philanthropy". 2011. P. 53-93.



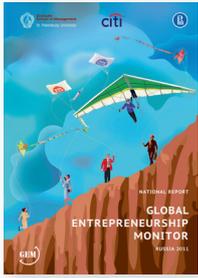
"Analytical Study of Corporate Philanthropy in Russia" conducted in the framework of "The Leaders of Corporate Philanthropy-2009" project is an attempt of analysis of data provided for the competition "The leaders of corporate philanthropy" in 2007-2009 which is a partnership project of business daily "Vedomosti", audit and consulting firms PwC network and non-profit partnership of grantmaking organizations "Donors Forum". The main objective of the proposed research is identification of "the best practices" and key trends in corporate philanthropy of leading Russian companies.

their intentions regarding a future career choice are, is the entrepreneurial environment strong among students, what every university provides for the development of entrepreneurial spirit. There is speculation, that it is the entrepreneurial spirit among today's students, who acquire knowledge and competence in the field of entrepreneurship, that in the future can be transformed into the creation and development of successful entrepreneurial firms. Of particular interest is the entrepreneurial ambience among Russian students, for nowadays, small business is not a dominant economic power in Russia, which calls for a comprehensive study of entrepreneurship in Russia. In addition, there is a high proportion of unemployed young people under 25 years: according to Rosstat, 24.8% in the beginning of 2011.

Students of all disciplines may participate in the survey, confidentiality is guaranteed. The data were collected through online questionnaires. More information about the project (reports, presentations) one can also find at the site <http://www.guesssurvey.org>.

Verkhovskaya O.R., Dorokhina M.V.

Global Entrepreneurship Monitor. Russia 2011. 2011. – 62 p.



“Global Entrepreneurship Monitor. Russia 2011” is the Sixth 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 from research on 2011.

GEM is among the most important and influential global research projects that analyze relations between entrepreneurship and economic growth.

SPbU GSOM Working Papers

Muravyev A.A.

Economic science in Russia through the lens of publications of Russian economists in national and international journals over 2000-2009. N 1 (R) –2011.



The paper focuses on the current state of economic science in Russia with a particular emphasis on the role of Russian journals in accumulation and dissemination of knowledge. We compare important quantitative characteristics of Russian and international journals in the field of

economics. We also attempt to establish correspondences between the impact-factor of the Russian Science Citation Index on the one hand and the impact-factors of RePEC and Web of Science databases on the other hand.

Using the EconLit database we analyze publications of Russian economists, who can be regarded, according to a number of criteria, as most active researchers, in international journals. Among our main conclusions are low quality of Russian economic journals and low recognition of them in the world, a limited number of Russian economists who are actively publishing in international journals, with most of them concentrated in few institutions such as New Economic School, Central Economics and Mathematics Institute of the Russian Academy of Sciences, and Higher School of Economics. Overall, our analysis confirms the widely held view that economic science in Russia is progressing rather slowly and remains poorly integrated into the world’s science.

Kiryukov S.I.

Formation and development of marketing channel management Theory. N 2 (R) –2011.



In this paper the problems of formation and development of marketing channel management theory are considered. The definition and components of marketing channels are presented. Marketing channel management process and key management decisions are described. The major stages of marketing channel management theory evolution are provided. Perspectives of marketing channel management theory development and issues of demand chain management concept are considered.

Barkan D.I.

General Theory of Sales in the Context of “Development – Growth” Dichotomy. N 3 (R) –2011.



This report aims to build conceptual foundations of the development of future general theory of sales. The propositions on fundamentally new role of sales in economic mechanism of modern market economy are put forward and proved. An empirical, theoretical and methodological analysis of the role of dichotomy “development-growth” in the evolution of sales is present. Executive summary is available at p. 51.

Krotov K. V., Germain R. N.

A Contingency Perspective on Centralization of Supply Chain Decision-making and its Role in the Transformation of Process R&D into Financial Performance. N 4 (E) –2011.

