



National Research
**Tomsk
State
University**

Part-time Executive Programme

MBA-AGRIBUSINESS

Course Handbook 2015/2017

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**The Academic Council of the part-time executive programme
“MBA-AGRIBUSINESS”**

President:

- Prof. Dr. Andrey Babenko* – Acting Head of the Department of Agricultural Biology / TSU

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- Dr. Natalia Redchikova* – Associate Professor at the Department of Strategic Management and Marketing / TSU

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- Prof. Dr. Evgenia Nekhoda* – Head of the Department of Strategic Management and Marketing / TSU
- Alexey Grebennikov* – Chief Economist / public corporation “Tomsk mills”
- Dmitry Luzin* – Chief Agronomist / Federal state budget-financed agency “Russian Agricultural Centre” / Tomsk branch

The Academic Council is the main decision-making body of the part-time executive MBA programme “MBA-Agribusiness” and is formed out of both the TSU staff and managers representing the biggest companies and state authorities in the sphere of agriculture operating in Tomsk region.

The Academic Council meets at least twice a year or out of necessity on the request of the Programme Director and makes strategic decisions by simple majority of votes on the following issues:

- Appointment of the programme management and hearing the self-evaluation report;
- Quality Assurance;
- Admission and enrollment to the programme;
- Adoption / updating of the curriculum and schedule of studies;
- Qualification check and approval of the candidates admitted to teaching;
- Approval of MBA thesis topics suggestions;
- Admission to the MBA thesis oral defence;
- Administration of complaints.

Introduction to the International MBA in Agribusiness

Part-time Executive Programme

1. Introduction

This part-time MBA-Agribusiness course (AGRIMBA) is offered by Tomsk State University (TSU) with the support of Wageningen University (WU).

In accordance with agreement between TSU and WU an MBA team assisted TSU in setting up the AGRIMBA and in development of the first generation AGRIMBA, including developing the MBA modules. International professors teach the international part in each module. During their time in Wageningen the teachers from Tomsk made together with the WU professors the study handbook for the AGRIMBA in Tomsk.

The MBA will be awarded following the successful completion of six modules and the acceptance of a MBA thesis by the Programme Academic Council.

2. Rationale

Agribusiness is a large and diverse industry which is growing in Russia as the economy expands. It is an industry that brings together within the food chain, the supply of inputs to agriculture, agricultural production, the processing of outputs - of food and industrial products, its distribution, marketing and retailing. This MBA-Agribusiness course will support all of those involved in this industry to develop their careers and their businesses.

It is specifically designed to give an international focus to your understanding of agri-business. The course will be taught in English and in Russian to give this international perspective. Course participants will be expected to develop their English language skills to a level that allows them to read business reports written in English and contribute at a professional level to discussions conducted in the English language.

3. Legal Framework and Quality Standards

The legal framework and quality standards of the part-time executive MBA in Agribusiness are made up of both international and national standards as well as TSU regulations regarding further education and retraining programmes.

The quality standards and the content specifications at the international level are set by the Quality Manual of the International MBA in Agribusiness Network. According to that provisions, this MBA programme designed for those who wish to develop their career in an agri-business environment is taught in evening time and on Saturdays on a part-time basis, by an international team using both the Russian and English language is characterized by an interactive teaching style with extensive use of case studies that gives a real feel of the business environment.

This TSU part-time executive MBA programme is subject to the accreditation by the Board of the international MBA Network. The quality is also assured by the way of annual reports on the programme progress to be delivered by the programme management to the Board.

The legal framework at the national level is formed by a number of federal laws (e.g. Nr. 273-FZ “On Education in the Russian Federation” from the 29.12.2012) and guidelines issued by the Russian Ministry of Education and Science, notably:

- “Guidelines for Organization and Administration of the Further Education Programmes” (2013);
- “Guidelines for the Basic and Further Education Programme Design based on the Professional Standards” (2015);
- “Guidelines for the Final Examination Organization in Further Education Programmes” (2015);
- “Guidelines for Design, Issue and Registration of Degrees in the Sphere of Further Education” (2015).

Regarding the contents, competencies to be acquired by the participants as well as quality assurance procedures, the MBA programme is guided by the Russian Federal State Standard for Master’s Programmes in Management (subject area 38.04.02) issued on 30.03.2015.

At the TSU level the MBA programme meets the requirements of a number of regulations applicable for further education and retraining programmes, notably:

- Regulations on TSU Further Education and Professional Retraining Programmes (2015);
- Regulations on Final Examination for TSU Further Education and Professional Retraining Programmes (2015);
- Admission Rules for TSU Further Education and Professional Retraining Programmes (2016);
- TSU Regulations on Design, Issue and Registration of Further Education Degrees and Certificates (2015);
- TSU Regulations on Paid Educational Services Delivery (2013).

All the above-named documents can be called up on the website of the TSU Institute for Distance Learning. See: <https://ido.tsu.ru/normdocs/dpo/>

The specific regulations regarding the curriculum, schedule of studies, study and examination regulations, module descriptions etc. for the MBA programme are specified in the following documents:

- Study Regulations for the TSU Part-Time Executive MBA in Agribusiness (2015);
- Guidelines for MBA-Thesis Preparation and Defence within the Part-Time Executive Programme “MBA-AGRIBUSINESS” (2017).

The above-named specific regulations are publicly available through the official website of the MBA Programme. See: <http://iem.tsu.ru/content/mezhdunarodnaya-obrazovatel'naya-programma-v-oblasti-agrobiznesa-agrimba>

4. Admission Requirements and Tuition Fee

According to the TSU Admission Rules for Further Education Programmes (last update in 2016) as well as admission rules stipulated in the specific TSU Study Regulations for the Part-Time Executive MBA in Agribusiness (2015), any person holding a Bachelor Degree or higher (Specialist Degree, Master’s Degree) and having made a contract agreement for educational services with TSU may be enrolled for the course. Managerial position in agribusiness or public administration regulating the agricultural sector is desirable, but not necessary.

English language proficiency is not a pre-requisite, but highly recommended by the Academic Council in order to ensure the contents delivered in English is understood well by the participants and to keep the translations costs as low as possible.

Applications can be submitted to the MBA programme manager by E-Mail during the academic year and, if admitted, the applicant or his/her legal representative must hand in the following documents to the Academic Office:

- Application for admission to the Part-Time Executive MBA in Agribusiness;
- Application for making a contract agreement for educational services;
- Written consent to the personal data handling by the TSU administrative staff;
- Passport copy (pp. 1-2 plus place of residence page);
- Copy of a Higher Education Degree and a Diploma Supplement;
- Copy of a marriage certificate (in case the surname was changed on getting married).

The **tuition fee** you will be charged is determined by the TSU statute on Tuition Fees for Paid Educational Services and is valid for the whole period of study. Tuition fee is subject to annual update, but once a contract agreement for educational services with TSU is made, the amount of arranged contribution rates can't be changed.

The current tuition fee for the MBA programme is 100.000 Rubles per academic year.

5. Course Aims and Objectives

The course aims to enhance the participant's career in international agribusiness by giving a clear understanding of the principles and practice of management as it has developed in the countries with a high level of development of agriculture. Participants, on completion of the course, will be ready to make a greater contribution to the management of their existing organization and be capable of developing a successful and satisfying career elsewhere.

Specifically, the course aims to give participants:

- an understanding of economic principles and their effect on business;
- the ability to use effectively business management techniques;
- the opportunity to generate and communicate ideas;
- to access and use business information efficiently and accurately;
- experience in marketing and the development of marketing plans to suit a range of market situations;
- a knowledge of accounting principles;
- confidence in the preparation and use of business accounts;
- an appreciation of international finance and financial management strategies;
- understanding of international agribusiness and its importance to Russia;
- the opportunity to prepare, as part of their final management project, a thorough analysis of a business situation;
- ability and confidence to get more from themselves and from others;
- leadership skills.

6. Course Workload

A regular workload for the Part-Time Executive MBA in Agribusiness is 1120 academic hours (according to the Federal as well as TSU regulations, 1 academic hour is 45 minutes) distributed over two academic years (640 hours and 480 hours respectively). 180 hours are allocated to theoretical classes, 180 hours – to practical classes, and 760 hours – to self-study, including writing the MBA-Thesis. For detailed study and workload plan, please refer to the Appendix 3.

7. Learning Methods

This MBA-Agribusiness is presented at an executive level on a part-time basis to allow participants to pursue simultaneously their own business careers. Personal tuition within 2 study weeks per module is supported by directed individual study programmed by the participant themselves. Within each study week an international team of tutors will guide participants very intensively through course materials and manage group activities. Lectures are used sparingly to provide basic information. The remainder of each study period will be used for *case studies, seminars, discussion, presentations and site visits, workshops and consultation*.

Most activities will involve the performance of management tasks or the solving of management problems. Often this will be in groups to allow you to learn from each other and share and compare real-life experiences. At other times these tasks will be performed individually as a part of the course assessment procedure.

One single module takes two months and six modules together with the final thesis module are programmed to allow completion of the whole course within two years.

Each module is made-up of some courses. Each of these modules will have designated to it, 60 hours of tuition, 90 hours of directed individual study and 10 hours exam. Modules will be taught with the aid of a wide variety of prepared / recommended teaching material that directs the participant through the course. These materials will build up to give a complete MBA pack.

The course itself provides management experience. Multiple objectives have to be achieved and deadlines met under a variable workload using individual and team work skills. Direction can be asked for but cannot always be given. Expectations are high and criticism frank but constructive. The objective is to develop initiative, thought, originality, independence, determination and ability. These qualities cannot be taught but may be developed with the experience gained in this course. They are vital for successful management.

8. Resources

TSU, WU and other universities are well equipped to provide this course. Participants will have access to not only all the resources of TSU but also the resources of the supporting international universities and colleges from which the international board come from. These resources include fully equipped computer laboratories, Research library and modern teaching facilities.

TSU Research Library provides Master's Students with an open access to its resources. Users are provided with online access to a wide range of remote and local databases of research and educational resources: 67 full-text databases including e-library and e-catalogue of Tomsk State University. Full-text databases provide access to 10,000 full-text journals (mostly international) with archives, 227,000 books, 2.9 million dissertations, reviews, and statistical, analytical and other materials. The databases of Scopus, Web of Science, e-Library, resources of Springer, journals published by Elsevier, Oxford University Press, East View, Polpred, JSTOR are widely used. High-speed Internet and WLAN is provided. Offline access to the teaching materials and scientific publications is provided in the reading room Nr. 3 (social sciences and economics) of the Research Library. The room is equipped with 17 PCs and served by a library assistant helping readers out with finding information and using the knowledge bases. Opening hours: Monday – Friday: 9:00 am – 9:00 pm; Saturday – Sunday: 9:00 am – 3:00 pm.

For the E-catalog and detailed terms of service please proceed to the library website: <http://www.lib.tsu.ru/en>

The whole course will be serviced by Tomsk State University. Dedicated support staff will provide help and assistance to all participants and guide enquiries, information requests and documentation to the appropriate body. Meanwhile, the main communication channel is E-Mail.

The entire course materials including teaching materials and PowerPoint presentations supporting the learning process are available unit by unit for registered users within the MOODLE – Electronic University System at: <https://moodle.tsu.ru/?lang=en>

9. Course Structure

Module Nr.	Time of delivery	Module Title
Module 1	October – November 2015	General Economics & Law
Module 2	November – December 2015	Accounting and Finance
Module 3	February – March 2016	Marketing and Trade
Module 4	April – May 2016	Logistic and Trading Networks
Module 5	October – November 2016	Management in Agribusiness
Module 6	November –December 2016	Modern Agricultural Technology
Module 7	February – May 2017	Thesis
Supplementary Module	February – May 2017	Business English
	5 – 6 June 2017 7 June 2017	Defence of the Thesis MBA AWARD

10. Timetable 2015-2017

Module	Date	Subject
Module 1	2015	
Study Week 1	26 October – 31 October	General Economics & Law
Study Week 2	2 November – 7 November	General Economics & Law
Module 2	2015	
Study Week 3	23 November – 28 November	Accounting and Finance
Study Week 4	30 November - 5 December	Accounting and Finance
Module 3	2016	
Study Week 5	29 February – 5 March	Marketing and Trade
Study Week 6	7 March – 12 March	Marketing and Trade
Module 4	2016	
Study Week 7	4 April – 9 April	Logistics and chains
Study Week 8	11 April- 16 April	Logistics and chains
Module 5	2016	
Study Week 9	28 October – 29 October	Management
Study Week 10	1 November – 5 November	Management
Module 6	2016	
Study Week 11	28 November – 3 December	Modern Agricultural Technology
Study Week 12	5 December - 10 December	Modern Agricultural Technology
Module 7	February – May 2017	MBA Thesis
Supplementary Module	January – April 2017	Business English
	5 – 6 June 2017 7 June 2017	Defence of the Thesis MBA AWARD

11. Assessment and Attendance

The MBA Standard

Courses shall be assessed by a combination of written examination and coursework as specified in the module teaching programmes. The award of the degree will require an overall average of 50% from the 6 modules, subject to a minimum of 40% in each module. In addition candidates will be required to obtain a minimum of 50% in the Thesis.

Award with Distinction

The MBA shall be awarded with distinction to any candidate who:

- a) obtains an average of 70% or over in the taught courses and 65% or over in the thesis;

and

- b) has completed and passed all elements of the course at their first sitting.

Course assessment

I. General Rule

The rule 60% to 40 % is a basis for deciding on the proportion between the final examination and course work marks. Two options are possible:

60% exam / 40% course work, OR
40% exam / 60% course work.

The decision on choosing one of these options is made by module coordinators and the Programme Management.

II. Marking

Maximum number of points available is 100 for examination and 100 for a course work. The 100 points is split between a number of examination questions, or a number of cases or essays which are the subject for the evaluation. On this basis a number of points are attached to a single question or a course work. The final mark is calculated as a sum of points received for examination and course work multiplied by the 60 or 40%.

