Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Максимов Алексей Борисович
Должность: директор департамента по образовательной политике
Дата подписания: 18.09.2025 18:18:13
Уникальный программный ключ:
8db180d1a3f02ac9e60521a5672742735c18b1d6

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"27" февраля 2025

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"27" февраля 2025

WORKING PROGRAM OF THE DISCIPLINE

"Basic Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2025

Developer(s):

Sen. Lecturer at the Department of Management  /L.V. Borodacheva/

Agreed:
Head of the Department of Management,
Ph.D., Associate Professor  /E.E. Alenina/

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1. Goals, objectives and planned learning outcomes in the discipline

The goals of mastering the discipline "Basic Management" are for students to study the basic mechanisms of management both at the level of the organization and its individual elements; developing in students modern management thinking and the qualities of a 21st century manager who can work effectively and achieve goals to gain a competitive advantage for the organization.

The main objectives of mastering the discipline "Basic Management" include:

- mastering the basic concepts, principles, tools and methods of management theory;
- students' awareness of the need to develop professionally significant qualities necessary for managing the organization's resources;
- mastering management methods and improving the ability to apply them in professional activities;
- development of an active life position, the ability to analyze the processes of socialization and adaptation in conditions of social change, features of self-awareness and self-development of the individual in modern society.

Training in the discipline "Basic Management" is aimed at developing the following competencies in students:

Code and name of competencies	**Competency Indicators**
OPK - 2. Ability to collect, process and analyze data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems	IOPK-2.1. Knowledge methods of collecting, processing and analyzing data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems. IOPK-2.2. Ability to collect, process and statistically analyze data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems. IOPK-2.3. Acquisition of skills of collecting, processing and analyzing data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems.

2. Place of discipline in the structure of the educational program

The discipline belongs to the mandatory part of block B1 "Disciplines (modules)".

The discipline "Basic Management" is logically, substantively and methodologically interconnected with the following disciplines and practices of the educational program:

- Project activities
- HR Management
- Introduction to professional activity
- Economic theory

3. Structure and contents of the discipline

The total complexity of the discipline is 2 credit units (s) (72 hours).

3.1 Types of educational work and labor intensity

(according to forms of study)

3.1.1. Part-time form of education

No.	**Type of educational work**	**Quantity hours**	**Semesters**	
			1	
1	**Auditory lessons**	**28**	28	
	Including:			
1.1	Lectures	14	14	
1.2	Seminars/practical classes	14	14	

2	**Independent work**	**44**	44	
3	**Interim eximantion**			
	Test/differential test/exam	**Test**	Test	
	Total	**72**	72	

3.2 Thematic plan for studying the discipline

(according to forms of study)

3.2.2. Part-time form of education

No. p/p	**Sections/topics disciplines**	**Labor intensity, hour**					
		Total	**Classroom work**				**Independent work**
			Lectures	Seminars/practical sessions	Laboratory exercises	Practical training	
1.1	Topic 1. Main stages of management development.		1	1			2
1.2	Subject2. Classical schools of management.		1	1			2
1.3	Subject3. Modern approaches to management		1	1			2
1.4	Subject4. Principles of development and patterns of functioning of the organization.		1	1			2
1.5	Subject5. Organization as an open system, internal and external environment of the organization		1	1			2
1.6	Subject6. General and specific laws of the organization		1	1			2
1.7	Subject7. Life cycle of an organization.		1	1			2
1.8	Subject8. Types and types of organizations in modern conditions.		1	1			2
1.9	Subject9. Roles, functions and tasks of a manager in a modern organization		1	1			2
1.10	Subject10. Internal environment of the organization. Methods for analyzing the state of the organization.		1	1			2
1.11	Subject11. Organization structure. Main types.		1				3
1.12	Subject12. External environment of the organization. Factors of indirect impact.		1				3
1.13	Subject13. External environment of the organization. Factors of direct impact		1				3

1.14	Subject14. Mission, goals and objectives of the organization. Basics of goal setting. Tree of goals.		1				3
1.15	Subject15. Social responsibility of management			1			3
1.16	Subject16. Time management. Fundamentals of effective labor organization.			1			3
1.17	Subject17. Management functions. Planning and forecasting.			1			3
1.18	Subject18. Function of the organization.			1			3
Total			**14**	**14**			**44**

3.3 Contents of the discipline

Topic 1. Main stages of management development.

