



МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
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Approved:

Chairman of Admissions Committee


Ya.P. Silin

MASTER'S DEGREE PROGRAM
ENTRANCE EXAMINATION
Major: Management

Yekaterinburg

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Section 1. General provisions

The purpose of the entrance examination is to identify the applicant's key competencies that allow to master the Master's degree program in accordance with the Federal State Educational Standards in Higher Education (FSES HE) in the majors: 38.04.02 Management, 38.04.03 Personnel Management, 38.04.04 State and Municipal Administration, 38.04.05 Business Informatics.

The applicant must have basic competencies in these areas, including the following:

General Cultural (GC):

- ability to perceive, summarize and analyze information, set a goal and choose ways to achieve it;
- ability to communicate orally and in writing in Russian and foreign languages to solve problems of interpersonal and intercultural interaction;
- ability to use the basics of economic knowledge in various fields of activity;
- ability to use the basics of legal knowledge in various fields of activity.

Professional (PC):

- ability to assess the conditions and consequences of organizational and managerial decisions;
- ability to analyze the operational activities of the organization and use its results to prepare management decisions;
- knowledge how to find and evaluate new market opportunities and formulate a business idea;
- ability to develop business plans for setting up and developing new organizations (activities, products, etc.);
- ability to assess the economic and social conditions for entrepreneurial activity;
- ability to prepare reviews of scientific literature, electronic information and educational resources for professional activities;
- ability to apply a system approach and mathematical methods in formalizing the solutions to applied problems
- ability to use the basic theories of motivation, leadership and power to solve strategic and operational management tasks, as well as to organize group work based on knowledge of group dynamics processes and principles of team formation, auditing skills;
- ability to design the organizational structure, allocate authority and responsibility based on their delegation.

Section 2. Assessment Criteria for Master's Degree Program Applicants

1. The entrance examination is conducted in the form of an interdisciplinary test.
2. The entrance examination lasts 60 minutes.
3. The entrance examination for majors in International Business and Management in Tourism and Hospitality Industry is conducted in English.
4. The examination is conducted in the form of testing.
5. The test consists of 2 parts:

- Part I - 20 test questions are designed to identify general cultural competencies and analytical abilities, aptitudes for creative and scientific work. Questions include tasks on logic, arithmetic, memory, generalization, general erudition, general cultural competencies. In each question, four options are presented, only one of them is correct.

- Part II - 30 test questions are designed to identify the knowledge in the subject area, regarding topics in management, personnel management, state and municipal administration; and business informatics.

6. The maximum score for the response to the entrance test is 100 points, for each correct answer - 2 points.

7. The final assessment depends on the knowledge tested by the questions, identifying the applicant's analytical and research abilities.

8. In the process of entrance exam, the applicant must demonstrate both the knowledge of theoretical and methodological approaches, and analytical abilities to solve applied management tasks, as well as the ability to use competently special terminology, be able to navigate the chronological sequence of the science's normative and methodological basis.

Section 3. Structure and Content of the Entrance Examination

I MANAGEMENT

1.1. Basic concepts of management.

The concept of management. Conditions and prerequisites for management. The importance of management in improving production efficiency. Characteristics of management as a system. Classification of management types. Management processes. Subject and object of management.

1.2. Goals, objectives and principles of management.

Nature of management goals. Classification of management goals. Management principles as fundamental ideas, patterns and rules for performing managerial functions. Classification of management principles. Management efficiency: concept, evaluation methods.

1.3. Management functions

Concept of management functions. Functions as elements of a circular management process. Classification of management functions.

1.4. Management methods

The concept of management methods. Classification of management methods. Mechanism and nature of impact exercised by different management methods. Nature of organizational-administrative, economic and socio-psychological management methods and their classification.

1.5. Organizational management structures

Concept and main categories of organizational management structure. The main categories of the organizational structure of management: units, levels, chains of command. Classification of organizational management structures.

1.6. Management styles

The concept of a management style. Classification of management styles: behavioral and situational approaches. Comparison of different management styles. Factors that affect the selection of management styles.

1.7. Managerial decisions

The nature of managerial decisions. Decision as a specific product of management. Classification of managerial decisions. The process of managerial decision-making: stages and components, their peculiarities. Methods of managerial decision-making and their classification. Conditions for effective managerial decisions.

1.8. Motivational foundations of management

The concept of motivation. The role and importance of motivation in achieving management goals. Modern concepts of motivation. Nature of meaningful motivation theories.