III. Course Failure

Participants failing courses (i.e. marks below 40%) will normally be required to retake the complete course when it is next offered. However, a student who fails any final course examination but who has passed all the coursework for that course may be allowed to carry their coursework marks and retake the examination at the next sitting of that examination.

Participants failing to complete a module

- a) Participants who pass the examination but fail the course may, subject to the approval of the Programme Director, be permitted to complete or resubmit such coursework by a date not exceeding three months after its initial completion date in order to obtain the minimum overall mark (40%). After this time the whole course will be required to be re-taken.
- b) Participants, whose coursework is incomplete or do not pass, and who fails to present themselves for examination will be required to retake that course.
- c) A participant who fails, or fails to complete, any course at the third sitting will normally be required to withdraw from the course upon the decision of the Academic Council.

Participants will normally be required to complete all elements of the programme within 2 years from their date of first registration unless the thesis defence is postponed for valid reasons.

IV. Examinations

Written examinations will be held at the end of each module preceded by tests taken by participants once a particular unit is accomplished. Participants will be given one opportunity to retake each examination. Retakes will be conducted within 3-months of the final exam.

V. Attendance

Attendance at the study weeks are a crucial component of the programme. Participants are strongly advised to attend but allowance has been made to acknowledge prior learning and occasional work commitments with the minimum acceptable attendance of 50 %.

Participants whose attendance falls below 50% would be deemed to have failed the course and required to repeat it the following year. If attendance falls below 75% a medical certificate from a Doctor or an Employer would be required in the case of any illness or business needs.

VI. Marking Schedule for Assessment

70+%	Excellent work showing significant signs of originality and an in-depth understanding of the topics covered. Extensive use of relevant literature sources and work experience where appropriate.
60-69%	Highly competent work demonstrating clear understanding of the issues. Some signs of presenting information in a new light or drawing strands together in a new framework. Good use of relevant literature sources and work experience. Well presented.
50-59%	Competent work, providing satisfactory coverage of the topics concerned. Perhaps lacking flair or originality but showing clear evidence of understanding. Relevant literature sources and work experience used in a fairly standard routine way. Satisfactory presentation.
40-49%	Struggling to meet minimum standards required for MBA level work. Perhaps contains flaws in logic or methodology or both. Suggests lack of understanding of some of the key issues. Limited use of relevant literature sources and work experience.
39-%	Fails to meet the required standard.

VII. Fraud

Any attempt to gain an MBA qualification by fraudulent means such as plagiarism, or collusion will be dealt with severely. If the module tutor has reasonable grounds to suspect substantial plagiarism or other cheating in an assessment then a mark of 0% will be awarded for that assessment and the Course Tutor will issue a written warning. Two written warnings will at the discretion of the Course Committee result in dismissal from the course.

VIII. Appeals

Substantial claims of less favorable treatment in assessment should be made to the module co-ordinator or Programme Director in the first instance. If the dispute cannot be resolved then the Programme Academic Council will consider a written appeal from the participant.

12. MBA Thesis

After successful completion of entire 6 theoretical modules (in each case, an ordinary credit test is given), the participants are admitted to the Module 7: MBA Thesis. The workload allocated for the preparation and defence of a MBA Thesis is 160 hours of self-study in the second academic year. Students should choose a MBA Thesis supervisor among the teaching staff and write a paper addressing the current problems in agribusiness, actual cases and challenges being faced by student's enterprise. The paper should be based on scientific methods, using hypothesis, data analysis, national and international literature, and end with conclusions / recommendations / suggestions of practical importance for the dissertation topic. The MBA thesis topics are subject to confirmation by the Programme Academic Council, which decides whether a particular thesis complies with the quality standards and assigns a day for the oral defence conducted open to all

the interested parties. The MBA Thesis should be submitted in English language to allow for international peer-review. The oral defence should be held in English language. However, a Russian-English interpretation during the defence is possible.

For detailed quality standards, design requirements, and evaluations criteria, please refer to the Guidelines for MBA-Thesis Preparation and Defence Within the Part-Time Executive Programme “MBA-AGRIBUSINESS”.

13. Course Evaluation

A major strength of this MBA is its ability to develop and modify the course according to the needs of each cohort of participants. To allow this, every module as well as the MBA programme as a whole will be evaluated by the participants as part of a continuous quality assurance programme. These evaluations will be discussed by participants with course tutors who will be able to take immediate action to overcome problems.

There are two types of anonymous performed evaluations organized and analyzed by the programme manager.

The first type is conducted immediately once the respective module is finished and regards the internal and external teachers' performance, module contents, teaching methods, and competencies acquired by participants. The results of the module evaluations are summarized by the programme director after the 6th module is over (usually the January-February in the second year of study) and communicated to the members of the Academic Council as well as teaching staff, and course participants during a regular meeting with the programme director. The results can give cause to the unit contents updates, curricular adjustments, teacher substitution or module rescheduling.

The second type of evaluation is related to the programme quality as a whole and is organized and processed by the programme manager shortly before the oral defence of MBA Thesis takes place (usually at the end of May).

Both types of evaluation sheets to be filled out by course participants are cited in the following.



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COURSE EVALUATION QUESTIONNAIRE

By filling in this questionnaire you can share your personal impressions of the academic course and thereby help evaluate and improve its quality. When carrying out the survey and interpreting its results your anonymity is guaranteed.

Module:

Course:

Lecturers:

1. Were the topics presented in a comprehensive way?
2. How well was the lecturer prepared?
3. Does lecturer leave some time for questions and discussions?
4. Does lecturer provide the structure of the each particular lesson before he starts teaching?
5. Have the means of presentation (slides, transparencies, blackboard, beamer) been used during the course and how have they been helpful to you?
6. How well can the lecturer handle questions from the participants?
7. How clear are the aims of learning?
8. Do you know what you have to learn for the exam?
9. How updated is the course?
10. The quantity of the contents was...
11. The level of the course was...
12. I regard the contents of this course for my formation as...
13. Did you get handouts, sheets with exercises, etc...?
14. How do you judge the style of the lecturer?
15. How well can the lecturer motivate you for the contents?
16. How interesting was the course?
17. Does this course make sense to visit?
18. How much new stuff did you learn?
19. Please estimate the course (not the lecturer) taking everything into consideration

AVERAGE SCORE:

5 – Highest score 1– Lowest score

Thank you for your time and for sharing your views!



INTERNATIONAL MBA IN AGRIBUSINESS EVALUATION SHEET

By filling in this questionnaire you can share your personal impressions of the part-time executive MBA as a whole and thereby help evaluate and improve its quality. When carrying out the survey and interpreting its results your anonymity is guaranteed.

① For what **reasons** did you attend this programme? (multiple answers are possible)

- ☐ Employer's stimulus
 ☐ TSU reputation
 ☐ Acquisition of skills and competences
☐ Recommendation
 ☐ International orientation
 ☐ Other:

② **Programme Aims and Structure**

	don't agree at all	don't agree	50/50	agree	fully agree
2.1. The module structure is clear and well-scheduled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2. The in-class and self-study workload of the programme was feasible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

③ **Acquired Competencies**

	don't agree at all	don't agree	50/50	agree	fully agree
Thanks to this course I ...					
3.1. have deep theoretical knowledge in the sphere of agribusiness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2. have developed my practical skills in agribusiness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

④ **General programme assessment**

All in all I give the programme the following mark (ten-point grading scale):

unsatisfactory		satisfactory		average		good		very good	
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	<input type="checkbox"/> 10

Thank you for your time and for sharing your views!

14. Course Management Team

The MBA programme is managed by the MBA Management Team which consists of the Programme Director and the Programme Manager reporting to the Academic Council.

The Programme Director is responsible for the administration of the MBA course in Tomsk State University and operates with the support of the International Committee, its development, implementation and effective delivery and for the maintenance of academic standards. He will appoint all external examiners and be particularly attentive to the comments of these examiners.

The International Committee will review the content of courses and assess their relevance to future managers operating in an international environment. The Programme Director reports annually to the International Committee.

The Programme Director is a contact person for agricultural companies in Russia, is in charge of the recruitment of the participants for the MBA course and promotion campaign of the MBA Programme.

The Programme Manager is the external coordinator for the Programme MBA, provides the information exchange between all the Project partners, and is responsible for the preparation and organization of the visits of the Professors from Wageningen University during the international week. The Programme Manager is in charge of the development of the Handbook, the presentation materials and the folder of the MBA course.

Each module is coordinated by the Module Coordinator. The Module Coordinators work out the Module content, select the study materials and upload them to the MOODLE – Electronic University System, and stand by the Professors from Wageningen University during the international week.

15. Participant and Staff Rights and Responsibilities

This MBA programme is designed to allow all participants and teaching staff to participate in a combined learning experience. All those involved are expected to make a full contribution to the course and will have a responsibility to participate fully in team activities seminars and other group events, giving support where needed criticism when asked. The International Board will expect all actively promote the image of the programme. Care will always be required when handling the confidential information that participants can increasingly expect to be offered as part of the course to support learning objectives.

It is important to appreciate this programme is based, as far as is possible, on business, philosophies with business methods of working. As such, it is likely to deviate from your previous experience and your expectations of a university course. You will be free to work as you see best as long as this does not prejudice the work of others and so long as you reach the standards set. Indeed, developing and negotiating effective systems of working will be as much

a part of the learning experience as the subject matter itself. Direction and instruction will not always be a feature of the programme. It is important to appreciate this and see it as a challenge.

The following students' and staff responsibilities derive from the Agreement on Paid Educational Services signed by both contractual parties. The model contract is available on the TSU website at: <http://www.tsu.ru/upload/medialibrary/09a/dogovor-ob-okazanii-obrazovatelnykh-uslug.pdf>

Students are entitled to:

- receive information from TSU on the organization and ensuring proper education service delivery, as well as educational activities of TSU and its development prospects, as well as about their personal progress, behavior and attitudes to learning in general and to specific subjects of the curriculum;
- apply to TSU employees on issues related to the educational process in the university;
- receive complete and reliable information on an evaluation of his/her knowledge and skills, as well as on the criteria for the evaluation;
- use TSU facilities necessary for conducting the educational process, in classes specified in the schedule, including services of TSU Scientific Library;
- apply for prolongation / postponement of the examination period, including the oral defence of MBA Thesis for valid reasons (sickness leave, maternity leave, urgent business needs). However, the declared reason should be proved by appropriate documents, and the application is subject to approval by the Programme Academic Council.

Students are obliged to:

- make timely payments for educational services provided in a manner and time specified in service agreement;
- behave respectfully to research, teaching, engineering, administrative, economic, administrative and other TSU staff.
- compensate any damage caused to TSU property in accordance with legislation of the Russian Federation;
- in specified term provide TSU with all necessary documents;
- provide attendance in accordance with the schedule provided in Chapter 6 of this Handbook;
- not to interfere to any TSU activities related to organization and conduct of educational process;
- follow the MBA programme in accordance with the curriculum and/or individual plan; attend classes specified by curriculum and schedule; prepare properly for classes and perform tasks given;
- inform TSU about reasons of absence in class.
- follow requirements of TSU Regulations, TSU local normative acts and Internal Regulations, respect academic disciplines and generally accepted norms of behavior, and treat respectfully the research, teaching, engineering, administrative, economic, educational and other TSU staff as well as other students.
- in case of termination of the service agreement student's own request, he/she shall refund TSU actual costs.
- in case of changes in student's contact information the latter shall inform TSU about these changes in writing within ten (10) days.

TSU is entitled to:

- independently carry out the educational process in accordance with Russian national requirements and international standards;
- not to enroll a student in case of failure to comply with terms of payment;
- charge an extra fee from a student for prolongation of the planned study time, if additional costs occur;
- expel a student based on the following grounds:
 - if the student fails to make payment within the contractual period including cases related to delayed payment on TSU account due to technical or other errors of sender;
 - if the student does not fulfil his/her commitments as specified above;
 - if the student was expelled from the course as a disciplinary measure.

TSU is obliged to:

- Enroll students who meets all requirements specified by the legislation of the Russian Federation and TSU regulation on admission as a course participant;
- organize and provide appropriate educational service; educational services shall be provided in accordance with Russian national requirements and international standards;
- secure student's position in case he/she is being absent for valid reasons (taking into account fees for educational services were made);
- respect students and protect them from all forms of physical and mental violence, personal insult, and provide protection of their life and health;
- provide students with TSU Regulations, the certificate of state / professional / international accreditation of the educational programme and TSU internal regulations.

16. MBA - Office Facilities

The Programme Director	Prof. Dr. Andrey Babenko
The Programme Manager	Dr. Natalia Redchikova
Telephone	+7 (3822) 527 162
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The MBA office is located at Tomsk State University
pr. Lenina, 36

634050 Tomsk
Russia

You should address all enquiries to this office.