Prerequisites for the emergence of management as a science. Separation of ownership and management in world practice.

Formation of management as a science. Development of teachings and areas of activity.

Subject2. Classical schools of management.

Scientific school of management, classical school of management, behavioral school, school of human relations. The main representatives and prerequisites for the emergence and formation of doctrines.

Evolution of knowledge and the possibility of application to real control objects. Ideal bureaucracy.

Subject3. Modern approaches to management

Quantitative school of management – reasons for its emergence and methods of implementation in the process of enterprise management.

Process, system and situational approaches to enterprise management.

Subject4. Principles of development and patterns of functioning of the organization.

Object, subject and functions of organization theory. The role of organizations in society. Organization theory is a related area of scientific knowledge. General and specific in the relationship between the concepts of “organization” and “system”. Functionality as the main property of an organization. Description of the organization as an object of management. The main features of the organization. The problem of identifying aspects of an organization and establishing their significance. Structural, dynamic, regulatory and information aspects of systems organization.

Subject5. Organization as an open system, internal and external environment of the organization

Organization as an open system, internal and external environment of the organization, interaction and adaptation to changes in the external environment. Concepts: organizational system, organizational structure, organizational mechanism. Goal as the main system-forming factor of the organization.

Functions of the organization's goals. About the main properties of organizational systems as a holistic entity: the ability for self-development, hierarchy, non-additivity, emergence, relevance. On the basic properties of organizational systems in relation to the external environment: adaptability, sustainability. Dynamic balance as a characteristic of stability. Differentiation and lability as a means of ensuring stability. Maneuverability and flexibility as components of adaptability. On the specific properties of organizational systems: purposefulness, controllability, self-organization.

General principles of organization and their characteristics. Particular and situational principles of organization. Statistical and dynamic state of the organization. Principles of the

statistical state of an organization. Principles of the dynamic state of the organization. Principles of rationalization.

Subject6. General and specific laws of the organization

Law and regularity as general scientific categories. General laws of organization and the nature of their manifestations. The law of synergy is one of the basic laws of the organization. Law of self-preservation. Law of development. The law of correspondence between the diversity of the control system and the diversity of the controlled object. The objective law of the priority of the whole over the part. General law of accounting for the system of needs. Particular laws of organization: the law of continuity, rhythm in the movement of production assets, etc.

Specific laws of social organization. The law of unity of analysis - synthesis. The law of information-orderliness, the law of proportionality and composition, the law of differentiation and universalization of functions, the law of originality, the law of social harmony, the law of optimal loading, the law of effective perception and memorization of information, etc.

Subject7. Life cycle of an organization.

The main stages of the formation of an organization: consideration of various concepts with industry-specific features of formation. Reasons for the development of organizations from simpler forms to more complex ones. The product life cycle as the basis of an organization's life cycle. Single-product and multi-product enterprises.

Prerequisites, causes and consequences of the enterprise's transition to the next stage of development. Basic actions for choosing the most favorable stage for the organization, consolidating it and eliminating negative trends.

Subject8. Types and types of organizations in modern conditions.

Types of enterprises by type of ownership. Basic organizational and legal types of enterprises. Consideration of the features, advantages and disadvantages of each type of organization.

Consideration of organizations in different countries of the world, taking into account local legal norms and practices. Specific types of organizations. Main world trends.

Subject9. Roles, functions and tasks of a manager in a modern organization

Main roles of a manager. Functional load of a manager. Features of knowledge accumulation: structuring, application in various industries and areas of life and work. The role of experience in management activities, its accumulation, updating and application in real business conditions.Self-management as the basis for self-development of a manager in modern conditions.