1.9. The art of business communication

Role and importance of communication in the management process. Managerial information and patterns of its movement. The communication process in management: stages and forms of information exchange. Organizational factors for improving the efficiency of the communication process. Conditions for efficient business communication. The concept and nature of conflict.

1.10. Production management

The nature of production management. Production system. Manufacturing process, its structure and types. Plant capacity, types, determination methods.

1.11. Strategic management

The nature of strategic management. The enterprise mission and objectives. Strategic analysis. The nature of generic competition strategies.

1.12. Economic management

Economic nature and composition of working capital, fixed assets, intangible assets, their efficiency indicators. Calculation of break-even point. The cost of products (works, services), the role in improving the production efficiency at the enterprise. Classification of production and sales costs. The economic nature of profit, its functions and types.

1.13. Financial management

The nature of financial management. Financial mechanism and its structure. The enterprise financial policy. Basics of financial and economic calculations. Annuity settlements. Characteristics of revenue and expenditure budget, cash flow forecast, credit plan, cash budget and other documents. Assessing the effectiveness of investments.

1.15. Crisis management

Nature of anti-crisis management. Formal and informal signs of enterprise bankruptcy. The economic mechanism of bankruptcy. Development of the anti-crisis program for the enterprise.

II. HUMAN RESOURCES MANAGEMENT

2.1. System of Human Resources Management

Human Resources management as a system, its elements: object and subject of management, functions of human resources management, human resources strategy and policy, stages of personnel management, methods of human resources management. The relationship between the concepts "personnel," "human resources of the organization," "labor force of the organization", "staff" and their differences.

2.2. Search and recruitment techniques

Internal and external recruitment, their strengths and weaknesses. Recruitment. Headhunting and Executive Search. Selection stages: initial selection, interview with

employees of the Human Resources Department and with the head of the department, candidate's certificates and testing, hiring decision.

2.3. Staff evaluation and appraisal.

The concept, types and purposes of performance evaluation at an enterprise. Staff evaluation functions. Evaluation of candidates for a vacant position. Assessment of the employees' potential. Evaluation as a management tool and information base for personnel decisions.

2.4. Staff motivation management

Motivation of labour activities. Motives and incentives. Motivation theories. Labour incentive concept. Personnel remuneration. Financial incentives. Remuneration: forms and systems, additional benefits and compensation, allowances, bonus systems.

2.5. Human resources development system. Management of human resources professional development

Personnel development management. The stages of building an effective staff development system at the enterprise. Continuous staff development system. Classification of training methods. Traditional training methods. Retraining. Active learning methods.

2.6. Staff turnover management.

Internal and external movement of personnel. Staff turnover. Absolute and relative staff turnover figures for staff recruitment and withdrawal. Management of staff turnover, its rate evaluation. The evaluation of economic losses caused by staff turnover.

2.7. Efficiency of human resources management.

Indicators of economic and social efficiency of labour activities. Productivity as a key indicator of staff performance. The relationship between labour intensity and productivity. Key efficiency indicators of human resources management system.

III. BUSINESS INFORMATICS

3.1. Digital economy

Basic concepts of digital economy: digital economy, unit economy, collaborative economy, cloud services and applications. Digital enterprises: digital twin and intelligent enterprise.

3.2. Digital technology

Basic concepts: intelligent data analysis, business analytics, machine learning, neural networks, artificial intelligence. Digital (automated and intelligent) enterprise management systems.

3.3. Business intelligence tools

Methods and technologies of big data analysis (have an idea, know the name of 3-5 methods). Large vendors of big data software (list 3-5 IT companies and their main products).

3.4. Digital resources.

Network. Internet technologies. Search in the Internet. Social media. Types of digital resources.

IV. STATE AND MUNICIPAL ADMINISTRATION

4.1. Concept of "public administration."

Political governance in a modern state. Strategic importance of political governance functions. Formation of modern structures responsible for state policy formulation.

4.2. The system of state authorities of the Russian Federation.

Goals, objectives and results of public administration reform in the Russian Federation. Administrative reform. The concept and criteria for assessing the effectiveness of public administration.

4.3. Structural levels of state administration

System of power division. The specifics of Russian federalism: the interaction of the federal center and the regions.

4.4. The concept of public service.

Functions and content of the public service. Goals, objectives, levels and functions of public service management. Types of public service and their legal characteristics. The concept, classification and characteristics of civil servants.