Appendix 1 Teaching Staff

Programme Director: Prof. Dr. Andrey Babenko / Tomsk State University

Programme Manager: Dr. Natalia Redchikova / Tomsk State University

MODULE 1.	GENERAL ECONOMICS AND LAW
Coordinators:	Prof. Dr. Wim Heijman / Wageningen University, Netherlands Dr. Mikhail Chikov / Tomsk State University, Russia
Lecturers:	Prof. Dr. Wim Heijman / Wageningen University, Netherlands Dr. Mikhail Chikov / Tomsk State University, Russia Prof. Dr. Eleonora Marisova / Slovak Agricultural University Dr. Natalia Redchikova / Tomsk State University, Russia Dr. Valentina Melnikova / Tomsk State University, Russia
MODULE 2.	ACCOUNTING AND FINANCE
Coordinators:	Dr. Sanin Ivanovich / Belgrade University, Serbia Dr. Natalia Redchikova / Tomsk State University, Russia
Lecturers:	Dr. Sanin Ivanovich / Belgrade University, Serbia Dr. Natalia Redchikova / Tomsk State University, Russia Dr. Stepan Levin / Tomsk State University, Russia Irina Makarova / Tomsk State University, Russia
MODULE 3.	MARKETING AND TRADE
Coordinators:	Prof. Dr. Vlade Zaric / Belgrade University, Serbia Prof. Dr. Irina Petinenko / Tomsk State University, Russia
Lecturers:	Prof. Dr. Vlade Zaric / Belgrade University, Serbia Prof. Dr. Irina Petinenko / Tomsk State University, Russia Dr. Vera Chuvakina / Tomsk State University, Russia
MODULE 4.	LOGISTICS AND CHAINS
Coordinators:	Dr. Jelena Vlajic / Queen's University Belfast, UK Prof. Dr. Evgenia Nekhoda / Tomsk State University, Russia
Lecturers:	Dr. Jelena Vlajic / Queen's University Belfast, UK Prof. Dr. Evgenia Nekhoda / Tomsk State University, Russia
MODULE 5.	MANAGEMENT
Coordinators:	Prof. Dr. Ruud Huirne / Wageningen University, Netherlands Prof. Dr. Andrey Babenko / Tomsk State University, Russia
Lecturers:	Prof. Dr. Ruud Huirne / Wageningen University, Netherlands Prof. Dr. Andrey Babenko / Tomsk State University, Russia Prof. Dr. Vladimir Tarasenko / Tomsk State University, Russia Dr. Svetlana Evarovich / Tomsk State University, Russia
MODULE 6.	MODERN AGRICULTURAL TECHNOLOGY
Coordinators:	Piet Beijman / Project director at LEC, Netherlands

Lecturers:		Dr. Svetlana Toluzakova / Tomsk State University, Russia Piet Beijman / Project director at LEC, Netherlands Dr. Svetlana Toluzakova / Tomsk State University, Russia Dr. Oksana Symanovich Dr. Svetlana Mikhailova / Tomsk State University, Russia
MODULE 7.	MBA THESIS	
Coordinators:		All the instructors involved in the teaching process.

Note:

The entire curricula vitae of the teaching staff are published online and available to download from Programme website. See: <http://iem.tsu.ru/content/mezhdunarodnaya-obrazovatel'naya-programma-v-oblasti-agrobiznesa-agrimba>

COURSE DESCRIPTION

The award of an International MBA in Agribusiness depends upon your successful completion of six modules and the acceptance of a thesis by the MBA Academic Council. This thesis will allow you to apply the skills developed in each of the modules to a real business situation of your choice.

Six modules (plus module for the thesis) are presented in the Programme studies to allow all modules work to be completed within 24 months. The satisfactory completion of the thesis in the seventh module will allow an award of the MBA after two year of study.

Each module contains some units. Per module the tuition is conducted over two intensive study weeks. All international study weeks will be presented in English language by an international group of teachers. These teachers will bring a wide experience of International Agribusiness and Innovation Management.

Material will be presented in a wide variety of forms to encourage your active involvement in the learning process. You will receive a complete course manual for each course your register for. These manuals will direct you through the course guide your private study and highlight key issues. Extensive use will be made of case studies from Russia, the European Union and elsewhere. An important part of each intensive study week will be the full analysis of a real live case by you and your colleagues working as part of a team. Team work will be emphasised all through the MBA to allow us to learn from each other. Team work is central to all modern ideas of management. It is important that we all learn to work as a team and fully understand team dynamics.

COURSE CURRICULUM

First year

Module №	Module subject	Hours / weeks
1	General Economics and Law	160/5
2	Accounting and finance	160/5
3	Marketing and trade	160/5
4	Logistic and chains	160/5
Total		640/20

Second year

Module №	Module subject	Hours / weeks
5	Management	160/5
6	Modern Agricultural Technology	160/5
7	MBA-Thesis	160/20
Total		480/30
8*	Business English	96/12

* Supplementary Module.

Topic and Workload Structure of the Part-Time Executive MBA in Agribusiness

№	Module / Unit Title	Work-load	Contact hours	In class hours			Self-study	Method of assessment	Examination form
				Lectures	Lab work	Practical classes			
I	Module 1. General Economics and Law	160	60	30		30	100		credit test
1.1	<i>General Economics</i>	26	10	6		4	16	test	
1.1.1	Basic Macro-economic and Micro-economic Indices	16	6	4		2	10		
1.1.2	Economic Problems of Agricultural Production	10	4	2		2	6		
1.2	<i>Business Administration</i>	27	10	6		4	17	test	
1.2.1	Firm's Behavioral Models	14	6	4		2	8		
1.2.2	Pricing Analysis	13	4	2		2	9		
1.3	<i>International Agricultural Politics</i>	27	10	4		6	17	test	
1.3.1	International Agricultural Programmes	14	6	2		4	8		
1.3.2	EU's Agricultural Policy	13	4	2		2	9		
1.4	<i>International regulation in the sphere of agriculture. The Customs Union</i>	27	10	4		6	17	test	
1.6.1	Customs Union	14	6	2		4	8		
1.6.2	Types of Customs Legislation	13	4	2		2	9		
1.5	<i>International Law</i>	26	10	6		4	16	test	
1.5.1	Concept and Institutions of International Law	13	5	3		2	8		
1.5.2	Legal Foundations of International Agreements	13	5	3		2	8		
1.6	<i>Legal Regulation in Agriculture</i>	27	10	4		6	17	test	
1.6.1	Basic Principles of Legal Regulation	14	6	2		4	8		
1.6.2	Basics of Agrarian and Ecological Law	13	4	2		2	9		
II	Module 2. Accounting and Finance	160	60	30		30	100		credit test
2.1	<i>Accounting Theory</i>	26	10	6		4	16	test	
2.1.1	Accounting Specifics	13	5	3		2	8		
2.1.2.	Balance Sheet	13	5	3		2	8		
2.2	<i>Financial Accounting and Reporting</i>	53	20	10		10	33	test	
2.2.1	Basics of Fiscal Accounting	13	5	3		2	8		
2.2.2	Accounting of Organization's Financial Investments	13	5	3		2	8		

2.2.3	Concept and Methods of Financial Analysis	13	5	2		3	8		
2.2.4	Analysis in Plant	14	5	2		3	9		
2.3	<i>Taxes and Taxation. Fiscal Accounting</i>	27	10	6		4	17	test	
2.3.1	Taxation Theory	13	5	3		2	8		
2.3.2	Tax Payments	14	5	3		2	9		
2.4	<i>Management Accounting</i>	27	10	4		6	17	test	
2.4.1	Classification of Costs	9	3	1		2	6		
2.4.2	Calculating the Expenditures	9	3	1		2	6		
2.4.3	Decisions on Capital Investment	9	4	2		2	5		
2.5	<i>Capital investment decisions.</i>	27	10	4		6	17	test	
2.5.1	Approaches to investment	13	5	2		3	8		
2.5.2	Investment decision	14	5	2		3	9		
III	Module 3. Marketing and Trade	160	60	30		30	100		credit test
3.1	<i>Theory and Practice of Modern Marketing</i>	26	10	4		6	16	test	
3.1.1	Marketing Theory Development	13	5	2		3	8		
3.1.2	Organization of Marketing	13	5	2		3	8		
3.2	<i>Prices and prices strategies</i>	26	10	4		6	16	test	
3.2.1	Price in Economy	13	5	2		3	8		
3.2.2	Pricing Orientation	13	5	2		3	8		
3.3	<i>Agrarian Marketing and marketing research</i>	27	10	6		4	17	test	
3.3.1	Agricultural and Food Markets	13	5	3		2	8		
3.3.2	Problems of Agricultural Marketing	14	5	3		2	9		
3.4	<i>International Marketing</i>	27	10	6		4	17	test	
3.4.1	Marketing and International Business	13	5	3		2	8		
3.4.2	Drawing Marketing Strategies	14	5	3		2	9		
3.5	<i>World Agrarian Markets</i>	27	10	6		4	17	test	
3.5.1	Land Resources	13	5	3		2	8		
3.5.2	Natural Resources Markets	14	5	3		2	9		
3.6	<i>Agribusiness and Market Structure</i>	27	10	4		6	17	test	
3.6.1	Goods Distribution Channels	13	5	2		3	8	test	
3.6.2	Marketing Strategies	14	5	2		3	9	test	
IV	Module 4. Logistics and Chains	160	60	30		30	100		credit test

4.1	<i>Logistics as a science of organization and production distribution management</i>	32	12	6		6	20	test	
4.1.1	Basics of Logistics	16	6	3		3	10		
4.1.2	Delivery Chains Management	16	6	3		3	10		
4.2	<i>Functional Areas of Logistics</i>	32	12	6		6	20	test	
4.2.1	Logistics Areas	16	6	3		3	10		
4.2.2	Production Logistics	16	6	3		3	10		
4.3	<i>Decision-Making in Food Logistics</i>	32	12	6		6	20	test	
4.3.1	Logistic Management	16	6	3		3	10		
4.3.2	Decision Making in Food Logistic	16	6	3		3	10		
4.4	<i>Business Planning</i>	32	12	6		6	20	test	
4.4.1	Foundations of Business Planning	16	6	3		3	10		
4.4.2	Drawing a Business Plan	16	6	3		3	10		
4.5	<i>Business Ethics and Corporate Social Responsibility</i>	32	12	6		6	20	test	
4.5.1	Corporation and Business Ethics	16	6	3		3	10		
4.5.2	The Concept of Corporate Social Responsibility	16	6	3		3	10		
V	Module 5. Management	160	60	30		30	100		credit test
5.1	<i>Management in Organization</i>	26	10	6		4	16	test	
5.1.1.	Foundations of Modern Management	13	5	3		2	8		
5.1.2	Planning in Management	13	5	3		2	8		
5.2	<i>Management Policy in Agribusiness</i>	26	10	6		4	16	test	
5.2.1	Agribusiness System	13	5	3		2	8		
5.2.2	Modern Agribusiness Management Techniques	13	5	3		2	8		
5.3	<i>Risk Management</i>	27	10	4		6	17	test	
5.3.1	Risk in Agriculture	13	5	2		3	8		
5.3.2	Concept of risk analysis	14	5	2		3	9		
5.4	<i>Human Resources Management</i>	27	10	6		4	17	test	
5.4.1	Organizational Culture and HR Management	13	5	3		2	8		
5.4.2	Personnel Policy	14	5	3		2	9		
5.5	<i>Decision Making</i>	27	10	4		6	17	test	
5.5.1	Decision Making in Management and Classification of Managerial Decisions	13	5	2		3	8		

5.5.2	Approaches to Decision Development and Making	14	5	2		3	9		
5.6	<i>Quality Management</i>	27	10	4		6	17	test	
5.6.1	The Concept of Quality	13	5	2		3	8		
5.6.2	Quality Management Methods	14	5	2		3	9		
VI	Module 6. Modern Agricultural Technology	160	60	30		30	100		credit test
6.1	<i>Practical Aspects of Farm management</i>	52	20	10		10	32	test	
6.1.1	Modern Milk Production Technologies	26	10	5		5	16		
6.1.2	Milk Farm Analysis and Assessment	26	10	5		5	16		
6.2	<i>Biotechnology in Agriculture</i>	26	10	4		6	16	test	
6.2.1	Modern trends and methods of biotechnology	13	5	2		3	8		
6.2.2	Advances in biotechnology for animal husbandry and crop production	13	5	2		3	8		
6.3	<i>Animal Husbandry</i>	56	20	10		10	36	test	
6.3.1	Animal Husbandry Branches and Technologies	28	10	5		5	18		
6.3.2	Modern Approaches in Animal Husbandry	28	10	5		5	18		
6.4	<i>Modern technologies of crop and forage production</i>	26	10	6		4	16	test	
6.4.1	Crop Production Problems in Siberian Federal District	13	5	3		2	8		
6.4.2	Best Practices in Plant Growing and Forage Production	13	5	3		2	8		
VII	Preparation and Defence of MBA Thesis	160	-	-		-	160		Final mark
	Total	1120	360	180		180	760		
VIII	Business English	96	48			48	48	test	

UNIT DESCRIPTIONS

<u>Course MBA Agribusiness</u> Module 1: Unit 1.1 General economics <u>Lecturer:</u> Dr. Mikhail Chikov, Prof. Dr. Wim Heijman
<u>TOPIC</u> Management economics
<u>AIM</u> To supply the economic knowledge in the field of the functioning of current micro economic system necessary to develop the measures to correct it and develop general mechanisms of interstate coordination of economic behavior of market participants connected with production, processing and marketing agricultural products.
<u>OBJECTIVES</u> To define basic micro economic and macro-economic indicators and the peculiarities of their functioning under the conditions of agricultural market; to study basic economic indicators for efficient international business processes; to study the peculiarities of the international monetary and financial system and currency control of agricultural markets.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<u>COURSE CONTENT</u> 1. Introduction into the discipline. Basic micro-economic and macro-economic indicators of economic agents and their functioning under the conditions of agricultural market. 2. Basic economic indicators for efficient international business processes (gross domestic product, GNP, GNI; employment, unemployment; investments and money holdings; industry and trade; balance of payments). 3. The macro-economic issues of agricultural production in the international context; macro-economic notions and indicators characterizing economic mechanism of market participants.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - testing.
<u>RECOMMENDED READING</u> 1. Guide to Economic indicators (making sense of Economics), Profile Books Ltd., 2008. 2. Agrarian policy of the European union, Nazarenco V., Market, 2004. 3. Principles of Economics, Karl E. Case, Ray C. Fair, Sharon M. Oster, 2009. 4. Economics Evropean edition, Paul Krugman, Robin Wells, Kathryn Graddy, 2008. 5. http://www.wto.ru 6. http://www.mcx.ru/documents/document/show/1359.145.htm
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To use the knowledge to develop agricultural business in the sphere of animal production.

