

Вопрос **Инфо**

Dear participants of the 'Higher League' Olympiad!

The tasks of the second (final) stage of the Olympiad consist of invariant and variable parts.

The duration of the competition is 240 minutes, of which it is recommended to spend no more than 60 minutes on the invariant part and no less than 180 minutes on the variable part.

For the task in English, you have access to the **invariant part (questions № 1 and № 2)** of the tracks 'International Management' and 'Management in Science, Technology and Innovation'. The tasks of the this part are required for both tracks.

In the variable part of the track 'Science, Technology and Innovation Management and Policy' you has to answer in English two open questions on issues related to management in science, technology and innovation (**question № 3**).

In the variable part of the track 'International Management', you will have to analyse an article in English related to the field of international management and answer 5 questions in English related to the content of the text (**question № 4**).

You can concentrate on tasks of a concrete track to apply for the status of track winner, or try to solve tasks of both tracks at a high level to apply for the status of a medallist.

All tasks are performed in this system: enter the answers in the special answer field. The use of drafts, information resources and reference materials is strictly forbidden.

Good luck completing the tasks!

Вопрос **1**

Балл: 20,00

Invariant part. This question is required for all the participants

Ozon (Internet Solutions LLC) is a prominent e-commerce company, ranking second in terms of turnover among marketplaces after Wildberries. These two sites account for 86% of sales (in roubles).

Ozon is a diversified business that actively monetises additional services, develops a travel service, its own debit card, and even sells cars.

One of Ozon's primary objectives is to sustain its leading position in the industry. To achieve this, the company is actively investing in the development of new technologies.

Please, identify at least three modern digital technologies used at Ozon as follows: characterise each technology, and provide a brief but comprehensive description of the technology. Additionally, at least two advantages and disadvantages of each technology, as well as at least one limitation of their implementation/use, must be identified.

Вопрос **2**

Invariant part. This question is required for all the participants

You are going to develop and implement a recruitment strategy for mass positions in an organisation using Artificial Intelligence. Describe at least two advantages and disadvantages of this approach. Write a prompt for a large language model (such as, ChatGPT, Alisa, GigaChat, etc.). Ensure that the prompt contains all necessary details for the model to provide a rational answer.

Вопрос **Инфо**

Dear participant of the 'Higher League' Olympiad!

In this section you can find the questions of the variable part of the 'Management' specialisation for the tracks 'International Management' and 'Management in Science, Technology and Innovation'.

In the variable part you will be asked to write detailed answers to the questions formulated on the basis of the results of work with the article or questions.

In the variable part of the track 'Science, Technology and Innovation Management and Policy' you has to answer in English two open questions on issues related to management in science, technology and innovation. Answers will be assessed on the basis of your ability to present your thoughts in a logical and reasoned manner, to demonstrate a broad knowledge of the subject area and to demonstrate knowledge of key scientific and analytical works. The variable part of the exam is worth up to 50 marks.

In the variable part of the track 'International Management', you will have to analyse an article in English related to the field of international management and answer 5 questions in English related to the content of the text. You will be assessed on your knowledge of the subject area, basic theories and concepts, correct use of terminology, ability to analyse the material with reference to the given data and other sources of information (from memory), ability to apply management theories and concepts, to present your thoughts on each issue in a reasoned and structured manner, to draw conclusions, to present your own research and management position. In total, you can achieve up to 50 points for the variable part.

Good luck with your assignments!

Вопрос **3**

Балл: 50,00

Read the article, critically analyze it and answer five questions in English.

Matt Gonzales. America Is Getting Older. How Will an Aging Population Impact Employers?

Source of the article: SHRM

July 27, 2023

Federal data shows that the median age in the U.S. is rising and population growth is slowing—both of which could have business implications.

The national median age jumped by 0.2 years to 38.9 years from 2021 and 2022, according the U.S. Census Bureau. Seventeen states had a median age above 40 in 2022, led by Maine (44.8) and New Hampshire (43.3). Utah (31.9) and Texas (35.5) had the lowest median age in the nation.

No states experienced a decline in median age.