Self-management as a feature of management in an organization. Disclosure and development of managerial human resources potential among employees. Processes of self-organization in socio-economic systems. The interaction of horizontal and vertical structures of power relations in business organizations, the ability to adapt and/or modify the current situation, subject to one's own vision of solutions to the current situation.

Subject10. Internal environment of the organization. Methods for analyzing the state of the organization.

Consideration of the mechanism for converting resources into the final product as the basis for the existence of an organization. Consideration of the resources needed by the organization to carry out production and non-production activities.

Features of transformation in various industries and fields of activity. Functional and linear division of the internal environment of the organization. Methods for analyzing the internal environment of an organization. SWOT analysis. SNW analysis.

Subject11. Organization structure. Main types.

Hierarchical organizational structures. Advantages and disadvantages of the functioning and subordination of these structures. Linear organizational structures. Functional organizational structures. Linear-functional organizational structures. The role of headquarters in hierarchical structures. Divisional organizational structures.

Geographical, product and consumer principles of distribution of divisional structures. Adaptive organizational structures: matrix, team, project and network. Advantages and disadvantages in modern market conditions.

Subject12. External environment of the organization. Factors of indirect impact.

Characteristics of the external environment of the organization. Basic macroeconomic processes - patterns of origin, main trends. Consideration of the organization as an open system in constant interaction with the external environment.

Factors of indirect influence of the external environment on the organization: Political, economic, socio-cultural, technological and environmental. Examples of each of the group of factors.

Subject13. External environment of the organization. Factors of direct impact

Functioning of organizations in a market economy. The main forms of competition in modern domestic and foreign markets.

Porter's five forces that influence an organization. The power of suppliers and consumers. Competitors producing similar products and substitute products. Potential competitors and methods for assessing market entry barriers.

Subject14. Mission, goals and objectives of the organization. Basics of goal setting. Tree of goals.

Mission concept. Characteristics of the organization's mission. The need for a mission for the managers and employees of the organization, for the company's clients, partners and competitors. Concept of goal. Basic requirements for goals. Methods of goal setting, systematic goals. Concept of a task. Features of the formation of an algorithm for performing tasks. Areas of responsibility between employees and managers for achieving goals and objectives.

Principles of goal setting, main mistakes. SMART analysis. Tree of goals, principles of construction.

Subject15. Social responsibility of management

The essence and content of socio-economic efficiency of management. Efficiency of the socio-economic system and management efficiency. The relationship between commercial efficiency and social efficiency of management. Social mentality and the concept of cultural values.

Moral and ethical potential of management. Historical formation of understanding of social responsibility of management. Level of social responsibility in Russia and developed countries of the world.

Subject16. Time management. Fundamentals of effective labor organization.

Cost structure for organizational and managerial activities and its determining factors. Directions and ways to save relative costs on organizational and managerial activities.

Factors of management effectiveness. Economies of scale of activity. Self-time management skills.

Subject17. Management functions. Planning and forecasting.

The concept of planning. Types of plans. Planning levels. Setting goals and objectives. Drawing up an action program.

Identification of necessaryresourcesand themsources. Identification of direct executors and communication of plans to them. Planning your own career. Forecasting methods. The relationship between plans and forecasts.

Subject18. Function of the organization.

Distribution of responsibilities in the organizational structure. Centralization and decentralization of power.

Delegation of authority is linear and functional. Responsibility and authority. Delegation boundaries.