<u>Course MBA Agribusiness</u> Module 1: Unit 1.2 Business Administration <u>Lecturer:</u> Dr. Mikhail Chikov
<u>TOPIC</u> Management economics
<u>AIM</u>

<p>To form the knowledge and skills necessary to increase in efficiency of managing systems of production, processing and marketing the agricultural products. Management in modern economic conditions, the variety of techniques and decisions intended to economic activity implementation and maintenance of managerial decisions makes the course important because of the possibility to connect the theory of economics and practice in the agricultural sector.</p>
<p><u>OBJECTIVES</u></p> <p>To reveal economic content of a firm and define the main principles of effective decision making in alternative models of firm behavior; to study the principles of demand management and determine the importance of the theory of elasticity in management decision making; to study the significance of expenses for management decision making and price determination; to study basic economic indicators for efficiency of planned investments and degree of risk; to examine the peculiarities of decision making in the conditions of information asymmetry.</p>
<p><u>COURSE FORMAT</u></p> <ul style="list-style-type: none"> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<p><u>COURSE CONTENT</u></p> <p>Economic substance of a firm and effective decision making. Alternative models of firm behavior. Supply and demand. The theory of elasticity in management decision making. Theory and appraisal of production. The significance of expenses for management decision making. The analysis of price determination in various types of market structures. Price determination and management decision making. Economic analysis of efficiency of planned investments and degree of risk. Decision making in the conditions of information asymmetry.</p>
<p><u>METHOD OF ASSESSMENT</u></p> <ul style="list-style-type: none"> - exam questions; - problem solving tasks; - testing.
<p><u>RECOMMENDED READING</u></p> <p>Allen W. B., Weigelt K., Doherty N., and Mansfield E., 2009. Managerial Economics Theory, Applications and Cases, 7th Edition. Norton.</p> <p>Managerial economics and organizational architecture / James A. Brickley, Clifford W. Smith, Jr., Jerold L. Zimmerman. - Boston : McGraw-Hill Irwin, 2007. 730 p.</p> <p>Varian H.R. Intermediate Microeconomics: A Modern Approach. - W. W. Norton & Company – 2010, 739 pages. 8th ed.</p> <p>Frank R. Kh. Microeconomics and behaviour. – M.: INFRA, 2000.</p> <p>Kit P., Yang F. Managerial economics. Toolkit of a manager. SPb.: Piter, 2008</p> <p>Microeconomics: A Practical Approach (Managerial Economics). Ed. A.G. Gryaznova, A.Yu. Yudanov. M: KNORUS, 2011.</p> <p>Sio K.K. Managerial Economics M.: INFRA, 2000</p>
<p><u>PROFESSIONAL SKILL DEVELOPMENT</u></p> <p>To use the knowledge to develop agricultural business in the sphere of animal production.</p>

<u>Course MBA Agribusiness</u> Module 1: Unit 1.3 International agricultural politics Lecturer: Dr. Mikhail Chikov, Dr. Natalia Redchikova
<u>TOPIC</u> International agricultural politics
<u>AIM</u> To give the students the economic knowledge in the sphere of state agricultural policy in developed and developing countries, which could contribute to developing appropriate measures to correct the policy and common mechanisms of interstate coordination to regulate AIC.
<u>OBJECTIVES</u> To study the history of development of programs to maintain agro-food sector in the USA, programs of price and income support, programs of increased sales, other programs in the agro-food sector and rural zone; to define the process of development of the agro-food policy and peculiarities of current agro-food policy in the USA; to study basic steps of the common agricultural policy of European Union, its evolution; to study national peculiarities of government regulation of agriculture in BRICS countries; to reveal possibilities and prospects of formation of the common agricultural market in BRICS countries.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<u>COURSE CONTENT</u> Agro-food policy in the USA. The history of development of programs to maintain agro-food sector. The programs of price and income support. The programs of increased sales. Other programs in the agro-food sector and rural zone. The process of working out agro-food policy. Modern development of agro-food policy. The common agricultural policy of European Union, its evolution. The mechanism of support of agricultural prices. «Green money» of the common agricultural policy of European Union. Other programs of the common agricultural policy of European Union. Common authorities of the common agricultural policy of European Union. Reforms of the common agricultural policy of European Union. Agricultural policy in BRICS countries. National peculiarities of government regulation of agriculture in BRICS countries. Possibilities and prospects of formation of the common agricultural market in BRICS countries. WTO and agricultural policy of its members. Current mechanisms and problems.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - testing.
<u>RECOMMENDED READING</u> 1. Government regulation of market economy :textbook / Ed.: Kushlin V.I. Moscow : RAGS , 2010. 2. Babashkina A.M., et al. Methods of government regulation of economy : study guide. M. : INFRA-M , 2009. 3. Serova E.V. Agricultural economy. M.: GU VShA, 1999. 4. Traicy M. Agriculture and food products in the economy of developed countries. SPb.,1995. 5. Shaikina V.V., Akhmetov R.G., Kovalenko N.Ya.,et al. Agricultural markets. M.: Kolos, 2001. 6. Stiglitz J.E. Economics of the Public Sector. M.: INFRA, 1997.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Using the obtained economic knowledge to develop agricultural business in the sphere of animal production.

<p><u>Course MBA Agribusiness</u> Module 1: Unit 1.4: International regulation in the sphere of agriculture. The Customs Union <u>Lecturer: Dr. Mikhail Chikov</u></p>
<p><u>TOPIC</u> International regulation in the sphere of agriculture. The Customs Union</p>
<p><u>AIM</u> To supply students with economic knowledge in the field of the functioning of modern microeconomic system, which could contribute to developing appropriate measures of correcting it and working out common mechanisms of interstate coordination to regulate economic behavior of business agents dealing with production, processing and marketing the outcomes of animal production.</p>
<p><u>OBJECTIVES</u> To define basic micro economic and macro-economic indicators of economic agents and their functioning under the conditions of agricultural market; to study basic economic indicators for efficient international business processes; to study the peculiarities of international monetary and financial system and exchange control of agricultural markets.</p>
<p><u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.</p>
<p><u>COURSE CONTENT</u> 1. Introduction into the discipline. Basic micro economic and macro-economic indicators of economic agents and their functioning under the conditions of agricultural market. 2. Basic economic indicators for efficient international business processes (gross domestic product, GNP, GNI; employment, unemployment; investments and money holdings; industry and trade; balance of payments). 3. The macro-economic issues of agricultural production in the international context; macro-economic notions and indicators characterizing economic mechanism of market participants. 4. WTO and agricultural policy of its members. Current mechanisms and problems. 5. Food and Agriculture Organization of the United Nations and its role in super national management. 6. Common economic area of Belarus, Kazakhstan and Russia. Eurasian Economic Committee.</p>
<p><u>PRACTICAL CLASSES</u> Group work (computer exercises; discussion and feedback)</p>
<p><u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - testing.</p>
<p><u>RECOMMENDED READING</u> 1. Guide to Economic indicators (making sense of Economics), Profile Books Ltd., 2008. 2. Agrarian policy of the European union, Nazarenco V., Market, 2004. 3. Principles of Economics, Karl E. Case, Ray C. Fair, Sharon M. Oster, 2009. 4. Economics Evropean edition, Paul Krugman, Robin Wells, Kathryn Graddy, 2008. 5. http://www.wto.ru 6. http://www.mcx.ru/documents/document/show/1359.145.htm</p>
<p><u>PROFESSIONAL SKILL DEVELOPMENT</u> To use the obtained economic knowledge to develop agricultural business in the sphere of animal production</p>

Course MBA Agribusiness Module 1: Unit 1.5: International law. Lecturer: Dr. Eleonora Marisova
TOPIC International law
AIM To provide insight into the International public law, international contract agreements, the special role of the UNO and its agencies, international governmental organizations, as well as basic legal principles of international trade.
OBJECTIVES <ul style="list-style-type: none"> - to get the participants acquainted with international public law and its correlation with national legislation; - to introduce participants to the mission and system of the UNO and other international governmental organizations; - to provide participants with basic diplomatic skills for international business cooperation; - to provide participants with basic knowledge of principles of operation of international trade and settlement of international commercial disputes by arbitration.
COURSE FORMAT <ul style="list-style-type: none"> - lectures; - work with international treaties within groups: agreements for the promotion and reciprocal protection of investments between Russia and other states; -work with international treaties within groups: Vienna convention on succession of states in respect of treaties.
COURSE CONTENT Concept and division (structure) of international law, relationship between Public International law and European Union law. Law of International treaties. United Nations Convention on the law of the sea, Convention on the Territorial Sea and the Contiguous Zone, International Tribunal for the law of the sea. Law of Diplomacy. Foreign bodies of states for international affairs, general principles of the state protocol. The United Nations Organisation (UN) .The structure of the UN bodies, dispute resolution (proceedings). International sales of goods (CISG). Solving of disputes among parties, rules of arbitration, International Court of Arbitration.
METHOD OF ASSESSMENT <ul style="list-style-type: none"> - exam questions; - testing.
RECOMMENDED READING <ol style="list-style-type: none"> 1. Ray, A.: Public International Law. Prentice Hall, Inc. New Jersey.1995. IO-13299892-0ISBN 2. MARIŠOVÁ, E.-Pavlíková, B. : Chapters from the public international law. Nitra : Slovak University of Agriculture, 2015. 174 pg. ISBN : 978-80-552-1304-0 3. Brownlie,I.:Pincípy medzinárodného verejného práva.Bratislava:EUROKÓDEX.2013.784 s. ISBN 978-80-89447-640 4. Casesse,A.: International law, Oxford,2001 5. Harris,D.J.:Cases and materials on International Law,5th edition.London,20013 6. www.un.org
PROFESSIONAL SKILL DEVELOPMENT Mastering theoretical foundations and practical skills in the field of public law.

<u>Course MBA Agribusiness</u> Module 1: Unit 1.6: Legal regulation in agriculture <u>Lecturer:</u> Dr. Valentina Melnikova
<u>TOPIC</u> the legal regulation in sphere of agriculture.
<u>AIM</u> To supply students with the knowledge in the field of the legal regulation in agrarian sphere.
<u>OBJECTIVES</u> To define the main principles of RF agrarian policy and agrarian law; to study basic Federal laws and supplement documents; to study the principles of food security.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<u>COURSE CONTENT</u> 1. Introduction into the discipline. Agrarian Law. Different level of legal education in agriculture. 2. Russian Federal Laws and supplement documents. 3. Basis of Food security. Subjects of Food security. 4. RF Constitution and principles of agrarian law. 5. Internal and external legal relations.
<u>PRACTICAL CLASSES</u> Group work (computer exercises; discussion and feedback)
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - testing.
<u>RECOMMENDED READING</u> 1. Учебно-методический комплекс дисциплин природоресурсного, земельного, экологического и аграрного права / Том. гос. ун-т, Юрид. ин-т, Каф. природоресурсного, земельного и экологич. права ; [сост.: И. Б. Калинин и др. ; под ред. В. М. Лебедева]. - Томск : Издательство Томского университета, 2005. URL: http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000205054 2. Организация предпринимательской деятельности : методические указания : специальность 080502 "Экономика и управление на предприятии АПК" / Томский гос. ун-т, Биол. ин-т ; [сост. Богомазова О. И.]. - Томск : [б. и.], 2009. URL: http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000398831 3. http://www.wto.ru 4. http://studme.org/31614/pravo/gosudarstvennoe_regulirovanie_selskom_hozyaystve_veterinarii
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To use the obtained law knowledge to develop own agricultural business

<p><u>Course MBA Agribusiness</u> Module 2: Unit 2.1 Accounting theory Lecturer: Dr. Natalia Redchikova</p>
<p><u>TOPIC</u> 1. General characteristics of accounting. 2. Accounting balance-sheet. 3. Accounts and double entry book-keeping. 4. Technique and organization of accounting.</p>
<p><u>AIM</u> To get the theoretical knowledge (conceptual basis) of accounting and practical skills necessary in the process of accounting (identification, classification and assessment of accounting objects).</p>
<p><u>OBJECTIVES</u> - to acquire the knowledge of the subject and method of accounting and economic analysis, of the principles of accounting, of the trends of science development, of the accounting technique; to get the skills of system analysis of basic interrelations between accounting objects; the understanding and systematization of business transactions, economic processes in financial and operational activities of business entities; to acquire the skills of reflection of business activity of the organization in accounting; to get the knowledge intended to reveal the financial results of the activity of a firm; to understand the influence of accounting policy of the organization on the truthfulness of financial accounting and reporting; to acquire the knowledge of accounting as the basis for management decision making;</p>
<p><u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.</p>
<p><u>COURSE CONTENT</u> 1. General characteristics of accounting. The history of accounting, functions and objectives of accounting, types of accounting, subject of accounting, the classification of business transactions and economic processes, accounting measurement, the principles, the method of accounting (stocktaking and record-keeping, evaluation and schedule of expenses, accounts and double entry book-keeping, financial statement and recording), internal and external users of the information generated in the book-keeping records. 2. Accounting balance-sheet. The concept and structure of balance (capital assets, current assets, capital and reserves, long-term obligations, short-term obligations), rough balance, net balance, basic accounting equation. 3. Accounts and double entry book-keeping. The concept of account, types of accounts, the connection between accounts and accounting balance-sheet, the essence of double entry book-keeping, the chart of accounts for purposes of financial accounting, circulate lists, synthetical and analytical accounting, characteristics of accounts (basic accounts, clearing accounts, cost-accounting, adjustment accounts, transaction accounts). Current and capital spending of the organization. 4. Technique and organization of accounting. Source documents – the basis of accounting, accounting books and forms of book records, regulatory control of accounting, accounting policies of an organization. The notion of financial statements.</p>
<p><u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - testing.</p>
<p><u>RECOMMENDED READING</u> 1. Federal act «On accounting» № 402-ФЗ dated 06.12.2011. 2. Cheremisina S. V., Tyuleneva N.A., Zemtsov A.A. Business and tax accounting : study manual . Ed.: Zemtsov A.A.; Tomsk State University, Tomsk, 2014. URL: http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000481368 3. Kondrakov N.P. Financial accounting: Textbook . 2-nd edition. Moscow : Prospekt, 2011. 4. Kondrakov N.P. Self-teaching guide on accounting. 6-th edition. Moscow : Prospekt, 2014. 5. Shirobokov V. G., Gribanova Z.M., Gribanov A.A. Financial accounting. Moscow : Knorus, 2014.</p>

PROFESSIONAL SKILL DEVELOPMENT

To have and be ready to demonstrate the knowledge of accounting types (financial, management and fiscal accounting) and their influence on users' decision making (internal and external); interrelation between accounting and other economic disciplines; unification of accounting procedures.