The research examines whether centralized supply chain decisionmaking within the firm plays a role in how the firm transforms investments in process research and development (R&D) into financial performance. This transformation includes the process investment – financial performance chain, which consists of process R&D funds, applied supply chain knowledge, supply chain process variance, and financial performance. In addition, the model includes production technology routineness, size, and integration. The results, based on a sample of 204 manufacturers operating in the United States, suggest that centralization cleaves the process investment – financial performance chain at the connection of supply chain process variance and financial performance. The net effect is that firm scale, production technology routineness, integration, and process R&D investment predict financial performance only when supply chain decision-making is decentralized within the firm. Firm scale, production continuity, integration, and process R&D investment confer no performance advantage in centralized firms.



Zyatchin A.V.

Strong equilibria in game theory models and applications. N 5 (R) –2011.

Game-theory approach is widely used in investigations of controlled systems in different fields of management. This is due to the universality of the games theory techniques and, in particular, principles of optimality. Implementation of an optimality principle in a game gains the optimal players' behavior. One of such optimality principles is strong equilibrium, which is stable against of deviations of any coalitions.

This paper presents the game-theoretic formulation of inventory problem, competitive advertising, and so on. A technique for finding strong equilibria in one-step and differential games is considered.



Rebyazina V.A.

Formation of relationship portfolio with partners on b2b markets. N 6 (R) –2011.

In this paper the approaches to relationships system formation are considered. As a result of the analysis of existing relationship portfolio models the criteria for relationship portfolio formation are developed and the integrated model for relationship portfolio formation is presented.



Cases

Denisov A.F., Minina V.N.

A Competence Based Approach to Selecting Sales Representatives at Olymp

Case (13 p.): ecch No 411-094-1.

Teaching Note (9 p.): ecch No 411-094-8.

This case study will examine the problems associated with recruiting and hiring personnel to positions where customer focus is the key criterion for an employee's effectiveness. Working with the case study enables students to develop skills analyzing the activities of sales representatives at an automobile dealership, developing specifications and listing competences for such a specialist. The formula used in building up the specifications and listing the competences can be transferred to other spheres of business.

Gladkikh I.V., Butova T.G.

"Vitalena Health Promotion Centre": in Search of a Positioning Strategy

Case (19 p.): ecch No 511-102-1.

Teaching Note (7 p.): ecch No 511-102-8.

The Healthcare Company "Vitalena Health Promotion Centre" entered the health care market of Krasnoyarsk in 2005 and developed the positioning strategy as a disease prevention and health promotion centre for families. To realize the strategy, the product offering and promotion tools were created. Despite the desires and certain efforts of the company executives, clients and prospective consumers perceive the Vitalena Company as a children's centre offering additional services for pregnant women. This view is reflected in the structure of visitors – three quarters of those enjoying the services provided are small children. It does not comply with the strategy developed by managers of the Positioning Strategy Centre. Meanwhile 'advertising from mouth to mouth' spread by children's mothers satisfied with good service quality refers to this contingent of the Centre's visitors. Top managers of the Centre consider the following questions: What mistakes have been made while the strategy being implemented? Can "Vitalena" Company become a family centre proper or it is necessary to change the positioning strategy?

Gladkikh I.V., Krotov K.V., Svetlanova Zh. V.

The Ecology Company: Optimization of Pricing Strategy

Case (17 p.): ecch No 511-097-1.

Teaching Note (p.): ecch No 511-097-8.

The case describes the situation with a company working on the B2B market was looking for ways and methods of optimizing its pricing policy and strategy. The Ecology Research and Manufacture Company produced humin salts (humates) for agricultural purposes. The unique technology ensured the company had certain cost advantages over competitors. However, various market segments when using a similar product make different demands on it, have different needs and willingness to pay. This made the company look at opportunities for using differentiated pricing despite the fact that it worked on the competitive market with a primary undifferentiated product.

Gladkikh I.V., Mikhailina A.P.

Kronverk Cinema: How Much is a Ticket to the Movies?