4.6. Classification of socio-economic forecasts.

Main characteristics of socio-economic forecast classification (by the purpose of development, for the time horizon, etc.). Classification of macroeconomic planning and forecasting methods.

4.7. Main characteristics of the strategic planning system in the Russian Federation.

Key strategic planning documents developed at the federal and regional level (at the stages of goal-setting, forecasting, planning and programming). Strategy for the socio-economic development of the subject of the Russian Federation.

4.8. Local self-government

Local self-government: concept definition, object and subject. Population (citizens) as a special subject of local self-government. A special place for local self-government in the democratic management of society and the state.

Section 4. Questions to prepare for the entrance examination

1. Management: concept, goals and objectives. Types of management, their relationship.
2. Management principles: content and classification.
3. Management functions: concept, content, classification.
4. Organizational structures: concept and types.
5. Management methods: concept and classification.
6. Management styles: concept and classification.
7. Managerial decisions: concept and types.
8. Methods of managerial decision-making.
9. The concept of motivation.
10. Needs Theory by A. Maslow.
11. Two-Factor Motivation Theory by F. Herzberg.
12. Theory of Acquired Needs by D. McClelland.
13. Expectations Theory by V. Vrum.
14. Justice Theory by S. Adams.
15. Communication in organizations: concept and main types.
16. Problems of interpersonal communication and ways to eliminate them.
17. Administrative work. Manager's role and functions. Requirements for modern managers.

18. The concept of leadership, power and influence in management. Forms of power, conditions and criteria for their application.
19. The nature of the industrial conflict and its consequences. Conflict management methods.
20. Human resources management system.
21. Manufacturing process and its structure, types.
22. Plant capacity, types, determination methods.
23. The enterprise production program.
24. Principles of rational organization of the production process.
25. Portfolio analysis of a diversified company.
26. Generic competition strategies.
27. Breakeven point calculation, plotting and interpreting the curve.
28. Economic nature and composition of working capital, indicators of its efficiency.
29. The economic nature of fixed assets, their classification.
30. Depreciation of fixed assets.
31. Cost classification.
32. Enterprise profit generation and distribution.
33. The economic nature of profit, its functions and types.
34. Financial planning in the enterprise.
35. The economic nature of investments, their composition. Enterprise investment policy.
36. Investment effectiveness evaluation.
37. The nature of bankruptcy (insolvency) of the enterprise. Formal and informal signs of bankruptcy. Bankruptcy proceedings.
38. The concept of "personnel." Classification of personnel by category.
39. Types and indicators of personnel movement, personnel rotation.
40. Modern approaches to talent management in the organization.
41. Economic and social indicators of personnel management system efficiency.
42. Nature of the personnel professional, social and psychological adaptation.
43. The main sources of personnel involvement in the organization, their advantages and disadvantages.
44. The main methods of personnel selection and its importance for the organization's activities
45. Personnel evaluation: concept, stages and types.
46. Types and methods of staff evaluation, its functions. Staff evaluation centres.
47. Training of personnel in the organization: concept, types and classification of training methods.
48. Concept and types of business career. Career management, human resources management.
49. Modern theories of motivation. The relationship between "staff motivation" and "staff incentive."
50. Modern systems and forms of remuneration.
51. Intangible methods of staff motivation.
52. Staff turnover, assessment and mitigation measures.
53. Basic concepts of digital economy: digital economy, unit economy, collaborative economy, cloud services and applications.

54. Digital enterprises: digital twin and intelligent enterprise.
55. Intelligent data analysis, business analytics, machine learning, neural networks, artificial intelligence.
56. Digital (automated and intelligent) enterprise management systems.
57. CRM systems: definition, purpose and features.
58. Business Intelligence Tools
59. Big Data analysis methods and technologies.
60. The network. Internet technology. Economic activities on the Internet.
61. Promotion on the Internet. Internet advertising efficiency.
62. Social media.
63. Types of digital resources.
64. Public administration in the Russian Federation: legal framework, structure, levels, political structure, administration.
65. The structure of state authorities in the constituent entities of the Russian Federation and their interaction with the federal center.
66. Comparative characteristics of the state civil and municipal service
67. The concept, essence and necessity of state regulation of the economy. Functions of the state in the modern economy
68. Goal classification of the economy state regulation.
69. Basic principles of the modern regional management system.
70. Classification of macroeconomic planning and forecasting methods
71. Main characteristics of the strategic planning system in the Russian Federation
72. Strategy for socio-economic development of the constituent entity of the Russian Federation.