Course MBA Agribusiness**Module 2: Unit 2.2 Financial accounting and reporting**

Lecturer: Dr. Stepan Levin, Irina Makarova

TOPIC

1. The subject, methods and objects of financial accounting
2. Cash management.
3. Investment account.
4. Loan accounting.
5. Asset accounting.
6. Intangible assets accounting.
7. Stock accounting.
8. Accounting of labour and payment.
9. Recognition of income and expenditure
10. Equity capital accounting.
11. Accounting policy of the organization.
12. Foundations of forming accounts.

AIM

To form theoretical knowledge and practical skills on the organization of business accounting, presentation of the financial information by different users for making grounded decisions in the sphere of financial politics, in economic management, as well as taxing, financial reporting (identification, classification and assessment of accounting objects, objects' reflecting in accounting documents).

OBJECTIVES

- to view financial accounting as one of the management functions;
to understand and classify the information about basic accounting fields: cash management, asset management, etc.;
to organize an information system to meet the information demands of internal and external users;
to get the knowledge on preparing and presenting financial information;
to understand the influence of the organization's accounting policy on management decision making.

COURSE FORMAT

- lectures;
- discussions with lecturers and group mates;
- tasks to do in the process of studying;
- independent work.

COURSE CONTENT

1. The principles of financial accounting. The accounting method. The objects of accounting. The users of accounting information. The difference between financial and management accounting. Normative regulation of accounting. The conception of accounting in the market economy.
2. Cash management. Transaction accounting in cash register. Rules of cash transactions. Transaction accounting. Regulations on non-cash settlement. Transaction accounting in foreign currency accounts. Foreign currency law and foreign exchange control law. Disclosure of information about monetary resources in accounting.
3. Investment account. The concept of investment account (funds, loans, contribution to the equity capital, contribution under simple partnership agreement, assignment of debt claim, deposit account). Initial acknowledgement of financial investments. The classification of marketable and non-marketable financial investments, assessment after initial recognition, investment depreciation reserve, financial investment retirement. Accounting capital stocks, debentures, deposits, ineligible bills. Disclosure of information about financial investments in accounting.
4. Loan accounting. The notion of loan. Acknowledgement of indebtedness in loans and credit lines in accounting. Interest charges for obtained credits and loans. Investment assets and interest charges for credits used to purchase investment assets. Disclosure of information about obtained credits and loans as well as about

interest charges in accounting.

5. Asset accounting. The notion of assets. The formation of initial cost of assets. Assets' acquisition from various sources: for a fee, own-account construction, uncompensated receipts, contribution to the equity capital, etc. Repair costs. Markdown and increases in the value of assets. Amortization policy: straight line method, remaining balance in accordance with the number of years in proportion to production release. Asset retirement. Operative leasing of assets. Stocktake of assets. Disclosure of information about assets in accounting.

6. Intangible assets accounting. The notion and classification of intangible assets. The formation of initial cost of intangible assets. Acquisition of intangible assets from various sources: for a fee, own-account construction, uncompensated receipts, contribution to the equity capital, etc. The following assessment of intangible assets: markdown and increases in the value of intangible assets, the presence of active market. Amortization policy: straight line method, remaining balance, in proportion to production release. Intangible asset retirement. . Stocktake of intangible assets. Disclosure of the information about intangible assets in accounting.

7. Stock accounting. The notion and classification of stocks. Acquisition of stocks, accounting variability: with and without accounting price. Accounting for special equipment, special clothes, and special tools. Ways of stock deactivation: FIFO, specific identification method. Creation of reserves for deterioration in stock value. Stock accounting. Stock retirement. Expenditure records in business environment. Outgoing inventory. Accounting variability: with the use of account 40, without the use of account 40. Accounting of final products' implementation. Disclosure of the information about stocks in accounting.

8. Accounting of labour and payment. Wage system. Average wages and their calculation. Salary budget and the procedure for calculating average staff number. Synthetic accounting of calculation with staff. Primary documents for labour accounting and payment.

9. Recognition of income and expenditure. The notion of income in accounting, income classification, income accounting. The notion of expenditure in accounting, expenditure classification, cost elements, expenditure accounting.

10. Equity capital accounting. Equity capital as source of financing. Equity accounting. Additional capital accounting. Reserve capital accounting. Recognition of income and expenditure. Undivided profits accounting (uncovered loss). Allowance account (account 14, 59, 63, 81).

11. Accounting policy of the organization. The notion of accounting policy, accounting policy purpose, organizational and methodological sections of accounting policy. Ways of organization of accounting depending on the enterprise size.

12. Foundations of forming accounts. Ways of recording of economic agent, the notion and significance of accounting, the content of financial accounting in Russia, basic requirements for accounting, regulations of accounting in Russia, the conception of forming (financial) accounting under the conditions of market economy. Compulsory and voluntary audit as a way of accounting validation.

METHOD OF ASSESSMENT

- exams questions;
- problem solving tasks;
- testing.

RECOMMENDED READING

1. Federal act «On accounting» № 402-ФЗ dated 06.12.2011.
2. Cheremisina S. V., Tyuleneva N.A., Zemtsov A.A. Business and tax accounting : study manual. Ed.: Zemtsov A.A.; Tomsk State University, Tomsk, 2014. URL: <http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000481368>
3. Kondrakov N.P. Financial accounting: Textbook . 2-nd edition. Moscow : Prospekt, 2011.
4. Kondrakov N.P. Self-teaching guide on accounting. 6-th edition. Moscow : Prospekt, 2014.
5. Shirobokov V. G., Gribanova Z.M., Gribanov A.A. Financial accounting. Moscow : Knorus, 2014.
6. Levin S. E. Accounting balance. Seversk: Publishing house STI NIYAU MIFI, 2011 .
7. Levin S. E. Income and expenditure account Seversk: Publishing house STI NIYAU MIFI, 2011.
8. Levin S. E. Theoretical aspects of forming financial accounting. Seversk: Publishing house STI NIYAU MIFI, 2011.

PROFESSIONAL SKILL DEVELOPMENT

To have and be ready to demonstrate how to use the financial accounting information for the purpose of management; the difference and interaction between two types of accounting – management and financial ones in the process of preparation of the information for users.

<p><u>Course MBA Agribusiness</u> Module 2: Unit 2.3. Taxes and taxation. Fiscal accounting <u>Lecturer: Dr. Natalia Redchikova</u></p>
<p><u>TOPIC</u></p> <ol style="list-style-type: none"> 1. Economic essence of taxes and theoretical basis of taxation. 2. Taxation system in RF. 3. Federal taxes. 4. Contributions to the compulsory social insurance scheme. 5. Local taxes and specific tax regimes.
<p><u>AIM</u></p> <p>The formation of the basis for understanding the current principles of taxation, formation of practical skills to calculate taxes and duties in RF and tax planning. The important feature of the course is its practice-oriented character.</p>
<p><u>OBJECTIVES</u></p> <ul style="list-style-type: none"> - to get the knowledge of the principles taxation and tax legislation; - to understand the ways of calculating taxes, duties, specific tax regimes; - to get the knowledge of tax accounting; - to study the basic forms of tax control and liability for tax violation.
<p><u>COURSE FORMAT</u></p> <ul style="list-style-type: none"> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<p><u>COURSE CONTENT</u></p> <ol style="list-style-type: none"> 1. Economic essence of taxes and theoretical basis of taxation. Taxes, levies and charges. Tax and its basic features. Levies: definition and types. Tax and non-tax payments: the criteria for differentiation. Tax functions in the economy. Tax elements and their features. Taxation and its principles. Tax classification. 2. Taxation system in RF. Taxation system in RF: the notion and elements. The participants of the relations regulated by tax legislation. The development of tax system in RF. Reforms and contradictions of the tax system. The current tax policy and the basic issues of its realization. 3. Federal taxes. Tax on the profit of the organization and its role in the system of economy. Added-value tax. The reasons of added-value tax introduction in different countries. Excise tax. Fiscal charges for using resources. Personal income tax and its role in regulation of population income and formation of budget generating. 4. Contributions to the compulsory social insurance scheme. 5. Local taxes and specific tax regimes. Regional taxes: the notion and peculiarities of regulation. Types of regional taxes. Local taxes: the notion and peculiarities of regulation. Types of local taxes. Specific tax regimes: the notion and peculiarities of regulation. Taxation of income of business activity. Simplified taxation system. Taxation system in the form of unified tax on imputed income for certain activities. Unified agricultural tax. Patent system of taxation.
<p><u>METHOD OF ASSESSMENT</u></p> <ul style="list-style-type: none"> - exam questions; - problem solving tasks; - testing.
<p><u>RECOMMENDED READING</u></p> <ol style="list-style-type: none"> 1. Internal Revenue Code of RF. Part 1 Available at: URL: http://www.consultant.ru/popular/nalog1 (Date of access: 09.09.2014). 2. Internal Revenue Code of RF. Part 2 Available at: URL: http://www.consultant.ru/popular/nalog2 (Date of access: 09.09.2014). 3. Taxes : taxation practice : study manual [D. G. Chernik, V. A. Voronkov, A. Z. Dadashev, et al.] ; Ed. D. G. Chernik . Moscow : Finance and statistics, 2014. 4. Okanova T. N. Business taxation. Moscow : YUNITI-DANA, 2014. 5. Kosov M. E., Kramarenko L.A., et al. Business taxation: theory and practice. Moscow : Finance and statistics, 2014.

PROFESSIONAL SKILL DEVELOPMENT

To have and be ready to demonstrate the skills to obtain new information, to understand statements and changes in tax legislation, professional reasoning in the analysis of taxation cases, choice of taxation system for organization activity.

Course MBA Agribusiness**Module 2: Unit 2.4: Management accounting**

Lecturer: Dr. Sanin Ivanovich

TOPIC

Management accounting

AIM

To develop understanding of accounting management in companies, its principles and rules decisions and forming new in the content of competitiveness.

OBJECTIVES

- to explain and apply: classification of costs; principals costs calculation
- to explain and apply techniques of cost calculation : direct-costing, , by order, by process and a method of standard expenses
- to explain and apply methods of the complete and reduced cost price, preferences and defects pricing on the base of costs
- to explain and apply decision making in concerns and transfer pricing
- to explain and apply decision making on the basis of marginal analyses

COURSE FORMAT

- lectures;
- discussions with lecturers and group mates;
- case studies;
- independent work.

COURSE CONTENT

1. Basic principles of costing
2. Accounting of the costs. Principles of calculation relevant costs in management accounting.
3. Principles of calculating expenses in management accounting
4. Cost concepts: Direct costing method, by order, by process and a method of standard expenses
5. Cost volume profit analyze
6. Methods of the complete and reduced cost price. Pricing on the basis of expenses.
7. The responsibility centers. Transfer pricing

METHOD OF ASSESSMENT

- exam questions;
- problem solving tasks;
- group work on modeling managerial decisions in a particular situation;
- testing.

Course work assessment: activity – 25%, assignment – 25% (home work for students: Individual paper/presentation for the assessment). Exam: 50%

RECOMMENDED READING

1. S.E. Ross, R.W. Westerfield, J.Jaffe, B.D. Jordan: Modern financial management Mc Graw Hill/Irwin, ISBN978-007-110088-5
2. C. Drury: Management and cost accounting. Thomson, ISBN 1-84480-028-8
3. Molchanov S, Accounting and management accounting - ISBN 978-5-669-28952-3
4. Geoff Black: Introduction to accounting and finance ch. 12
5. Bob Ryan: Finance and accounting for Business ch.8, 10.

PROFESSIONAL SKILL DEVELOPMENT

Mastering theoretical foundations and practical skills in the field of management accounting

Course MBA Agribusiness Module 2: Unit 2.5: Capital investment decisions. Lecturer: Dr. Sanin Ivanovich
<u>TOPIC</u> Decision-making in capital investment
<u>AIM</u> To develop well based investment decisions
<u>OBJECTIVES</u> to explain and apply main forms of investment. to explain and apply estimations of the projects by different methods to explain and apply investment decision-making
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> Traditional approaches to investment Appraisal and advanced investment Investment decisions Combination of strategy and tactics of financial management
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - group work on modeling managerial decisions in a particular situation; - testing.
<u>RECOMMENDED READING</u> 1. S.E. Ross, R.W. Westerfield, J. Jaffe, B.D. Jordan: Modern financial management Mc Graw Hill/Irwin, ISBN978-007-110088-5 2. C. Drury: Management and cost accounting. Thomson, ISBN 1-84480-028-8 3. Molchanov S, Accounting and management accounting - ISBN 978-5-669-28952-3 4. Geoff Black: Introduction to accounting and finance ch. 12 5. Bob Ryan: Finance and accounting for Business ch.8, 10.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Mastering theoretical foundations and practical skills in the field of investment decision making, to be able to choose the right project for investment.