Case (10 p.): ecch No 511-093-1.

Teaching Note (11 p.): ecch No 511-093-8.

Kronverk Cinema, which owns the largest share of cinemas in St Petersburg, has been exploring the development of methods for differential pricing to increase revenue and improve customer loyalty. The cinema market in St Petersburg was finding fewer opportunities to increase ticket prices. It was necessary to look for new ways to optimize pricing decisions.

Ivanov A.E., Karpova S.V.

Multifield Medical Center: In Search of Tomorrow

Case (12 p.): ecch No 311-266-1.

Teaching Note (6 p.): ecch No 311-266-8.

The case is aimed at developing skills in the field of working out and making managerial decisions in the course of the strategic planning of health care institution activities. The case tasks include as a rule the identification of problems the company is facing, the development of alternative ways to solve them,

analysis of the alternative ways and the choice of the best one. The case is of interdisciplinary nature and can be used after studying the disciplines from the "general management" cycle (for example, "strategic management", "marketing", "finance for managers", "making managerial decisions"). The main target group involves heads of health care institutions who are engaged with the strategic planning of activities for a business unit or a company on the whole. The case will be used more effectively provided that representatives of both state and private health care institutions are in the class being taught. The case can be used for master programs "management in health care" and "state and municipal government" (if the relevant content is provided in the program curriculum). The case can be used in bachelor programs on management within the "strategic management" discipline.

Kiryukov S.I.

Concept of an Ideal Consumer-City

Case (3 p.): ecch No 511-089-1.

The case poses the following questions: What does the concept of an ideal city mean? What elements should be provided for the concept to be implemented? What factors determine an attractive atmosphere of the city center? The case is based on Russian practice.

Kiryukov S.I.

Dyatkov Furniture Integrated Plan: How to Survive in the Furniture Market

Case (5 p.): ecch No 511-091-1.

President of the integrated furniture plants in the town of Dyatkov, Russia, after several years of uncertainty and necessity to make a difficult choice has decided: it is essential to enter the cabinet furniture market and to become one of the leading players of this industry by means of partly changing the line of business.

The problem was that he had no experience of working in this market, no well-trained team, he did not have necessary knowledge concerning market perspectives and, what is the most important, he did not have much desire to be engaged in market questions. As a typical production worker the company president focused attention on creating capacities and defining product profiles, therefore he gave the Chief Marketing Officer of the furniture plants, the task to evaluate market capacity and to determine main competitors and methods of market penetration.

Kiryukov S.I.

Rosenlew Fridge – A Finnish One, A Good One...

Case (3 p.): ecch No 511-094-1.

The case describes strengths and weaknesses of the Rosenlew brand re-launch into the Russian market. The rebranding strategy for Rosenlew is formulated and its market position described. How and using which means could one arrange for Rosenlew's brand re-entry in the Russian market? The case is aimed at MBA students. The students are offered to formulate creative ideas (advertisement address to consumers) for preparation of advertisement announcements within the framework of the Rosenlew promotion campaign.

Kiryukov S.I.

Grand Canyon Shopping and Entertainment Center Concept

Case (4 p.): ecch No 511-092-1.

The case poses the following questions: How can a shopping and entertainment center be defined in terms of retail? How to define additional criteria of effectiveness for selection of a trade area. What factors are the most significant for definition of competitive advantages of a shopping and entertainment center? What factors influence formation of a shopping and entertainment center the most?

Kiryukov S.I.

Sibirskaya Korona Beer: Regional Sales Strategy Development

Case (3 p.): ecch No 511-095-1.

Sibirskaya Korona brand appeared in August 1996. The new beer was a present to citizens of Omsk on the 280th anniversary of the city. A year after the brand had already received its first awards – medals of the International Siberian Fair, the Sochi Festival and international festivals. During blind tests consumers gave this beer the maximum score. In the early 1990s the relatively newly established beer manufacturing factory with good equipment and well-adjusted technology requiring minimum interference appeared and started gaining pace in Russia. At the time in question Rosar plant was fitted out with cutting-edge equipment, from the very beginning placing stake on the excellent quality of products. All went very well but in 1997 a tragedy happened: the General Director of the plant was killed. It took the firm's new management and employees a year and a half to overcome the depression that followed. The time for regional expansion was lost.