Sample tasks

Part 1

1. A reasoning directed against the proposed thesis and aimed at establishing its falsity or under-presentation.
 - 1) evidence
 - 2) refutation
 - 3) conclusion (inference)
 - 4) argumentation
2. Which of these groups did not have representatives in the British Parliament?
 - 1) large landowners
 - 2) peasants
 - 3) knights
 - 4) citizens
3. Select the odd one:
 - 1) coal
 - 2) energy
 - 3) fuel
4. Add numbers from 1 to 10: what is the sum?
 - 1) 55

- 2) 35
- 3) 49
- 4) 67
- 5. How many minutes are there in 4.5 hours?
 - 1) 270
 - 2) 225
 - 3) 330
 - 4) 210
- 6. Which country is the richest in forest resources?
 - 1) India
 - 2) Libya
 - 3) the USA
 - 4) Sweden

Part 2

1. How is the organization monitored?
 1. by hearing employees of the organization at production meetings;
 2. by monitoring the employees' work;
 3. by the higher management level.
 4. using the feedback system between the management and the management systems;
2. Organizational planning is carried out:
 1. at all levels of government;
 2. only at the top level of management;
 3. at the top and middle levels of management;
 4. defining the subordinates' needs.
3. What should be understood by the mission of the organization?
 1. The organisation's main tasks;
 2. Clear reasons for organisation's existence;
 3. The organisation's main functions;
 4. Core activity.
4. What management methods have a leading role in today's environment?
 1. Socio-psychological;
 2. Organizational and administrative;
 3. Economic;
 4. Administrative.
5. In management, the authority that is delegated from the boss directly to the subordinate and then to other subordinates are called
 1. administrative
 2. linear
 3. advisory
 4. functional
6. In the management theory, the main management functions in the organization include
 1. sales management
 2. organizing
 3. quality management
 4. financial management

7. The management function aimed to form control and controlled subsystems, establish rational connections between them, is called...

1. planning
2. coordinating
3. designing
4. controlling

8. The liberal management style is characterized by

1. adverse socio-psychological climate in the team
2. employee initiative
3. executive direction policy
4. employee' initiative suppression.

9. The "administrative concept" in management was put forward by:

1. F. Taylor
2. A. Fayol
3. P. Drucker
4. E. Mayo

10. Programmed management decisions are characterized by

1. novelty
2. algorithm
3. expert authorities
4. incomplete input information

12. Personnel evaluation is:

- 1) analysis of costs related to the personnel recruitment;
- 2) focused research into the staff labor motivation;
- 3) the process of matching the personnel quality characteristics with the position or workplace requirements;
- 4) the process of establishing the employee's functional role;
- 5) answers "a" and "b."

13. What is the main source of income for the vast majority of social networks?

- 1) payment for placing advertisements on the social network and selling data on user activity on the social network
- 2) paid functions for social network users
- 3) traffic charge from the Internet providers
- 4) social networks are free and do not earn money.

14. What should NOT contain a query in the search engine to best find information?

- 1) specific numbers, phrases to find
- 2) short and clear wording
- 3) query keywords
- 4) Excessive non-specifying information

15. The indexing search engine prefers:

- 1) site with unique content
- 2) site with copied content
- 3) newly created site
- 4) content uniqueness does not affect indexing

16. How should a phrase be entered in the Google search service to perform a search with a verbatim match?

- 1) Phrase
- 2) @ Phrase
- 3) \$ Phrase \$
- 4) "Phrase"

17. Which of the following is NOT a function of the hashtag (#) on social networks and blogs?

- 1) ensure the existence of a post
- 2) distribute information by topic
- 3) provide quick search of information by other users
- 4) highlight the main message thought using keywords

18. In what case shouldn't hashtags (#) be specified under posts on social networks?

- 1) to make it easier for other users to find information
- 2) to increase the number of page views
- 3) to send text for moderation
- 4) to structure blog information

19. What source of information is more likely to be reliable?

- 1) post in a group on a social network
- 2) news in the channel in the telegram application
- 3) video on a popular blogger's Youtube channel
- 4) article indexed in Scopus.