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical classes

Topic 1. Main stages of management development.	Seminar session 1
Subject2. Classical schools of management.	Seminar session 2
Subject3. Modern approaches to management	Seminar session 3

Subject4. Principles of development and patterns of functioning of the organization.	Seminar session 4
Subject5. Organization as an open system, internal and external environment of the organization	Seminar session 5
Subject6. General and specific laws of the organization	Seminar session 6
Subject7. Life cycle of an organization.	Seminar session 7
Subject8. Types and types of organizations in modern conditions.	Seminar session 8
Subject9. Roles, functions and tasks of a manager in a modern organization	Seminar session 9
Subject10. Internal environment of the organization. Methods for analyzing the state of the organization.	Seminar lesson 10
Subject11. Organization structure. Main types.	Seminar lesson 11
Subject12. External environment of the organization. Factors of indirect impact.	Seminar lesson 12
Subject13. External environment of the organization. Factors of direct impact	Seminar lesson 13
Subject14. Mission, goals and objectives of the organization. Basics of goal setting. Tree of goals.	Seminar lesson 14
Subject15. Social responsibility of management	Seminar lesson 15
Subject16. Time management. Fundamentals of effective labor organization.	Seminar lesson 16
Subject17. Management functions. Planning and forecasting.	Seminar lesson 17
Subject18. Function of the organization.	Seminar lesson 18

4. Educational, methodological and information support

4.1 Main literature

1. Odintsov, A. A. Fundamentals of management: a textbook for universities / A. A. Odintsov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 210 p. - (Higher education). — ISBN 978-5-534-04814-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/491931

2. Rusetskaya, O. V. Theory of organization: a textbook for universities / O. V. Rusetskaya, L. A. Trofimova, E. V. Pesotskaya. - Moscow: Yurayt Publishing House, 2022. - 391 p. - (Higher education). — ISBN 978-5-9916-8402-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/488693

4.2 Additional literature

1. Mardas, A. N. Fundamentals of management. Practical course: textbook for secondary vocational education / A. N. Mardas, O. A. Gulyaeva. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 175 p. - (Professional education). — ISBN 978-5-534-08328-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/492505

2. Frolov, Yu. V. Organization theory and organizational behavior. Methodology of organization: textbook for universities / Yu. V. Frolov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 116 p. - (Higher education). — ISBN 978-5-534-09522-7. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/491862

4.3 Electronic educational resources

1. An electronic educational resource on the discipline is under development.

5. Logistic support

Auditorium for lectures and seminars of the general fund. Study tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1 Methodological recommendations for teachers on organizing training

A presentation (from the English word - presentation) is a set of color pictures-slides on a specific topic, which is stored in a special format file with the PP extension. The term “presentation” (sometimes called “slide film”) is associated primarily with the information and advertising functions of pictures, which are designed for a certain category of viewers (users).

In order for the presentation to be well received by the audience and not cause negative emotions (subconscious or fully conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. So, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

In addition to the correct arrangement of text blocks, we must not forget about their content - the text. Under no circumstances should it contain spelling errors. You should also take into account the general rules of text formatting.

After creating a presentation and its design, you need to rehearse its presentation and your speech, check how the presentation as a whole will look (on a computer screen or projection screen), how quickly and adequately it is perceived from different places in the audience, under different lighting, noise, in an environment as close as possible to real performance conditions.

6.2 Guidelines for students on mastering the discipline

A lecture is a systematic, consistent, monologue presentation by a teacher of educational material, usually of a theoretical nature. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to subsequently recall the studied educational material, supplement the content when working independently with literature, and prepare for the exam.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher’s thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals:

magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making appropriate notes from the literature recommended by the teacher and provided for by the curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

Since the student's activity in seminar classes is the subject of monitoring his progress in mastering the course, preparation for seminar classes requires a responsible attitude. During interactive classes, students must be active.

Guidelines for students on organizing independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

7. Appraisal Fund

7.1 Methods for monitoring and assessing learning outcomes

Indicator of the level of competence development

Fundamentals of Management					
Federal State Educational Standard of Higher Education 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following: **General professional competencies**:					
COMPETENCIES		**List of components**	**Technology for developing competencies**	**Form of assessment tool****	**Degrees of levels of mastering competencies**
INDEX	**FORMULATION**				
OPK-2	The ability to collect, process and analyze data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems	**IOPK-2.1:** Knowledge of methods of collecting, processing and analyzing data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems. **IOPK-2.2:** Ability to collect, process and statistically analyze the data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems. **IOPK-2.3:** Acquisition of the skills of collecting, processing and analyzing data necessary to solve assigned management tasks, using modern tools and intelligent information and analytical systems.	Lecture, independent work, seminar classes	DS, W, T	**basic level:** - capableunderstand the essence of socio-economic phenomena, the laws of functioning of organizations **Advanced level** -own methods of analyzing economic and social processes.