Kiryukov S.I.

Zolotaya Semechka Vegetable Oil: Integrated Logistics Development

Case (3 p.): ecch No 511–099–1.

In 2002 the manufacturer of Zolotaya semechka vegetable oil, Yug Rusi agro holding, ventured a radical transformation of its sales system: the Company increased the number of regional distributors by a factor of 4 and apportioned territories among them. Yug Rusi agro holding owns the largest European vegetable oil plant located in Rostov-on-Don. The case deals with the following issues: strengths and weaknesses of integrated logistics; stages of logistic systems development; logistics strategy; competitive advantages of integrated logistics system.

Kosheleva S.V.

Enhancement of Personnel Loyalty at Dom Company Trading Chain

Case (15 p.): ecch No 411–092–1.

Increased competition among chain trading companies renders the problem of quality personnel retention extremely relevant. Dom company has been intensively developing and extending its presence in the Saint Petersburg market. Deployment of new sales areas necessitated the attraction of new production personnel and set the task of corporate spirit maintenance. However, successful growth of the company has entailed a number of ambivalent effects in the sphere of personnel's satisfaction with labour and motivation organization, and relationships within production teams.

Kosheleva S.V., Zavyalova E.K.

Problem of Junior Production Personnel Reduction at the Dom Company Trading Chain

Case (29 p.): ecch No 411–090–1.

At the end of 2005 Dom Company faced the problem of hypermarket junior production personnel turnover reduction and retention against the backdrop of intensive extension of its presence in the St Petersburg market. It turned out that the existing system of this category's personnel stimulation and labour remuneration failed to fully match the problems urgently faced by the company and was in need of improvement. The company's management decided to undertake a survey in order to identify the problems within the labour remuneration and personnel stimulation system and elaborate an

improved system for calculation of amounts of labor remuneration and bonuses payable to the personnel. Basic information was obtained by way of questioning junior production personnel and structured interviewing of managers of production divisions of Dom Company hypermarkets which enabled comparison of workers' and management's opinions of various aspects of labour organization and remuneration, personnel satisfaction and motivation.

Latuha M.O.

Human Resource Management at a Knowledge-Intensive Firm

Case (7 p.): ecch No 411–089–1.

Teaching Note (8 p.): ecch No 411–089–8.

ITcompany is a leading telecommunication company faced with some challenges in HRM activities, namely in staffing, performance management and coaching systems. Dealing with many talented people, creating a challenging 'knowledge-based' environment, operating in the global world and solving different tasks on labour markets, ITcompany should not only have focus on a special basis for HRM strategy and be able to overcome existing tasks and difficulties in HRM practices, but also evaluate and predict the effects of labour market trends.

Latuha M.O., Golubeva A.A.

Job Outplacement in Company's Restructuring Process: Experience of Procter&Gamble in Russia

Case (15 p.): ecch No 411–088–1.

Teaching Note (10 p.): ecch No 411–088–8.

In the beginning of the nineties, Procter and Gamble did a unique acquisition of a detergent plant. P&G was one of the first foreign companies who acquired and after that restructured a former Soviet site. The company played the role of a pioneer in this new Russian business environment, especially in terms of outplacement of employees. The focus of the case is on the outplacement project that took place here from 1997 to 2000 during the restructuring. During the outplacement process P&G was faced with some challenges, namely a lot of valuable know-how and resources were forever lost for the local community, P&G did not have a proper plan of how to keep the best workers in the process, all redundancy packages were aimed at the senior part of the workforce, without any special incentives for workers with ambitions or special talent to stay.

Medvedev A.G.***Atria: Post-acquisition Management Solutions for the Russian Subsidiary***

Case (25 p.): ecch No 311–265–1.