<p><u>Course MBA Agribusiness</u></p> <p>Module 3: Unit 3.1 Theory and practice of modern marketing</p> <p><u>Lecturer:</u> Prof. Irina Petinenko, Dr. Vera Chuvakina</p>
<p><u>TOPIC</u></p> <ol style="list-style-type: none"> 1. Modern marketing conception and its evolution. 2. Marketing management. 3. Marketing communication. 4. Functional and corporative marketing strategies. 5. Trade policy. 6. Channels of distribution and goods distribution. 7. Communication policy.
<p><u>AIM</u></p> <p>To acquire theoretical knowledge and practical skills about marketing as management fad of modern business.</p>
<p><u>OBJECTIVES</u></p> <p>to acquire knowledge about main methods consumer behavior, market possibilities and risks; to have experience in marketing strategy and planning development.</p>
<p><u>COURSE FORMAT</u></p> <ul style="list-style-type: none"> - lectures; - discussions; - case-studies and analysis of the best logistic practices; - individual practical study.
<p><u>COURSE CONTENT</u></p> <p>Marketing definition. Origin and development of marketing theory and practice. The first marketing study; marketing conception of European and American corporations in 1950-60s. External reasons for “new business philosophy”.</p> <ol style="list-style-type: none"> 1. Modern marketing conception and its evolution. Marketing as business philosophy and corporate governance conception. Marketing definition in modern literature. Sales and marketing approach. Strategic and prompt marketing. Functions and principles of marketing. Current trends in marketing conception development. Peculiarities of marketing conception application on Russian enterprises. 2. Marketing management. Marketing function. Interrelation marketing management with marketing function . Structure of marketing service. Aspects of marketing implementation: co-ordination, motivation, relationship. Small enterprises marketing management. Marketing implementation in Russian enterprises. 3. Marketing communication. Marketing information systems. Information for marketing decision-making. Sources of external information. Internal information marketing system. Marketing research: five stage of research process. Methods of marketing information gathering. 4. Functional and corporative marketing strategies. Marketing plan. Marketing strategies at functional level. Strategy and methods of segmentation. Core market selection and positioning. Corporate marketing decisions. Marketing complex development. Analysis of enterprises opportunities and development of marketing plan: SWOT- analysis, STEP – analysis. Structure of marketing plan and principal stages of marketing planning. 5. Trade policy. Goods in marketing system: commerce and non-commerce characteristic s of goods. Models of business characteristics of goods. Goods classification. Life-circle of goods conception. Strategic decision in trade policy. Innovations and development of new goods, «new goods» in marketing. Trade assortment decisions. Promotion of competitiveness. Trade mark and unit package. 6. Channels of distribution and goods distribution. Aims, objectives and main elements of distribution policy. Channels of distribution and its functions. Channels of distribution forming, channels of distribution types and participants. Channels of distribution organizational forms: traditional channel, vertical system of distribution, horizontal marketing distribution, multichannel marketing system. Decisions in channel and participants of distribution selection. Criteria of channels of distribution selection. Sales organization. Wholesale trade, retail sales, merchandising, franchising, direct marketing, internet trading. Goods distribution decision-making. 7. Communication policy. The main element of communication policy. Advertising. Sales promotion. Personal sale. Public relations. Sponsorship.
<p><u>METHOD OF ASSESSMENT</u></p> <ul style="list-style-type: none"> - exam questions; - case-study; - essay preparing - test.

RECOMMENDED READING

1. Altshuller I.G. Strategy and marketing. – Moscow. 2011.
2. Kottler F. Marketing management: analysis, planning, implementation, control. – St. Petersburg. , 1999.
URL: <http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000047766>
3. Krylova G.D. Marketing (textbook). Moscow 2013.

PROFESSIONAL SKILL DEVELOPMENT

To be able: to organize SWOT-analysis; to prepare marketing plan; to use marketing information; to minimize the external risks; to have and be ready to demonstrate the methods of market study, the methods of market positioning and segmentation, concurrent strategy.

Course MBA Agribusiness**Module 3: Unit 3.2 Prices and prices strategies**

Lecturer: Dr. Prof. Irina Petinenko

TOPIC

1. Price in modern economy: content and function.
2. Methods of pricing.
3. Pricing on certain markets.

AIM

To acquire theoretical knowledge and practical skills on pricing system formation.

OBJECTIVES

To acquire technology of pricing in certain organization

COURSE FORMAT

- lectures;
- discussions in small groups;
 - case studies and analysis of the best practices;
- individual work.

COURSE CONTENT

1. Price in modern economy: content and function. Price and its function. Modern system of pricing. World prices. Interaction between world and local prices. Local prices: content and peculiarities of development. Transfer prices. Discounting and uplifts in pricing.
2. Methods of pricing. Methods of pricing in mixed economy. Classification of pricing methods policy. Cost methods of pricing. Taxes in pricing system. Indirect taxes. Marginal costs method in mixed economy. Business struggle pricing. Method of business struggle pricing.
3. Pricing on certain markets.

METHOD OF ASSESSMENT

- exams question
- case-study;
- essay preparing
- test

RECOMMENDED READING

1. The Russian Tax Code. – part 2. – M., 2012. – URL: <http://www.consultant.ru/popular/gkrf2/>.
2. The Russian Tax Code. – part 1. – M., 2012. – URL: <http://www.consultant.ru/popular/nalog1> (дата обращения: 09.09.2014).
3. Gerasimenko V.V. B.B. Pricing (textbook). - Moscow, 2009.
4. Gerasimenko V.V. Management of pricing policy in company. – Moscow, 2006.
5. Lipsiz I.V. Pricing (textbook) – Moscow, 2008.

PROFESSIONAL SKILL DEVELOPMENT

Students must to know the theory of modern pricing, the role of price in world and national economic system; to be able to determine the pricing policy of company.

<u>Course MBA Agribusiness</u> Module 3: Unit 3.3. Agrarian marketing and marketing research <u>Lecturer: Dr. Vera Chuvakina</u>
<u>TOPIC</u> 1. Food marketing. 2. Agrarian marketing system 3. Marketing management on agricultural enterprise. 4. Information service for agricultural markets.
<u>AIM</u> To form students' knowledge about modern agrarian marketing
<u>OBJECTIVES</u> To study specific of marketing methods in agriculture; to acquire international experience of marketing strategy; give some practical skills for market instrument using.
<u>COURSE FORMAT</u> - lectures; - discussions in small groups; - case studies; - individual work.
<u>COURSE CONTENT</u> 1. Food marketing. Food marketing definition. Food marketing and agrarian marketing. Role of infrastructure in a food marketing system development. Marketing development and increase of food output. Peculiarities of agricultural and food markets. Consumer in the system of food marketing. Competition on the food markets. 2. Agrarian marketing system. Agrarian marketing and marketing of agribusiness. The principal approaches in agrarian and food marketing studies. Functional approach: exchangeable functions; favor functions; risk-management functions. Institutional approach. The main participants of agrarian marketing. Role of marketing analysis from behavioral position. Stakeholder analysis and marketing cost estimate. The main problems of agrarian marketing. 3. Marketing management on agricultural enterprise. Management of marketing service on agricultural enterprise. Factors influence marketing service. Marketing and selling service on agricultural enterprises. Organizational architecture of marketing. Agricultural risks, risk-management in agriculture. Risk minimization. Self-insurance. 4. Information service for agricultural markets. Role of information about agricultural and food markets for decision-making. Sources of market information. The main criteria of qualitative market information. Global practice communication of agricultural markets: public relations and private information about food markets. Three-tiered information system about market in Russia. Agricultural Ministry of Russian federation: duty and functions. The main problems in information service organization. Responsibility of consumer information.
<u>METHOD OF ASSESSMENT</u> - exam questions; - case-study; - essay preparing; - test
<u>RECOMMENDED READING</u> 1. Kolz R. Dzhozef H. marketing of agricultural products. Moscow. - 2000. 2. Marketing (textbook) / A. V. Poshataev, M. V. Moskaev, E. I. Semenova – Moscow. - 2005.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To develop practical skills of the marketing at the enterprises

<u>Course MBA Agribusiness</u> Module 3: Unit 3.4. International Marketing <u>Lecturer: Dr. Vlade Zaric</u>
<u>TOPIC</u> 1 International Marketing Strategies 2 International Market Demand & Market Potential 3 The legal/political/trade environment
<u>AIM</u> To form students' knowledge about international marketing
<u>OBJECTIVES</u> To study specific of international marketing in agriculture; to acquire international experience of marketing strategy
<u>COURSE FORMAT</u> - lectures; - discussions in small groups; - case studies; - individual work.
<u>COURSE CONTENT</u> .1. Worldwide Competition Differences between International and Domestic Marketing Why Businesses Enter International Marketing International Marketing Strategies Strategic Implication of Marketing in the 21st Century 2. International Market Demand & Market Potential Population Metrics Population and Population Growth. Population & Poverty. City Population Private Consumption Economic Metrics Gross Domestic Product Household Expenditures International Market Demand International Market Potential International Market Development Index 3. The legal/political/trade environment Legal Systems Political Instability Laws and Government Regulations Market Infrastructure International Marketing Attractiveness Metric The Economic Environment Economic Development Economic Climate
<u>METHOD OF ASSESSMENT</u> - exam questions; - case-study; - test
<u>RECOMMENDED READING</u> 1. 1. Kotler and Keller, Marketing Management, Upper Saddle River, NJ: Pearson Prentice Hall, 13th edition (2009) ISBN 0-13-135797-2. 2. Marketing (textbook) / A. V. Poshataev, M. V. Moskalev, E. I. Semenova – Moscow. - 2005.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To develop practical skills of the marketing at the international level

<u>Course MBA Agribusiness</u> Module 3: Unit 3.5 World agrarian markets <u>Lecturer:</u> Prof. Irina Petinenko
<u>TOPIC</u> 1. World economy at the turn of century. 2. World market for land. 3. World market of agricultural stock and food.
<u>AIM</u> To acquire theoretical knowledge about world agrarian market function; to acquire practical skills on estimation market development.
<u>OBJECTIVES</u> - to study the main trends of modern economy and its influence on agricultural markets; - analysing of world land market as key element for agricultural development;
<u>COURSE FORMAT</u> - lectures; - discussions in small groups; - case studies; - individual work.
<u>COURSE CONTENT</u> 1. World economy at the turn of century. The main trends of world economy development. International economic organizations. Role of government. Regionalization and globalization. The global economic crisis. 2. World market for land. Land as sui generis resource. Land quality in the modern conditions. Demand and supply for land resource. Developed and developing countries on land market. Fresh water market grouping. Forest as specific resource for world economy. Forest market. Sub-soil resources markets and their role for land quality evaluation. 3. World market of agricultural stock and food. Demands of agricultural stock and food. Uneven development of agriculture. Overproduce and stock-out. Influence of natural environment and climate on production and demand. Developed countries: role in agricultural production. Russia on the world market.
<u>METHOD OF ASSESSMENT</u> - exam questions; - case-study; - essay preparing; - test
<u>RECOMMENDED READING</u> 1. Foreign economic business in Russia /I.P.Faminsky ed., Moscow. -1997. 2. World Bank Report 2008. URL: http://www.un.org/ru/development/surveys/docs/worlddev2008.pdf 3. World Bank Report 2008. 2009. URL: http://www.un.org/ru/development/surveys/docs/worlddev2009.pdf 5. Deliagin M.G. World crisis: common globalization theory (course of lectures) – Moscow. -2003.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To develop practical skills of the international agrarian marketing

<u>Course MBA Agribusiness</u> Module 3: Unit 3.6. Agribusiness and market structure <u>Lecturer:</u> Dr. Vera Chuvakina
<u>TOPIC</u> Agribusiness and market structure
<u>AIM</u> To demonstrate peculiarities of marketing approaches in agribusiness
<u>OBJECTIVES</u> Point up attention on specific marketing conception using in agriculture; to demonstrate international

experience of marketing strategies development.
<u>COURSE FORMAT</u> - lectures; - discussions in small groups; - case studies and analysis of the best practices; - individual work.
<u>COURSE CONTENT</u> 1. Sales channels of agricultural market. Management in the agricultural marketing system «delivery of products to consumer». Channels of distributions and role of delivering products from producer to consumer. Channels of selling of agricultural products in Russia. Public procurement of agricultural products. 2. Marketing strategies in agribusiness. The main marketing decisions connecting with selling. Advantages and risks contracts for cash. Futures contract. 3. Marketing meat and meat products. 4. Marketing of corn. 5. Marketing milk and dairy products. 6. Marketing of poultry and eggs/ 7. Vegetables and fruits marketing. Market outlet for vegetables and fruits. International vegetables and fruits trading.
<u>METHOD OF ASSESSMENT</u> - exams questions; - essay preparing; - testing.
<u>RECOMMENDED READING</u> 1. Kolz R. Dzhozef H. marketing of agricultural products. Moscow. - 2000. 2. Marketing (textbook) / A. V. Poshataev, M. V. Moskalev, E. I. Semenova – Moscow. - 2005. . 3. Agricultural markets /V.V. Shaikin, R.G. Akhmetov, N.J. Kovalenko – Moscow. - 2001.
<u>PROFESSIONAL SKILL DEVELOPMENT</u>

Course MBA Agribusiness Module 4: Unit 4.1: Logistics as a science of organization and production distribution management Lecturer: Prof. Evgenia Nekhoda
<u>TOPIC</u> Logistics as a science of organization and production distribution management
<u>AIM</u> To study theoretical and practical aspects of efficient managing continuous processes in organizations and production distribution systems.
<u>OBJECTIVES</u> To master the skills of logistics management to optimize business processes/distribution networks and the resources used in the companies / distribution networks.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies and analysis of the best practices in the sphere of logistics; - independent work.
<u>COURSE CONTENT</u> Introduction into logistics and logistical management. Logistics as the science of managing continuous processes in systems. Evolution and stages of development of logistics. Basic logistical conceptions. The notion of goods distribution. Management of trading networks (SCM – Supply Chain Management). The notion of value creation chains. Supply chain in agricultural business. Infrastructure support of supply chain in agricultural business (logistic centres, logistic parks, terminals). The efficiency of logistics and supply chain management.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - writing essays; - testing.
<u>RECOMMENDED READING</u> 1. D. Bowersox, Closs D. Logistics. The integrated process of procurement and sales / Trans. from English. 3rd Revised on revised and augmented ed-s. M.: Olympus-business, 2002. 2. Corporative logistics. 300 answers to the questions of professionals / Ed. V.I. Sergeev. M.: INFRA, 2004. 3. Modern logistics. Trans. from English./ James S.I. et al. M.: Williams, 2002. 4. Waters D. Logistics. Supply chain management. 2003.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Students must be able to identify internal and external processes in the organization, to use the methods of management of continuous processes in the organization, to analyse alternatives and give reasons for choosing an optimal variant in accordance with particular criteria.