7.2 Grading scale and criteria for assessing learning outcomes

Scales for assessing the results of intermediate certification and their description:

Form of interim examination form: test

Interim examination of students in the form of a test is carried out based on the results of completing all types of academic work provided for by the curriculum for a given discipline (module), while taking into account the results of ongoing monitoring of progress during the semester.

Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the interim assessment, the student is given a "pass" or "fail" rating.

Only students who have completed all types of academic work provided for by the work program in the discipline "Fundamentals of Management" are allowed to take the intermediate certification (passed the intermediate control)

Grading scale	Description
Passed	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance with the knowledge, skills and abilities given in the tables of indicators, operates with acquired knowledge, skills and abilities, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.
Failed	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, and skills with those given in the tables of indicators; significant mistakes are made; a lack of knowledge, abilities, and skills is evident in a number of indicators; the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7.3 Evaluation tools

List of assessment tools for the discipline "Fundamentals of Management"

OS No.	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal Fund
1	Report	A product of a student's independent work, which is a public speech presenting the results obtained in solving a specific educational, practical, educational, research or scientific topic	Topics of reports
2	Test	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Test task fund
3	Test	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Questions for testing

7.3.1. Current control

Topics of reports on the discipline "Fundamentals of Management" (formation OPC-2 of competence)

1. Japanese management model.

2. American management model.
3. The influence of national characteristicsto the management model.
4. Classical (administrative) school of management
5. Behavioral school of management.
6. Motivation: types, process and elements. Properties of the human psyche
7. Two-factor theory of motivationHerzberg.
8. Theory of human needsMaslow.
9. Theoryexpectations and justice theory.
10. Management concept. History of development.
eleven. Marketing management model
12. School of Scientific Management
13. Situational approach to management.
14. Systematic approach to management.
15. Types of planning, the essence of strategic planning
16. Mission concept. Essence and purpose
17. Goals and objectives of the organization. "Tree of Goals"
18. External environment of the organization: characteristics, influence.
19. Analysis of the organization's external environment: factors of indirect impact (PEST analysis)
20. Analysis of the organization's external environment: direct impact factors (competitive analysis)
21. Analysis of the internal environment of the organization.
22. Identification of the organization's strengths and weaknesses, threats and opportunities (SWOT analysis, SNW analysis)
23. Types of competitive strategies (cost, differentiation, focused)
24. Management functions
25. Offensive functional strategies.
26. Defensive functional strategies.
27. Competitive advantage. Classification of market participants.
28. Basic organizational and legal forms of an enterprise
29. Organizational structures.
thirty. Characteristics of bureaucratic and adaptive organizational structures.
31. Characteristics of the linear-functional and headquarters organizational structure
32. Divisional structure based on product characteristics.
33. Divisional structure focused on consumers.
34. Divisional structure built on a geographical basis.
35. Matrix organizational structure
36. Project and team organizational structure
37. Communications in management. Types and elements.
38. Coordination function in management. Delegation of powers.
39. The concept of working time, work schedule.
40. Photo of working hours. Timing
41. Problems of optimal use of working time. Pareto and Eisenhower principles.
42. Leadership and power. Theories and types.
43. Leadership, leadership styles.
44. Functionsself-management of the leader.
45. The authority of the head of the company, its types, characteristics.
46. Conflicts. Types, elements and stages
47. Conflict Management.
48. Contents of the manager's work to neutralize conflicts.
49. The concept of control and its types.
50. Systemcontrolling