Teaching Note (10 p.): ecch No 311–265–8.

In 2005, Finland-based Atria entered the Russian industry by acquiring St Petersburg-based Pit-Product which is now a subsidiary of Atria Plc. Established in 1996, Pit-Product is the largest meat processing company in St Petersburg and surroundings. The company currently operates two production plants with over 1500 employees. Later Atria implemented several new projects in Russia (a green-field plant in Gorelovo, Leningrad Region, the acquisition Moscow-based Campomos, and some other projects). This case describes the activities Atria undertook in Russia, emphasising the post-acquisition integration of Russian operations into the overall Atria strategy. It includes the description of the pre-acquisition situation and arguments in favour of Atria's Russian expansion (target country characteristics, industry statement and competition, degree of consolidation in the industry); the process of selecting an internationalisation mode (foreign operation mode), the terms of the acquisitions and of Atria's other deals in Russia; the benefits of the Russian expansion for Atria Group; the situation that emerged at Pit-Product and other Atria divisions in Russia and post-acquisition solutions (defining a role for each division of Atria in Russia, establishing an integration and co-ordination links, designing a control system, changes in organisation structure, operations, marketing, HR and financial policies in the Russian divisions, etc).

Minina V.N., Borovskaya Z.P.***Attracting Employees on Shortage Profession Positions in the Hospitality Industry***

Case (17 p.): ecch No 411–093–1.

For most modern companies the attraction of employees who meet qualification and personal requirements and who are highly motivated for their job is an issue. The case deals with problems which the famous hotel faces while seeking and selecting staff to fill shortage positions. It can be used for development of analytical skills to decompose strong and weak sides of the employing company, to draw up attraction programs for employees of shortage professions as well as skills

to ensure interaction between division heads and the human resources department when required employees are being sought.

Pustovalova T.A.***Investment Project Evaluation for Asset Acquisition***

Case (4 p.): ecch No 111–090–1.

At the last session of the Bank Investment Committee, three asset acquisition projects were reviewed. Two projects had already been reviewed; one project was expressly rejected due to high risks, the other was returned for improvement. Discussion turned to the last project. Reporter distributed general information on the project to members of the Investment Committee.

Pustovalova T.A., Makarova O.V.***Helping Jewelry Manufacturing to Overcome Crisis: Reduction or Expansion?***

Case (15 p.): ecch No 111–091–1.

Teaching Note (8 p.): ecch No 111–091–8.

This case is based on the development history of the largest Russian bijouterie producer - Etalon-Jenavi, a company founded in the early 1990s. For a long time the company worked under conditions of virtually no competition. However, the active expansion of foreign bijouterie producers into the Russian market that commenced in 2004, and the considerable reduction of the volume of sales during the 2008-2009 financial crisis period have made the company face a difficult choice. The Etalon-Jenavi management must decide whether to reduce production capacities or to continue investment in the development of production, counting on a rapid recovery of the market and an increase in demand. The no-easy solution must be economically substantiated; however, presentation of such substantiation turns to be a hard task for the financial director.

Rassadina I.I.***Increasing Competitiveness through Jobs Offshoring***

Case (8 p.): ecch No 211–058–1.

As global competition is growing, companies actively use jobs offshoring as a means to support competitiveness. This case considers factors that have influence on the offshoring decision, the problems that companies face and the countries they choose for jobs transfer. The problem of choosing the country for jobs offshoring is suggested for study using the method of question hierarchy.

Serova E.G.

Document Flows Automation of a Russian Gas Distribution Company

Case (17 p.): ecch No 911-023-1.

Teaching Note (8 p.): ecch No 911-023-8.

The case describes an actual situation related to the solution of the problem of creation and implementation of an enterprise information system (EIS). The first step taken towards the solution of the said problem consisting of document management automation is considered. The case materials enable generation of a conceptual model of the enterprise information system as well as definition of the role played by the EDMS (electronic document management system) therein. While discussing the material the students have to formulate platform selection criteria and select an electronic document management system for implementation.