"Without a rapidly growing young population, the U.S. median age will likely continue its slow but steady rise," Kristie Wilder, a demographer in the Census Bureau's Population Division, said in a statement.

Economists predict that an older workforce could lead to higher labor costs, including salaries, health insurance, paid time off and other contributions. In 2021, U.S. Secretary of Commerce Gina Raimondo predicted that the aging population will soon hit the economy like "a ton of bricks."

Without the right fiscal measures in place, women will have to drop out of the workforce to care for aging parents, damaging the economy, she said.

"We can't afford for half of our workforce—women—to be held back and held out of the workforce because they can't get excellent and adequate childcare or eldercare," Raimondo told Reuters.

Slow Population Growth Is Also an Issue

As the population ages, birth rates are falling. The Bureau of Labor Statistics (BLS) projects a decline in the labor force participation rate between now and 2031 due to slower population growth. Yet, the BLS also forecasted the addition of 8.3 million jobs from 2021 to 2031.

Francine Gordon, lecturer in management and entrepreneurship at the Leavey School of Business at Santa Clara University, said businesses could face further talent shortages in the years ahead. Attracting older workers "will be beneficial for many industries" as the population continues to age, she said.

As working-age population growth slows, Michael Madowitz, director of macroeconomic policy at the Washington Center for Equitable Growth in Washington, D.C., told SHRM Online in June that "there is no demographic wave coming to save employers."

At the same time, many older individuals are waiting to retire. Leslie Tarnacki, SHRM-SCP, CHRO at WorkForce Software in Detroit, said that the rise in cost of living has led many older workers to rethink their retirement.

Even people who have recently retired are mulling a return to the workforce to make ends meet: According to a 2023 Paychex survey, 1 in 6 retired Americans are considering returning to work for reasons ranging from needing more money to "feeling lonely" in retirement.

"Many are readjusting their ideal retirement goals since they may need to keep working for a few more years," Tarnacki said. "Others are rethinking opportunities to remain active and to feel valued and purpose-driven by working longer—even if they reduce the number of hours or days they work."

Improve Benefits to Support, Attract Older Workers

Tarnacki said many employers focus on supporting the needs and wants of Millennial and Generation Z workers. However, if a company does not properly support older workers, it may lack an important talent pool necessary to fill vacant roles.

"[Companies] need to invest in all employees and take into account the needs of each individual employee group," she said.

Research has also shown that older employees can benefit businesses in many ways. They tend to stay in jobs longer, take fewer days off, exhibit a strong work ethic and typically require less training than their younger counterparts.

Employers that are serious about hiring and retaining older workers will need to review their benefits to assess their applicability to older candidates and offer them "a variety of benefits that may be more important to workers of various ages versus a single benefit package," Tarnacki said.

Benefits that support older employees include:

- Flexible workplace options such as part-time work, reduced hours, job sharing or remote work.
- Health and wellness benefits with specific offerings for older workers.
- Policies that enable older workers to gradually transition into retirement by reducing hours or responsibilities over time. These can encourage workers to come back or stay longer.

"Investing in what matters to each individual can be challenging but ultimately will show employees from every generation they are valued," Tarnacki said. "It's imperative to provide an experience that empowers all talent, regardless of their age or background, to create a truly inclusive working experience."

While the cost of benefits for employees over 50 may be greater than that for younger employees, older workers usually have lower overall health care costs due to fewer dependents on their plans. Some may also be on Medicare, which further brings down those costs.

"Older employees want flexible work conditions, autonomy, security, access to training and acceptance," Gordon said. "That last point means working in an environment free of ageism."

Questions for your consideration

1. What research questions did the article discuss from a management perspective?
2. What relationship can you suggest between the senior workers and the management? Give examples.
3. What are the implications of a senior workforce/ageing society for international business and international management? Give examples.
4. What are the strengths and weaknesses of a senior workforce for management?
5. To what other areas might this research problem be applicable?

Вопрос 4

Балл: 50,00

[Read the article](#)

Based on the readings, answer two questions:

1. (25 points) Discuss the future of managing innovation
2. (25 points) How would you design innovation management in 10 years' time?