20. How should you perceive feedback on an item in an online store?

- 1) feedback can be trusted
- 2) feedback cannot be trusted
- 3) only recent feedback should be trusted
- 4) it is worth checking information on other sites

21. Which password is more secure to protect your account from hacking?

- 1) 1234567890
- 2) helloworld
- 3) hellobeautifulandwonderfulworld
- 4) @dr3_2A#1

22. What is the function of the https protocol?

- 1) provides content encryption
- 2) accelerates content downloads
- 3) guarantees no viruses on the site
- 4) guarantees the site authenticity

23. What personal security information can be stored in (and contained in) a digital photo?

- 1) information about the location where the picture was taken
- 2) your address and other information that you do not want to share with strangers
- 3) information about the device on which the picture was taken
- 4) all of the above

Section 5. RECOMMENDED LITERATURE

Basic literature

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28. Wren, Daniel A., and Arthur G. Bedeian. *The evolution of management thought*. John Wiley & Sons, 2020.

Additional literature

29. Boyd, Frances. *Making Business Decisions: real Cases from Real Companies* / Frances Boyd. - [S. l.: s. n.], 2007. - (English for Business Success). –
30. Davies, Martin. *Doing a Successful Research Project : Using qualitative or quantitative methods* / M. Davies, N. Hughes. - 2nd ed. - Basingstoke : Palgrave Macmillan, 2014. - 278 p.
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32. Gambetti, Rossella. *Managing Corporate Communication: A Cross-Cultural Approach* / R. Gambetti, S. Quigley. - Basingstoke : Palgrave Macmillan, 2013. - 514 p.
33. Guirdham, Maureen. *Communicating Across Cultures at Work* / M. Guirdham. - Basingstoke : Palgrave Macmillan, 2011. - 400 p.
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Internet links

42. Management Subsequent Edition by Michael H. Mescon (Author), Michael Albert (Author), [Franklin Khedouri](#) (Author) <https://www.amazon.com/Management-Michael-H-Mescon/dp/0060444150>
43. Strategic Management Classic Edition First Edition by H. Igor Ansoff (Author), G.I. Nakamura (Introduction) <https://www.amazon.com/Strategic-Management-Classic-Igor-Ansoff/dp/0230525482>
44. Management of International Trade <https://link.springer.com/content/pdf/10.1007%2F978-3-642-30403-3.pdf>
45. Overcoming Uncertainty of Institutional Environment as a Tool of Global Crisis Management <https://link.springer.com/content/pdf/10.1007%2F978-3-319-60696-5.pdf>
46. Management Systems Innovative Production Management Towards Sustainable Growth <https://link.springer.com/content/pdf/10.1007%2F978-3-319-22756-6.pdf>
47. Organizational Management Policies and Practices in a Global Market <https://link.springer.com/content/pdf/10.1057%2F9781137473080.pdf>
48. Networks Governance, Partnership Management and Coalitions Federation <https://link.springer.com/content/pdf/10.1057%2F9781137566638.pdf>
49. Revolution of Innovation Management <https://link.springer.com/content/pdf/10.1057%2F978-1-349-95123-9.pdf>
50. Daniel Simon • Christian Schmidt Editors Business Architecture Management Architecting the Business for Consistency and Alignment <https://link.springer.com/content/pdf/10.1007%2F978-3-319-14571-6.pdf>
51. Włodzimierz Sroka Stefan Hittma'r Management of Network Organizations <https://link.springer.com/content/pdf/10.1007%2F978-3-319-17347-4.pdf>
52. Christoph Schwindt Jurgen Zimmermann R. Handbook on Project Management and Scheduling <https://link.springer.com/content/pdf/10.1007%2F978-3-319-05443-8.pdf>
53. Hasan Dincer Risk Management, Strategic Thinking and Leadership in the Financial Services Industry <https://link.springer.com/content/pdf/10.1007%2F978-3-319-47172-3.pdf>
54. José-Luis Hervás-Oliver • Marta Peris-Ortiz Management Innovation <https://link.springer.com/content/pdf/10.1007%2F978-3-319-03134-7.pdf>
55. Multinational Corporations and Local Firms in Emerging Economies <http://oapen.org/download?type=document&docid=391375>
56. Supply Chain Management Based on SAP Systems <https://link.springer.com/content/pdf/10.1007%2F978-3-540-68739-9.pdf>
57. Business Intelligence for New-Generation Managers <https://link.springer.com/content/pdf/10.1007%2F978-3-319-15696-5.pdf>