Shekova E.L.

Crisis Response Strategy of an Art Organization

Case (9 p.): ecch No 511-090-1.

Teaching Note (4 p.): ecch No 511-090-8.

The case describes a strategy of an art organization in terms of crisis. A lack of funding, low attendance, and customer's disloyalty were outcomes of Chicago Symphony Orchestra's strategy in the beginning of 2000s. The bottom line is how to turn a symphony orchestra into a competitive organization applying a crisis management concept.

Shekova E.L.

A Successful Strategy of Drama Theater

Case (8 p.): ecch No 511-096-1.

Teaching Note (5 p.): ecch No 511-096-8.

The case describes a life cycle of Chicago Drama Theater growing from a small organization to a world-famous company. A key part of the theatre's successful strategy was a combination of customer service, fundraising, technology, and e-marketing.

Starov S.A., Gladkikh I.V.

The Valio Company in the Russian Market: Will Processed Cheese Viola Hold a Winning Position?

Case (36 p.): ecch No 511-098-1.

Teaching Note (9 p.): ecch No 511-098-8.

The case is based on the analysis of a range of problems associated with the Viola brand long-term strategy development in the Russian processed cheese market by the Finnish company Valio. The Valio company was one of the first companies which started branding in the Russian processed cheese market. By using the 'first step' advantage, Valio won a steady position in that market.

However, recently, the competition in the Russian market sharpened, the appearance of strong players fostered Valio to lose its leading position. The attack of competitors made the company take new effective decisions in marketing and branding to fasten its position. The case is recommended for discussion on the following programs: MIB (International Marketing); in the course Marketing Management and Brand Management when studying the topics: Branding; Brand Portfolio Management; Company Brand Strategy; Company's International Market Entry Strategies.

Starov S.A., Gladkikh I.V., Matsuno K.

Asahi Beer Enters the Russian Market

Case (31 p.): ecch No 088-C11.

Teaching Note (7 p.): ecch No 088-T11.

On 13 March 2008, Baltika Breweries, the leader in the Russian beer market, and Asahi Breweries, Ltd (Japan) signed a licensing agreement on production and sales of Asahi Super Dry.

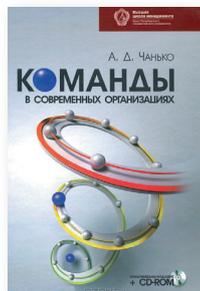
The case provides the background of Russian beer market, the Asahi Super Dry, and the two partners, Baltika and Asahi, that attempt to penetrate into the growing import beer market. What would be the opportunities and challenges for Baltika with the Asahi Super Dry in Russia? How should the brand be positioned in the Russian market and what should the brand identity be based on? What would be the effect of the country of origin factor in promoting the brand?

This case was jointly developed by the Graduate School of Management (GSOM), St. Petersburg University and Babson College. This case has been featured on the ecch website, click to view the article.

Textbooks and Manuals

Chanko A.D.

Teams in Modern Organizations (Book + CD)]. – 3rd edition. 2011.



The book is primarily written for bachelor, pre-experienced master and MBA/EMBA students who will benefit from understanding the complex and systematic approach to the role of team work and team building in modern organization.

It also can be useful for professionals in the Human Resource management field: HR- and organizational behavior' course teachers, business trainers, coaches, team leaders and HR- managers.

The book provides comprehensive support enabling to engage students at three levels: as team players, team leaders, and top-managers of team oriented companies. The content of this textbook is divided into three major parts, which allows maximum flexibility for students and instructors. Part one covers theoretical and conceptual background and historical review of team work in the organization, part two concentrates on business experience and best practices of team building in leading international companies, part three discusses methodical tools used by moderators and facilitators of the group decision making and problem analysis process, explaining what the team has been in the past and what it is now in the modern business environment.