<u>Course MBA Agribusiness</u> Module 4:Unit 4.2: Functioning areas of logistics <u>Lecturer:</u> Prof. Evgenia Nekhoda
<u>TOPIC</u> Functioning areas of logistics
<u>AIM</u> Studying functional sections of logistics and using the conception of integrated logistics in agro-business.
<u>OBJECTIVES</u> To master the skills of logistical management at the levels of purchase, production and distribution; to identify business processes in the organization and the processes that do not create or decrease value; to analyse production systems and strategies of work with suppliers; to efficiently manage supply chains.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies and analysis of the best practices in the sphere of logistics; - independent work.
<u>COURSE CONTENT</u> Logistics functions. Logistics of distribution; designing distribution channels for agricultural products. Transport logistics and logistic operators in the distribution network. The efficiency indicators in agro-business. Production logistics and basic logistic conceptions. The conception of lean production and its use in the companies of food production complex. Purchase logistics and the logistics of work with suppliers. Logistics of supplies. Supplies' management in agro-business.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - writing essays; - testing.
<u>RECOMMENDED READING</u> 1. Gadzhinsky A.M. Logistics: Study manual. M., 2008. 2. Corporative logistics. 300 answers to the questions of professionals / Ed. V.I. Sergeev. M.: INFRA, 2004. 3. Logistics / B.A. Anikin, L.S. Fedorov et al. M.: INFRA, 2008. 4. Sergeev V. Logistics in business. M.: INFRA-M, 2006.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Students must be able to identify functional logistic spheres in the organization, to master modern conceptions of logistic management enabling them to improve the interaction between departments within the organization as well as with their partners.

Module 4: Unit 4.3: Decision making in food logistics
Lecturer: Dr. Jelena V. Vljajic, Queen's University Belfast, UK
TOPIC
Application of various decision support methods (optimisation and heuristics) in logistics decision making
AIM
To develop understanding of decision support methods from the aspect of application and interpretation of assumptions and solutions.
OBJECTIVES
At the end of the course students should be able to:
<ul style="list-style-type: none"> - Identify problems at different levels of decision making in logistics - Understand what is the real problem, how to simplify and formulate the problem using basic OR methods - Select and implement appropriate OR technique for problem solving in logistics management - Correctly interpret results (from theoretical and practical aspect)
COURSE FORMAT
Lectures followed by practical session (discussion and independent problem solving in computer room):
COURSE CONTENT
<ol style="list-style-type: none"> 1. Introduction <ul style="list-style-type: none"> - Introduction in logistics management from decision making aspect - typical decision making problems (at different levels of decision making) - types of OR methods and usage of OR methods in business; 2. Problems at strategic level of decision making and suitable techniques for solving these kind of problems <ul style="list-style-type: none"> - Basics of network modelling, location problems, location-allocation problems 3. Problems at tactical level of decision making and suitable techniques for solving these kind of problems <ul style="list-style-type: none"> - Basics of inventory management and inventory management models 4. Problems at operational level of decision making and suitable techniques for solving these kind of problems <ul style="list-style-type: none"> - Basics of scheduling, routing problems
PRACTICAL CLASSES
Group work (computer exercises; discussion and feedback)
METHOD OF ASSESSMENT
TBD
RECOMMENDED READING
<ol style="list-style-type: none"> 1. Wisniewski, M. (2006) Quantitative Methods for Decision Makers, IV Edition, Prentice Hall, 2. Ragsdale, C.T. (2007) Spreadsheet Modeling & Decision Analysis, V Edition 3. Ragsdale, C.T. (2011), Managerial Decision Modeling, VI Edition 4. Ghiani, G., Laporte, G., Musmanno, R., (2013), "Introduction to Logistics Systems Management", 2nd Edition, John Wiley & Sons Ltd, 5. Ballou, R.H., (2004), "Business Logistics/Supply Chain Management. Planning, Organizing, and Controlling the Supply Chain", V Edition, Pearson Education International 6. Chopra, S., Meindl, P., (2013), "Supply chain management, Strategy, Planning and Operations", V Edition, Pearson Education International 7. Slack, N., Chambers, S. and Johnston, R. (2013) Operations Management, 7th edition, Pearson Education: Harlow 8. Hill, A., Hill, T. (2011), Essential Operations Management, Palgrave MacMillan, Ch. 9: Managing inventory 9. Heizer, J., Render, B. (2012), Operations Management, 10th edition, Pearson International Education: Harlow, Ch. 12: Inventory Management 10. http://www.roodbergen.com/warehouse/background.php
PROFESSIONAL SKILL DEVELOPMENT
Students should be able to apply basic OR techniques for solving typical business problems.

<u>Course MBA Agribusiness</u> Module 4: Unit 4.4: Business planning Lecturer: Prof. Evgenia Nekhoda
<u>TOPIC</u> Business planning
<u>AIM</u> To provide students with complex understanding of modern theory and practice of business planning, to use business planning and make business plans in agro-business.
<u>OBJECTIVES</u> To study the foundations of business planning, to understand aims, objectives and types of business plans; to master the skills of business plan development.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> The role of business plan in the system of planning. The concept of business plan, its functions and purpose. Classification of business plans. Information constituent of a business plan. Structure and stages of development of a business plan. The content of basic sections of a business plan. Summary – purpose and content. Characteristics of a business object – the purpose of the section and key questions. Market analysis – the purpose of the section and key questions. Organizational plan – the purpose of the section and key questions. Personnel and management – the purpose of the section and key questions. Production plan – the purpose of the section and key questions. Marketing plan – the purpose of the section and key questions. Potential risks – the purpose of the section and key questions. Financial plan – the purpose of the section and key questions. Investment plan – the purpose of the section and key questions. The content of appendices.
<u>METHOD OF ASSESSMENT</u> - exam questions; - developing a business plan.
<u>RECOMMENDED READING</u> 1. Barrow K. Business planning. Translation from English by M. Veselkova. M.: FAIR-PRESS, 2013. 2. Petukhova S.V. Business planning: how to ground a business project. Practical guide. M.: Omega-L, 2014. 3. Ryabykh D., Zakharova D. Business planning on the computer [+ CD with a unique collection of business plans and programs]. SPb.: Piter, 2009. 4. Strekalova N.D. Business planning: theory and practice. SPb.: Piter, 2009.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To master the theoretical foundations of business planning and practical skills of business plan development.

<u>Course MBA Agribusiness</u> Module 4: Unit 4.5: Business ethics and corporate social responsibility Lecturer: Prof. Evgenia Nekhoda
<u>TOPIC</u> Business ethics and corporate social responsibility
<u>AIM</u> To study theoretical and practical aspects of the conception of corporate social responsibility and business ethics, understanding the sustainable development of organization in agro-business.
<u>OBJECTIVES</u> To use the conception of corporate social responsibility to raise the efficiency of organization activity agro-business.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> The role of corporations in the life of modern society. The damage done by transnational corporations to the environment. The conditions of development of corporate social responsibility (CSR). CSR evolution in the XX century and terminology development. Perception by the society of the ideas of socially responsible behaviour. CSR and its elements (social investments, social image, social mission and strategy, corporate reputation and identity). Modern CSR, stakeholders. CSR models in different countries. CSR standards and non-financial accounting of companies. Integrated accounting. CSR management. Business ethics and basic components of ethical behaviour. CSR specificity in agricultural markets.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - writing essays; - testing.
<u>RECOMMENDED READING</u> 1. Blagov Yu.E. Corporate social responsibility: conception evolution. Vysshaya shkola menegmenta SPbGY, 2010. 2. Daft R. Management / Translation from English. SPb.: Piter, 2006. 3. Kanter R. Management boundaries / Translation from English M.: Olymp-Business, 1999. 4. Corporate social responsibility. Ed. A.M. Korotkov. M.: Izdatelstvo Yurait, 2013. 5. Social policy and social responsibility of a firm. M.: Alfa-Press, 2008.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To master the theoretical knowledge in the field of basic approaches to forming socially responsible behaviour of a firm; to be able to analyse non-financial accounting and calculate social efficiency of a firm.

<u>Course MBA Agribusiness</u> Module 5: Unit 5.1 Management in organization Lecturer: Prof. Vladimir Tarasenko
<u>TOPIC</u> Introduction in modern management in organization
<u>AIM</u> To acquire information about management in organization.
<u>OBJECTIVES</u> To provide the student with an understanding management in organization, to appreciate the alternative forms of organizational structures, to understand the role of managers.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> Evolution of Management. Formal and Non-Formal Organization. Different approaches in Management. System Approach. Different forms of businesses: legal structures, ownership, management, tax, advantages and disadvantages. Entrepreneurship. Different organizational structures.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - group work on modeling managerial decisions in a particular situation; - testing.
<u>RECOMMENDED READING</u> Vikhansky O.S., Naumov A.I. Management (textbook) M., 2014 Vesnin B.R. Fundamentals of Management (textbook) M. 2015 Tarasenko F.P. Applied System analysis – Tomsk, 2017.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Common management skills, including questions of planning, implementation and analysis.

<u>Course MBA Agribusiness</u> Module 5: Unit 5.2 Management Policy in Agribusiness Lecturer: Prof. Ruud Huirne
<u>TOPIC</u> Introduction in modern trends in agricultural policy
<u>AIM</u> To acquire information about world agricultural policy.
<u>OBJECTIVES</u> To provide the student with an understanding of strategic management? modern trends in agrarian policy.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> A new era for farming. From a world of plenty to managing security and volatility. Succession challenge. Economics of farming around the world. Problems of Sustainability. Innovation as success factor. Strategic choices. Important business challenges. Innovation from farm to fork. The Stages and Activities in the Strategic Management Process. Key Internal Forces. Formulating Strategies Based on Key Internal Factors. Levels of Planning.

METHOD OF ASSESSMENT

- exam questions;
- problem solving tasks;
- group work on modeling managerial decisions in a particular situation;
- testing.

RECOMMENDED READING

1. Зоткин А. О. Современный менеджмент : учебно-методический комплекс : [для студентов вузов по направлениям 38.04.02 "Менеджмент", 38.03.03 "Управление персоналом"] / А. О. Зоткин ; Том. гос. ун-т. - Томск : Томский государственный университет, 2016. URL: <http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000547968>
2. Эффективный менеджмент: практикум / [Брит Н. В., Галкин Д. В., Глухова Е. С. и др.] ; ред. Т. Ю. Базаров ; Адм. Том. обл. ; Том. регион. рес. центр. - Томск : Издательский Дом Томского государственного университета, 2015. URL: <http://vital.lib.tsu.ru/vital/access/manager/Repository/vtls:000514555>
3. Jay T. Akridge, Freddie Barnard, Frank J. Dooley. Agribusiness Management / London: Routledge, 2012. 453 p.

Course MBA Agribusiness**Module 5: Unit 5.3 Risk Management**

Lecturer: Prof. Ruud Huirne

TOPIC

Introduction into risk management.

AIM

To acquire information about risk management

OBJECTIVES

To improve practical experience in management of risks

COURSE FORMAT

- lectures;
- discussions with lecturers and group mates;
- case studies;
- independent work.

COURSE CONTENT

Risk and uncertainty
Types and sources of risk in agriculture
Impacts of risk
Concept of decision analysis

METHOD OF ASSESSMENT

- exam questions;
- problem solving tasks;
- group work on modeling managerial decisions in a particular situation;
- testing.

RECOMMENDED READING

Barry, P.J., Ellinger, P.N., Baker, C.B., and Hopkin, J.A. (1995) Financial Management in Agriculture

<u>Course MBA Agribusiness</u> Module 5: Unit 5.4 Human resources management Lecturer: Dr. Svetlana Evarovich
<u>TOPIC</u> Introduction in modern human resources management
<u>AIM</u> To acquire information about key processes of human resources management.
<u>OBJECTIVES</u> To study various aspects of human resource management, corporate culture, recruitment, personnel adaptation and development
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> Modern approach of human resources management Corporate culture and human resource management Personnel policy. Recruitment for organization. Personnel adaptation. Personnel maintaining. Personnel development.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - group work on modeling managerial decisions in a particular situation; - testing.
<u>RECOMMENDED READING</u> 1. Mineeva T.M. Theory and practice of human resources management (textbooks) – Tomsk. 2008. 2. Human resources management (textbooks) / T.J. Basarov and B.L. Eremin. – Moscow. 2008.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> People human resources management skills, including questions of personnel policy, recruitment, adaptation and personnel development.

<u>Course MBA Agribusiness</u> Module 5: Unit 5.5: Decision-making Lecturer: Prof. Andrey Babenko
<u>TOPIC</u> Decision-making in agribusiness
<u>AIM</u> To study the terms used in managerial decision making, basic methods of preparing decision, their realization and control in various situations in the conditions of uncertainty and complexity of business environment of organizations in the sphere of agro-business.
<u>OBJECTIVES</u> To form practical skills of using theory while analysing internal and external management environment, choice of alternatives, evaluation of decisions from the point of view system optimization; to master the skills of developing different algorithms and decision making.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies;

- independent work.
<u>COURSE CONTENT</u> Managerial decision-making. Types of decisions. Typical decisions in agribusiness and logistics. The factors influencing decision making. Situational factors in agribusiness. Classification features and groups of managerial decisions. The form of decision making. Personal decisions. Collegial decision making. The model of decision making; identification of management problems. Typical problems in agribusiness. Methods of decision making in management. The requirements for management decisions. Information support of decision making.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks; - group work on modeling managerial decisions in a particular situation; - testing.
<u>RECOMMENDED READING</u> 1. Baldin K.V., Vorobyev S.N. Managerial decisions: theory and technology. Textbook for higher educational establishments. M.: Project, 2009. 2. Kardanskaya N.L. Managerial decision making: Textbook for higher educational establishments. M.: YUNITI, 2009. 3. Larichev O.I. Theory and methods of decision making. M.: Logos, 2010. 4. Litvak B.G. Managerial decision development: Textbook. 4-th edition. M.: Delo, 2003. 5. Matveev L.A. Computer-based decision making: Textbook. — SPb.: Spetsliteratura, 2008. 6. Eddous M., Stansfield R. Decision-making methods. / Translation from English. — M.: YUNITI, 2005.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Mastering theoretical foundations and practical skills in the field of decision making.

