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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
_____/Yu.D. Davydova/
"30" 05 2022

Dean,
Faculty of Economics and Management
_____/A.V. Nazarenko/
"30" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"Modern Organizational Management Structures"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline.

aimdiscipline "Modern organizational management structures" is the development of the professional competence of the manager in the field of managing organizations of various organizational and legal forms based on understanding the patterns of behavior of employees in these social systems.

Within the framework of the course "Modern organizational management structures" it is supposed to solve such problems as orientation towards achieving socially significant goals; analytical thinking; flexibility of thinking; social and professional mobility; social and civic activity.

2. The place of the discipline in the structure of the master's program

The discipline "Modern organizational structures of management" is part of the cycle of disciplines B.1.2.07 of the direction of training bachelors 38.03.02 "Management"

The discipline "Modern organizational management structures" is interconnected logically and methodically with the following disciplines of the EP:

- "Organizational behavior";
- "Personnel Management".

3. The list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the educational program.

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes should be achieved as a stage in the formation of the relevant competencies:

Cipher	Name	professional standard	OTF
PC-1	Able to regulate the processes of organizational units or develop administrative regulations for organizational units	07.007 "Process management specialist"	Regulation of the processes of the organization's divisions or development of administrative regulations of the organization's divisions

Competency code	As a result of mastering the educational program, the student must have	Code and name of the indicator of achievement of competence	List of planned learning outcomes by discipline
PC-1	Able to regulate the processes of organizational units or develop administrative regulations for organizational units	**IPK-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and administrative regulations; the basics of implementing changes; basics of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the reliability of the information collected; methods for analyzing the collected information; rules for preparing reports, conclusions on the results of control; methods for evaluating the effectiveness of processes or administrative procedures.	**Know:** theoretical foundations for building business structures; **Be able to:** to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors; **Own:** methods of generating documentation necessary for the creation of new business structures ways of resolving conflict situations
		IPK-1.2. Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings,	**Know:** the nature of the conflict and methods of its resolution; **Be able to:** analyze the requirements for the process, the goals of the process or the administrative regulations; **Own:** the skills of defining the boundaries of the process of a division of an organization or the administrative regulations of a division of an organization.

		inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory and methodological documents; develop schemes of processes or administrative regulations; evaluate the resources needed to put in place process or administrative procedures or proposals to improve their effectiveness; develop, coordinate and approve action plans, evaluate the achievement of results, develop corrective actions to achieve plans; provide advice to employees of the organization; select control points that allow assessing the degree of compliance with the regulations and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures.	
		IPK-1.3. Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in the process of a division of an organization or the administrative	**Know:** basic methods for assessing the effectiveness of the use of organization resources; **Be able to:** analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; **Own:** the skills of determining the inputs and outputs of the process of a division of an organization or the beginning and result of the implementation of the administrative regulations of a division of an organization.

		regulations of a division of an organization; clarification of the resources used, Russian and international legislation, local regulations, reporting documents, necessary to carry out the process of the organizational unit or the administrative regulations of the organizational unit; identification of responsible employees of the unit for each work in the process of the unit of the organization or the administrative regulations of the unit of the organization; collecting information about the current planning and reporting system for the work of the process of the organization's unit or the administrative regulations of the organization's unit; collecting information on the progress and results of the process of the organizational unit or the administrative regulations of the organizational unit; registration of the results of information collection; systematization of the collected information about the process of the division of the organization or the administrative regulations of the division of the organization; development of the procedure for the process of the organization's subdivision or the administrative regulation of the organization's subdivision and regulatory documents (instructions, regulations); development of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; development of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; planning activities to put into effect the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; evaluating the effectiveness of measures to put into effect the regulation of the process of the organization's subdivision or the administrative regulation of the organization's subdivision; determination of procedures for monitoring the implementation of the regulation of the	

		process of the division of the organization or the administrative regulations of the division of the organization; collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria established for the control; evaluating the effectiveness of the process of the organizational unit or the administrative regulations of the organizational unit; development of recommendations to improve the efficiency of the processes of the organizational unit or administrative regulations of the organizational unit; registration of the results of monitoring the implementation of the process regulations of the organization's subdivision or the administrative regulations of the organization's subdivision.	

4. Structure and content of the discipline.

The total labor intensity of the discipline is: part-time form - 3 credit units, i.e. 108 academic hours (of which 72 hours are independent work of students).

Sections of the discipline "Modern organizational management structures" are studied in the third year.

Fifth semester:

Part-time form: lectures -18 hours, seminars - 18 hours, form of control - test.