The book also addresses themes in the theory of group development social psychology, historical background of modern team development management, variety and types of modern teams and their peculiarities, transforming and modification of managerial routines in the team building practice (planning and motivation), communication and personnel development in the team oriented organization, methods, techniques and procedures to improve the effectiveness of teams meeting.

The edition offers additional features to improve user-friendliness, including chapter overviews and summaries, illustrations, reference list and glossary of terms and notions as well as CD-attachment with supporting theoretical-methodical materials and diagnostic tools for facilitators of team development sessions.

Ovsyanko D.V.

Quality Management. – 1st edition. 2011.



Modern concepts to quality's issues and quality management are considered in this textbook.

The textbook introduces models which are applicable for analysis and quality evaluation, models of organizational quality management, toolkit for creation and maintenance of quality management system; also, issues of economical quality are considered.

Special attention is devoted not to the technical issues of organization system quality management, but to issues of strategic quality.

The main principle of this textbook is the concept of Total Quality Management – TQM.

The appropriate application of the TQM models allows a company to have parity in globalizing Russian economy.

The textbook is addressed to the bachelor students of 080200 "Management" program and to MBA students, as well as to the top-managers of the companies dealing with material production or operating in service sector.

Raskov N.V.

Macroeconomics for Managers. – 3rd edition. 2011.



The manual elaborates on the basic concepts and basic relationships of macroeconomics. Macroeconomics is seen as a set of economic factors in the external environment in which firms and households operate. Macroeconomic parameters have a direct impact on the magnitude and dynamics of business, therefore directors and managers of a

firm that understand the logic of macro-economic processes, find it easier to make specific decisions in business. Illustrative material and supervisory questions are mostly based on real data of Russian economy.

The publication is intended for university lecturers and students of economic specialties, audience of MBA programs, managers interested in issues of economic theory and policy.

Shirokova G.V.

Management of Entrepreneurial Firm. – 3rd edition. 2011.



There are stages of entrepreneurial firm development are discussed in this textbook and the main principles of entrepreneurial firm management; there are problems which entrepreneur comes up against and there are approaches to deal with these problems. Author has analyzed the results of the theoretical and empirical research was carried out

by the Center of Entrepreneurship in GSOM SPbU. All textbook topics are illustrated by cases which are based on the real practice of Russian entrepreneurial firms.

The publication is addressed for master students and Executive students in management education, for top managers and owners of the small and growing businesses.

Bondarev A.K., Drozdov S.M., Evdokimov A.I., Tishkov V.N., Cherenkov V.I. et al.

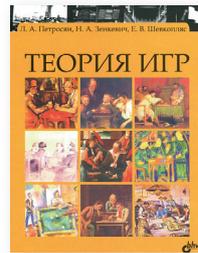
[Ed. Prof. Evdokimov A.I.] International Economic Relations. – 2nd edition. 2011.



This textbook has been prepared in accordance with new state standards for the discipline. The new edition reflects the the modern conditions in the development of international economic relations, and factual material has been updated. Unlike some other textbooks and manuals the problems of Russia's participation in internation-

al economic relations are not discussed in a separate section of the textbook, but are analyzed in the overall context of all challenges of the world economy development. There is a separate section devoted to the analysis of balances of payments that are synthetic economic instruments summarizing the entire set of international relations. For students and teachers of economic institutions, researchers and practitioners.

Petrosyan L.A., Zenkevich N.A., Shevkoplyas E.V.
Game Theory – 2nd edition. 2011.



The textbook is intended for both initial and in-depth study of game theory. A systematic study of mathematical models of multiple parties decision-making in conflict is conducted. Presented is the sequential description of a unified theory of static and dynamic games. All of the major classes

of games are considered: finite and infinite antagonistic games, non-cooperative and cooperative games, multi-step and differential games. To consolidate the material each chapter contains tasks and exercises of varying degrees of complexity. The second edition expanded sections on the static theory of co-operative solutions and dynamic cooperative games as well as games with incomplete information. Evidence of some statements has been refined and modified. A new holistic approach has been applied to the study of the optimal behaviour of the players in positional and differential games.

Notes

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