<u>Course MBA Agribusiness</u> Module 5: Unit 5.6: Quality management Lecturer: Prof. Andrey Babenko
<u>TOPIC</u> Quality management in company
<u>AIM</u> To study of quality management principles and methods for improving company business.
<u>OBJECTIVES</u> To form practical skills of using quality management instruments and methods in company, implementation of total quality management principles in practice.
<u>COURSE FORMAT</u> - lectures; - discussions with lecturers and group mates; - case studies; - independent work.
<u>COURSE CONTENT</u> The principles of quality management. The instruments and methods of quality assurance. Quality as consistent conformance to customers' expectations. The cost of quality as a balance of the cost of assurance of quality against the costs associated with shortcomings resulting in the lack of quality. Consequences of poor quality. The organization of quality management system in company. Implementation of Total Quality management. Process quality improvement. Product quality improvement.
<u>METHOD OF ASSESSMENT</u> - exam questions; - problem solving tasks;

- group work on modeling quality management in the company.

RECOMMENDED READING

Mitra Amitava., Fundamentals of Quality Control and Improvement, Prentice Hall, 3rd Edition, 2008.

Besterfield, D.H. et al., *Total Quality Management*, 3rd Edition, Pearson Education, 2004.

Zeithaml, V A. , Leonard L. Berry, and A. Parasuraman (1991), The Nature and Determinants of Customer Expectations of Service ,Journal of the Academy of Marketing Science, Vol. 21, No. 1, pp, 1-12.

<https://asq.org/learn-about-quality/total-quality-management/overview/deming-points.html>

PROFESSIONAL SKILL DEVELOPMENT

Mastering theoretical foundations and practical skills in the field of quality management

<u>Course MBA Agribusiness</u> Module 6: Unit 6.1. Practical aspects in farm management <u>Lecturer: Piet Bijman</u>
<u>TOPIC</u> Practical aspects in farm management, animal nutrition and health
<u>AIM</u> To understand milk farming business
<u>OBJECTIVES</u> Know farming as a business To know the critical points of farm management To analyze the current position of a farm and determine the problems To find solutions by introducing improved management methods
<u>COURSE FORMAT</u> Lectures Practical classes with farm visit Interaction between teachers, participants and farm employees Independent group work
<u>COURSE CONTENT</u> Farm Management (Farming as a business) Reproduction (Fertility & Young Stock management) Cow comfort (Housing & Health) Nutrition 1 (Grassland & fodder crops) Nutrition 2 (harvesting & storage) Introduction to farm visit. Farm visit: Assessment Farm analyzing Nutrition 3 (fundamental knowledge of good milk production) Exercise on farm planning Farm assessment Reflection of the farm observations and farm analysis. Evaluation
<u>METHOD OF ASSESSMENT</u> - lectures; - discussions in small groups; - case studies.
<u>RECOMMENDED READING</u> Jan Hulsen. Cow Signals: course reader. Piet Bijman, reading material.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Farm management skills

<u>Course MBA Agribusiness</u> Module 6: Unit 6.2 Biotechnology in Agriculture <u>Lecturer: Assoc. Prof. Svetlana Toluzakova</u>
<u>TOPIC</u> 1. Modern trends and methods of biotechnology. 2. Advances in biotechnology for animal husbandry and crop production
<u>AIM</u> To get the theoretical knowledge (conceptual basis) about - the main directions of modern biotechnology and prospects of it's development, - achievements of biotechnology for agriculture - characteristics of the basic biotechnological methods used for agriculture.
<u>OBJECTIVES</u> - To form an idea of modern biotechnologies and their impact on the economy of the state, - To obtain general ideas about the principles of industrial microbial fermentation, enzymology, genetic and

<p>cellular engineering,</p> <ul style="list-style-type: none"> - To acquire the knowledge about the basic biotechnological methods used in animal husbandry and crop production (plant and animal breeding, veterinary medicine, crop processing, waste recycling, biofertilizer and biopesticides production) - To get knowledge about the effectiveness of biotechnologies in agriculture.
<p><u>COURSE FORMAT</u></p> <ul style="list-style-type: none"> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<p><u>COURSE CONTENT</u></p> <p>1. Biotechnology is science and the branch of industry. Traditional and modern biotechnology. Biotechnology as a branch of high technologies, its impact on the economy of the state. Basic tools of biotechnology: industrial microbiology, enzymology, gene and cellular engineering.</p> <p>2. Advances of biotechnology for agriculture: bacterial fertilizers and biopesticides, manure recycling, biofuel, fodder protein production, genetically modified crops, clonal micropropagation of plants, cellular technologies in the farm breeding. Economic efficiency of biotechnology application in agriculture.</p>
<p><u>METHOD OF ASSESSMENT</u></p> <ul style="list-style-type: none"> - exam questions; - problem solving tasks; - testing.
<p><u>RECOMMENDED READING</u></p> <ol style="list-style-type: none"> 1. Agricultural Biotechnology: study manual . Ed.: V.S. Sheveluha; 3-d edition. Moscow : High school, 2008. - 708 p. 2. Biotechnology: study manual. Ed.: E.S. Voronin. Saint Petersburg: GIROD, 2008. - 704 p. 3. Volova T.G. Biotechnology: study manual. Novosibirsk: Siberian Branch RAS, Institute of Biophysics, 1999. - 253 p. URL: http://sun.tsu.ru/limit/2016/000551398/000551398.pdf 4. Abbasi T., Tauseef S.M. Abbasi S.A. Biogas Energy. Springer Science+Business Media, 2012. - 181 p. 5. Plant Propagation by Tissue Culture. Ed.: E.F. George, M.A. Hall, G.-J De Klerk.; 3-d edition. Springer, 2008. - 504 p. 6. Glick B.R., Pasternak J.J. Molecular Biotechnology: Principles and Applications of Recombinant DNA. Moscow: Mir, 2002. - 589 p.
<p><u>PROFESSIONAL SKILL DEVELOPMENT</u></p> <p>To have and be ready to demonstrate the knowledge of modern trends and methods of biotechnology for different branches of agriculture, to have ability to assess and predict their economic efficiency</p>

<p><u>Course MBA Agribusiness</u></p> <p><u>Module 6: 6.3 Animal husbandry</u></p> <p><u>Lecturer: Assoc. Prof. Oksana Symanovich</u></p>
<p><u>TOPIC</u></p> <p>Cattle, pig and poultry husbandry</p>
<p><u>AIM</u></p> <p>- to acquaint students with the theoretical bases of farming animals, with scientific justification of constitutional types, with the biological essence of inbreeding and heterosis, breeding methods and their use in breeding.</p>
<p><u>OBJECTIVES</u></p> <ul style="list-style-type: none"> - study of the main regularities of the evolution of domestic animals in the process of domestication; - studying methods of breeding farm animals and managing directed rearing of young animals; - study of the foundations of breeding work in commodity and breeding farms.

<p><u>COURSE FORMAT</u></p> <ul style="list-style-type: none"> - lectures; - discussions with lecturers and group mates; - tasks to do in the process of studying; - independent work.
<p><u>COURSE CONTENT</u></p> <p>1 Cattle breeding. Fundamentals of breeding in cattle breeding. Technology of growing repair young animals. Dairy productivity of livestock. Meat production of cattle.</p> <p>2 Pig farming. Current state of pig production in Russia and in the world. Meat production of pigs. Factors affecting the results of fattening, types of fattening. Meat fattening. Bacon fattening to fatty conditions.</p> <p>3 Poultry keeping. Features of breeding work with a bird. Egg productivity of a bird. Meat production of poultry. Evaluation of egg quality. Factors affecting egg productivity. Peculiarities of growth of young poultry of different kinds of meat. Evaluation of meat production. Chemical composition, nutritional and flavoring qualities of meat. Factors affecting meat production. Requirements for meat poultry and the timing of its growing, depending on the needs of consumers.</p>
<p><u>METHOD OF ASSESSMENT</u></p> <ul style="list-style-type: none"> - exam questions; - problem solving tasks.
<p><u>RECOMMENDED READING</u></p> <ol style="list-style-type: none"> 1. Zhebrovsky L.S. Animal Selection: A Textbook for High Schools / L.S. Zhebrovsky. - St. Petersburg: Lan, 2002. - 256 p. 2. Beauty of V.F. Breeding of farm animals: textbook / V.F. Beauty, TG Japaridze, N.M. Kostomakhin. - Moscow: Colossus, 2005. - 424 p. 3. Packov BL Problems of breeding of farm animals. / B.L. Pakov, V.L. Petukhov. - Novosibirsk: Science, 1997. - 125 p. 4. Soldatov AP Breeds of agricultural animals in Russia: catalog / A.P. Soldiers. - Moscow: AST-Astrel, 2003. - 191 p. 5. Bazhov A.G. Pedigree pig production [Electronic resource] / A.G. Bazhov. - Access mode http://e.lanbook.com. 6. Bessarabov B.F. Poultry farming and technology of production of eggs and poultry meat [Electronic resource] / B.F. Bessarabov, E.I. Bondarev, T.A. Stollar. - Access mode http://e.lanbook.com. 7. Kostomakhin NM Cattle-breeding [Electronic resource] / N.M. Kostomakhin. - Access mode http://e.lanbook.com.
<p><u>PROFESSIONAL SKILL DEVELOPMENT</u></p> <p>Know and be ready to apply modern methods and techniques of keeping, feeding, breeding and efficient use of animals; To collect, analyze and interpret materials in the field of animal husbandry; To carry out zoo-technical assessment of animals, based on knowledge of their biological characteristics; Use modern technologies for the production of livestock products and the rearing of young animals.</p>

<p><u>Course MBA Agribusiness</u></p> <p>Module 6: Unit 6.4. Modern technologies of crop and forage production</p> <p>Lecturer: Dr. Svetlana Mikhailova</p>
<p><u>TOPIC</u></p> <p>Modern technologies of crop and forage production</p>
<p><u>AIM</u></p> <p>The given part must provide the learners with the information about modern situation in Crop Production in Siberian Federal District (SFD).</p>
<p><u>OBJECTIVES</u></p> <p>To clarify the development of Crop Production as the branch of agriculture in SFD. To introduce the main scientific achievements of Siberian Crop Production and evaluate the real experience of implementation of scientific elaborations in practice. To examine the prospects of Crop Production development under the conditions of Russian modern agricultural police.</p>
<p><u>COURSE FORMAT</u></p> <p>Lectures; discussions with teaching staff and fellow students; tasks in the process of studying the material; self-guided work.</p>

<p><u>COURSE CONTENT</u></p> <p>Crop Production as a branch of agriculture. The history of development and modern condition of Crop Production in Siberian Federal Okrug (District). Problems and ways of solving.</p> <p>The review of the main agricultural crops in SFD.</p> <p>Scientific achievements in the field of Crop Production. The review of leading scientific research institutes studying the problems of Crop Production in SFD.</p> <p>The achievements of selection in Crop Production. The review of Siberian genetic fund of plants for creation highly productive sorts of cereals, forage crops, green crops and medicine crops with ecological flexibility.</p> <p>The review of advanced experience in the field of Crop Production in the farms of SFD and Tomsk region.</p> <p>Implementation of innovative technologies in epy real sector of economy.</p>
<p><u>METHOD OF ASSESSMENT</u></p> <p>Exam questions. Case study. Testing.</p>
<p><u>RECOMMENDED READING</u></p> <ol style="list-style-type: none"> 1. Kolomeychenko V.V. Crop production. – Moscow. 2007. 2. Posypanov G..D, Dolgodvorov V.E. Crop production. Moscow. -2006. 3. Filatov V.I., Bazdyrev G.I., Safonov A.F. Practical course on production, storage and processing of crop production. – Moscow. 2004. <p>AGRIS – international agricultural information system,</p> <p>AGRO-PROM.RU – information agricultural science portal.</p>
<p><u>PROFESSIONAL SKILL DEVELOPMENT</u></p>

SUPPLEMENTARY COURSE

<u>Course MBA Agribusiness</u> Supplementary Module: Business English <u>Lecturer: Dr. Irina Temnikova</u>
<u>TOPIC</u> Business English
<u>AIM</u> To provide students with the skills of using business English as a means of international communication in the sphere of agribusiness.
<u>OBJECTIVES</u> To enrich business vocabulary, to study grammatical structures and understand the usage of business register and style; to study the rules of writing business letters, projects and business plans and making presentations and reports.
<u>COURSE FORMAT</u> Practical training, making reports and presentations, business letter writing.
<u>COURSE CONTENT</u> Workplace communication. Economic issues: accounting, taxation, marketing, international trade, negotiations, logistics. New Technologies and Innovations. Company Profiles. Management styles.
<u>PRACTICAL CLASSES</u> Practical in communicational skills, role- play, written tasks
<u>METHOD OF ASSESSMENT</u> test; writing a business project; making a presentation.
<u>RECOMMENDED READING</u> Brook-Hart G. Business Benchmark. Advanced. – Cambridge University Press, 2007. Brook-Hart G. Business Benchmark. Upper-Intermediate. – Cambridge University Press, 2006. Cotton D., Falvey D., Kent S. Market Leader. Intermediate Business English. – Pearson Education Limited, 2001. Gibson J., Ivancevich J., Donnelly J. Jr, Organizations: behavior, structure, processes. – RICHARD D. IRWIN, INC., 1994. Howard-Williams D., Herd C. Business Words. – Heinemann 1996. Jones L., Alexander R. New International Business English. – Cambridge University Press, 2000. Mackenzie I. Financial English. – Language Teaching Publications, 1995. Mackenzie I. Management and Marketing. – Language Teaching Publications, 1997.
<u>PROFESSIONAL SKILL DEVELOPMENT</u> To acquire the skills of business written and oral communication, to be able to take part in negotiations, to make presentations.