51. Inventory Management. Types of demand for inventories, classification of inventories (ABC).
52. Inventory management models
53. Career growth and staff rotation.Career chart.
54. Information management in management.
55. Innovation management.
56. Business ethics and managerial etiquette.
57. Social responsibility of the organization
58. Managers of the new generation. Team management.
59. Life cycle of an organization.
60. Main types and types of organizations
61. Reasons for organizational changes
62. Methods for carrying out organizational change
63. Resistance to organizational change. Causes and types.
64. Methods for overcoming resistance to organizational change.
65. Organizational culture
66. Group dynamics
67. Problems of modern organizational structures.
68. Management decisions. Classification, principles and methods of adoption.
69. Stages of development and adoption of management decisions
70. Personnel planning and its importance.
71. Planning for attracting personnel and releasing personnel.
72. Personnel selection criteria. Basic methods of collecting information.
73. Management efficiency, factors of its formation.
74. Types of production. Productive capacity. Scheduling.
75. Quality control. Foreign experience (control cardsShewhart, Ishikawa schemes)

Report evaluation criteria

No.	Criterion	Grade			
		ex.	chorus	satisfaction	unsatisfactory
1	Structure of the report	The report contains semantic parts balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts is missing from the report	The report does not show the presence of semantic parts
2	Contents of the report	The content reflects the essence of the problem under consideration and the main results obtained	The content does not fully reflect the essence of the problem under consideration or the main results obtained	The content does not fully reflect the essence of the problem under consideration and the main results obtained	The content does not reflect the essence of the problem under consideration or the main results obtained
3	Material comprehension	The student has complete command of the material presented, is problem oriented, and answers questions freely	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem

4	Topic relevance	The presented material fully corresponds to the stated topic	The presented material contains elements that are not relevant to the topic	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic

Tests by discipline
"Fundamentals of Management"
(formation of OPC-2 competence)

The internal environment of the organization includes:
A) goals and mission of the organization, its tasks
B) tax, labor and civil legislation, suppliers and clients, competitors, partners
C) a set of characteristics and internal actors (people, technologies, resources)
ANSWER: C
The external environment of the organization includes:
A) goals and mission of the organization, its tasks
B) tax, labor and civil legislation, suppliers and clients, competitors, partners
C) a set of characteristics and internal actors (people, technologies, resources)
ANSWER: B
Environmental factors are divided into:
A) open and closed
B) direct and indirect
C) subjective and objective
ANSWER: B
Environmental factors of indirect impact include:
A) financial institutions, consumers, suppliers, competitors, labor resources
B) economic factors, demographic, scientific and technical, sociocultural, natural and geographical factors, international
C) state and legislation
ANSWER: B
Direct environmental factors include:
A) financial institutions, consumers, suppliers, competitors, labor resources
B) economic factors, demographic, scientific and technical, sociocultural, natural and geographical factors, international
C) state and legislation
ANSWER: C
What external environmental factors include inflation rates, lending rates, growth or decline in production, fluctuations in the exchange rate of the national currency, taxation, profit distribution, etc.?
A) economic
B) political
C) sociocultural
ANSWER: A
What external environmental factors include political stability, the influence of government authorities on business development, including the establishment of benefits and duties, lobbying, interethnic relations, etc.?
A) economic
B) political
C) sociocultural
ANSWER: B

What environmental factors include behavioral norms, moral and cultural values, and the influence of the media, including television and radio communications?

A) economic
B) political
C) sociocultural
ANSWER: C

The goals of the organization depend primarily on:

A) legislation
B) cultural characteristics
C) type of activity
ANSWER: C

The objectives of the organization are actions aimed at:

A) generating income
B) formation of the organization's mission
C) implementation of the organization's goals
ANSWER: C

The organizational life cycle model, called "Managerial Participation", is the brainchild of:

A) Isaac Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER: B

The organizational life cycle model, called Organizational Structure, is the brainchild of:

A) Isaac Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER: D

The organizational life cycle model, called "Drivers of Growth", is the brainchild of:

A) Isaac Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER: C

The organizational life cycle model, called Organizational Life Cycle Theory, is the brainchild of:

A) Isaac Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER: A

I. Adizes built his model of the life cycle of an organization by analogy with:

A) the development of human life and comparison of the stages of a person’s life cycle with the stages of an organization’s life cycle
B) a living being that has a certain organization of all life processes within a single organism (system)
C) obtaining resources from the external environment necessary to ensure operability
ANSWER: A

According to I. Adizes, the stage of starting the implementation of a business idea begins at the stage:

A) starting a business
B) infancy

C) youth
D) aristocracy
ANSWER: A
According to I. Adizes, the second stage of an organization’s life cycle is:
A) starting a business
B) infancy
C) youth
D) aristocracy
ANSWER: B
At what stage of the organization's life cycle, according to I. Adizes, does the aging of the organization begin?
A) starting a business
B) infancy
C) youth
D) aristocracy
ANSWER: D
At what stage of the organization's life cycle, according to I. Adizes, are the main risks caused by conflicts due to the personal or financial interests of new and old leaders, managers and employees?
A) starting a business
B) infancy
C) youth
D) aristocracy
ANSWER: C
How many crisis options are considered in the model “Problems of Leadership at the Stages of Evolution and Revolution” by L. Greiner?
A) 7
B) 6
C) 5
ANSWER: C
How many options for growth stages are considered in the model “Problems of Leadership at the Stages of Evolution and Revolution” by L. Greiner?
A) 7
B) 6
C) 5
ANSWER: C
The set of methods and techniques of influence responsible for the implementation of the set goals is:
A) management tools
B) management tasks
C) management goals
ANSWER: A
The set of methods and techniques of influence responsible for the implementation of the set goals is:
A) management tools
B) management tasks
C) management goals
ANSWER: A
Management tools can be divided into:
A) management methods and models
B) rules and principles of management
C) control systems and subsystems

ANSWER: A

The opportunity to use a set of techniques and methods, due to which not only the costs of time and other resources are reduced, but also the effective management of both the activities of the organization itself and its constituent units, production and technological processes, is provided by:

A) management methods
B) control models
C) management principles

ANSWER: A

The ability to present the key elements of the organization's management process, describe the most significant parameters responsible for the external and internal relations of the organization, and also obtain the necessary information about the object under study is given by:

A) management methods
B) control models
C) management principles

ANSWER: B

A management method aimed at both forecasting possible options for implementing projects and planning ways to implement these projects is:

A) target management
B) deviation control
C) situational management
D) product management

ANSWER: A

The management method, which consists in organizing bodies designed to carry out the necessary operations (design, production and sales), is:

A) target management
B) deviation control
C) situational management
D) product management

ANSWER: D

A management method in which deviations from the project or intended goals are determined is:

A) target management
B) deviation control
C) situational management
D) product management

ANSWER: B

Management methods based on making decisions about problems that arise during changes in economic, social, etc. situations are:

A) target management
B) deviation control
C) situational management
D) product management

ANSWER: C

Modeling methods that include genetic algorithms as well as evolutionary programming include:

A) evolutionary modeling
B) conceptual modeling
C) simulation modeling
D) heuristic modeling

ANSWER: A

Modeling methods based on the collection, analysis and definition of data about the subject area relate to:

A) evolutionary modeling
B) conceptual modeling
C) simulation modeling
D) heuristic modeling
ANSWER: B

Modeling methods that use mathematical models of real processes include:
A) evolutionary modeling
B) conceptual modeling
C) simulation modeling
D) heuristic modeling
ANSWER: C

The exchange of information, the transfer of information through interactions or counteractions in the system, is:
A) communication
B) communications planning
C) communications in the organization
ANSWER: A

The process of identifying stakeholder information needs and determining a communications approach is:
A) communication
B) communications planning
C) communications in the organization
ANSWER: B

A multi-level system, covering both the organization itself and its elements, and its external environment, as well as a huge number of types and channels of communication, is:
A) communication
B) communications planning
C) communications in the organization
ANSWER: C

Which of the main channels of communication include facial expressions (facial expression), micro-facial expressions (for example, eye twitching), pantomimics (body posture), gestures, etc.)?
A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: A

Which of the main channels of communication describes elements unrelated to the characteristics of speech (coughing, laughter, sighs, individual pronunciation characteristics, etc.)?
A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: C

Which of the main channels of communication include bodily sensations, sensations of temperature, pressure, and pain?
A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: D

Types of communications that are based on the interaction of an organization with its external environment (clients and consumers, partners and competitors, government agencies and various related organizations, the media, etc.) are called:

A) external
B) internal
C) horizontal
D) informal
ANSWER: A

Types of communications that are based on the interaction between elements and structural units within an organization, internal information exchange, are called:

A) external
B) internal
C) horizontal
D) informal
ANSWER: B

Types of communications that can only be built between structures of the same level are called:

A) external
B) internal
C) horizontal
D) informal
ANSWER: C

Types of communications, which include everything based on personal and non-official relationships (rumors, gossip, personal opinion, conversations between work, etc.), are called:

A) external
B) internal
C) horizontal
D) informal
ANSWER: D

The effectiveness of communication in an organization is the relationship between:

A) the result obtained and the costs spent on obtaining this result
B) achieved and planned result
C) both definitions are correct
ANSWER: C

Which of the management functions represents a selection of possible options for the direction of activity, which are determined on the basis of the goals of the activity and all the tasks facing the organization, as well as depending on the expected results of this activity?

A) forecasting
B) goal setting
C) planning
D) control
ANSWER: A

Which management function is the process of determining the goals of a given organization?

A) forecasting
B) goal setting
C) planning
D) control
ANSWER: B

7.3.2. Interim certification

Questions for testing in the discipline
"Fundamentals of Management"
(formation of OPC-2 competence)

1. Manager: his place and role in the organization, features of managerial work.
2. Main stages of management development.
3. School of scientific management (rationalist school): essence, basic principles, F. Taylor's management system.
4. The essence of management activity, the object and subject of management. Division of labor.
5. The essence and content of management principles.
6. Administrative (classical) school: reasons for its emergence, principles, development of the concept of A.Fayol.
7. School of Psychology and Human Relations: Basic Concepts,E. Mayo's Hawthorne experiments, A. Maslow's pyramid of needs, D. McGregor's theories.
8. Quantitative school (school of management science): main directions, process, systemic and situational approaches to management.
9. Communications in the organization.
10. Organizational culture: concept and functions.
eleven. Organizational culture: elements and types.
12. Communications in management and their role. Types of management information.
13. Internal variables of the organization: goals, objectives, structure, technology, personnel.
14. Delegation of powers and its role in the activities of organizations.
15. Intraorganizational conflicts and their prevention.
16. Strategies for behavior in conflict situations.
17. The nature of stress. Phases of stress. Methods of dealing with stress.
18. The essence and basic concepts of motivation as a management function
19. Social and economic efficiency of management in an organization.
20. Communication process and its structure.
21. Authority and responsibility. Types of powers.
22. Features of the content and process approach to motivation, basic theories.
23. Concept of leadership and management. Leadership styles.
24. Power and influence: concepts, forms. Sources of power. Balance of power in the organization.
25. Barriers in communications and ways to overcome them.
26. Features of management development in Russia.
27. Features of economic organizations.
28. Self-organization and self-government.
29. National models of modern management (European, Japanese, American).
thirty. Features of management development in Russia.
31. Features of the development of organization management.
32. Types of organizational structures.
33. The external environment of the organization and its characteristics.
34. Organization structure: definition and elements. Rigid and flexible structures. Vertical and horizontal structures.
35. Organizational management system: concept, structure. Functional and structural approaches. Basic elements of the control system.
36. Prospects for the development of modern management. Management efficiency.
37. The term “organization” as a process and as a phenomenon. Features and properties of the organization.
38. Systems theory as the basis of organization theory: concept, characteristics, properties of systems. Classification of systems, features of social systems.
39. Fundamental laws of the first level organization: synergy, self-preservation, development.