The structure and content of the discipline "Modern organizational management structures" in terms of terms and types of work are reflected in the appendix.

The content of the sections of the discipline

Topic 1. Organization and organizational structures: Business process management mechanisms

History of organizational theory and the theory of organizational behavior. Organization as a system. Internal and external environment. organization resources. Types and types of organizational systems. Typical organizational structures. Organizational and legal forms of organizational systems. Association of organizations. organization laws. Models of organizational behavior according to J. Newstrom, Yu.B. Krasovsky. The concept of “behavior”, models of labor behavior; the concept of "personality", the formation of loyalty, loyalty and organizational identity; the concept of "organization", organization as a small, medium, large group.

Topic 2. Organization as a static system. Basic determinants of organizational behavior in business processes

Organizational structure as a characteristic of a social system. Simple and complex structures. Typical organizational structures and intercomponent communications in the organization. Rules for constructing rational structures. Organizational hierarchy as the basis of organizational behavior. Group norms, group status as determinants of behavior in the organization. Personal and cultural determinants of individual behavior in an organization: values and attitudes. Cultural determinants of organizational behavior. Influence of organizational culture on performance efficiency: V. Sathe model, T. Peters-R. Waterman model, T. Parson model. Organizational behavior and national culture. Parameters of intercultural differences according to E. Hofstede. The influence of the national mentality on the organizational behavior of the organization's personnel. Intercultural differences in the system of business communications. Problems of cultural adaptation. Organization as a group. Organizational behavior in the group. Behavior of an individual in a group. Influence of the group on the behavior of employees: group effects, group processes, group states. group dynamics. Situational factors influencing group organizational behavior in business processes.

Topic 3. Organization as a dynamic system. Management of organizational behavior in the face of changing business processes

Organization as a system of processes. The main, supporting and management processes in the organization. Processes by phases of the organization's life cycle. Organizational change processes. Modern tendencies of organizational changes. Management of organizational behavior in conditions of change. Factors that determine organizational change. Symptoms of organizational change. Stages of the innovation process in the organization. Psychological resistance to innovation: causes, types, forms. Methods for managing resistance to organizational change. Psychological and organizational techniques for neutralizing resistance to innovation in the organization. Methods for overcoming resistance: forced, adaptive, crisis, resistance management.

Topic 4. Organization as a self-organizing system. Processes of self-government and self-development of an individual and a group

Organization and self-organization in social systems. Self-organization as a process and as a phenomenon. Self-management in the organization: realization of special human needs, goals and means of their implementation. Collective self-organization. The problem of spontaneous organizational behavior. Organization and spontaneous mass behavior. Managing Massive Behavior. The problem of rumors in the organization, rumor management.

Preliminary control. current control. Final control.

The content of independent work of students

1. Work with the recommended literature supporting theoretical and practical material, preparation of abstracts.

2. Working with Internet resources: monitoringsituational factors influencing group organizational behavior.

3. The content of independent work: preparation of presentations on problematic issues in the organization.

Current control is carried out in the following forms.

Report: the topic of the report is selected from the list of suggested topics. The report is an oral communication of 10-15 minutes, accompanied by a presentation and handouts for listeners, which, in addition to the basic concepts, must include a list of sources used. The handout becomes part of the student's teaching material on the specified topic.

The form of current control is a report and a test.

5. Educational technologies

The methodology for teaching the discipline "Modern Organizational Management Structures" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

- discussions on problematic issues (based on the results of independent work);
– discussion of reports on the discipline.

6. Evaluation tools for current monitoring of progress, intermediate certification based on the results of mastering the discipline and educational and methodological support for students' independent work.

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

Forms of current control: discussions, discussions of business economic situations, preparation of reports, tests.

6.1. Fund of assessment tools for conducting intermediate certification of students in the discipline (module).

6.1.1. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competencies are formed:

Competency code	As a result of mastering the educational program, the student must have
PC-1	Able to regulate the processes of organizational units or develop administrative regulations for organizational units

In the process of mastering the educational program, these competencies, including their individual components, are formed in stages during the development of disciplines (modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

6.1.2. Description of indicators and criteria for assessing competencies formed on the basis of the results of mastering the discipline (module), description of assessment scales.

An indicator of competency assessment at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

PC -1 Able to regulate the processes of organizational units or develop administrative regulations for organizational units

IPK-1.1. Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and administrative regulations; the basics of implementing changes; basics of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the reliability of the information collected; methods for analyzing the collected information; rules for preparing reports, conclusions on the results of control; methods for evaluating the effectiveness of processes or administrative procedures.

Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
Know: theoretical foundations for building business structures;	The student demonstrates a complete lack of knowledge: theoretical foundations for building business structures;	The student demonstrates incomplete understanding of the theoretical foundations of building business structures; nature;	The student demonstrates gaps in knowledge about the theoretical foundations of building business structures;	The student demonstrates the formed systematic ideas about the theoretical foundations of building business structures;
Be able to:to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors.	The trainee lacks the ability to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors.	The teacher has a non-systematic nature of the ability to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors.	The trainee has certain gaps in the ability to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors.	The trainee has a well-formed ability to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors.
Own: methods of generating	The educator lacks the methods for	The educator has a generally successful	The trainer has gaps in the application of	The educator has a successful and

documentation necessary for the creation of new business structures ways of resolving conflict situations	generating the documentation necessary to create new business structures by means of resolution	but inconsistent application of the skills and methods of generating documentation necessary to create new business structures in ways of resolving	the skills and methods of generating documentation necessary to create new business structures in ways of resolving	systematic application of the skills and methods of generating documentation necessary for the creation of new entrepreneurial structures in ways of resolving

PC -1 Able to regulate the processes of organizational units or develop administrative regulations for organizational units

IPK-1.2. Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings, inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory and methodological documents; develop schemes of processes or administrative regulations; evaluate the resources needed to put in place process or administrative procedures or proposals to improve their effectiveness; develop, coordinate and approve action plans, evaluate the achievement of results, develop corrective actions to achieve plans; provide advice to employees of the organization; select control points that allow assessing the degree of compliance with the regulations and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures.

Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
Know: the nature of the conflict and methods of its resolution;	The student demonstrates a complete lack of knowledge about the nature of the conflict and methods of its resolution;	The student demonstrates incomplete ideas about the nature of the conflict and methods for resolving it;	The student demonstrates gaps in knowledge about the nature of the conflict and methods for its resolution;	The student demonstrates the formed systematic ideas about the nature of the conflict and methods for its resolution;
Be able to:analyze process requirements, process objectives or administrative regulations	The trainee lacks the ability to analyze process requirements, process goals, or administrative regulations.	The trainer has a non-systematic nature of the ability to analyze the requirements for the process, the goals of the process or administrative regulations	The trainee has certain gaps in the ability to analyze the requirements for the process, the goals of the process or administrative regulations	The trainee has the formed ability to analyze the requirements for the process, the goals of the process or administrative regulations
Own: the skills to	The trainee lacks the	The trainee has	The learner has gaps	The trainer has a

define the boundaries of the process of a division of an organization or the administrative regulations of a division of an organization.	skills to define the boundaries of the process of an organizational unit or the administrative regulations of an organizational unit.	generally successful but inconsistent application of the skills to define the boundaries of an organizational unit's process or organizational unit's administrative procedures.	in the application of the skills to determine the boundaries of the process of a division of an organization or the administrative regulations of a division of an organization.	successful and systematic application of the skills of defining the boundaries of the process of a division of an organization or the administrative regulations of a division of an organization.

PC -1 Able to regulate the processes of organizational units or develop administrative regulations for organizational units

IPK-1.3. Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in the process of a division of an organization or the administrative regulations of a division of an organization; clarification of the resources used, Russian and international legislation, local regulations, reporting documents, necessary to carry out the process of the organizational unit or the administrative regulations of the organizational unit; identification of responsible employees of the unit for each work in the process of the unit of the organization or the administrative regulations of the unit of the organization; collecting information about the current planning and reporting system for the work of the process of the organization's unit or the administrative regulations of the organization's unit; collecting information on the progress and results of the process of the organizational unit or the administrative regulations of the organizational unit; registration of the results of information collection; systematization of the collected information about the process of the division of the organization or the administrative regulations of the division of the organization; development of the procedure for the process of the organization's subdivision or the administrative regulation of the organization's subdivision and regulatory documents (instructions, regulations); development of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; development of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; planning activities to put into effect the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; evaluating the effectiveness of measures to put into effect the regulation of the process of the organization's subdivision or the administrative regulation of the organization's subdivision; determination of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria established for the control; evaluating the effectiveness of the process of the organizational unit or the administrative regulations of the organizational unit; development of recommendations to improve the efficiency of the processes of the organizational unit or administrative regulations of the organizational unit; registration of the results of monitoring the implementation of the process regulations of the organization's subdivision or the administrative regulations of the organization's subdivision.

Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
Know: basic methods for assessing the effectiveness of the use of organization resources;	The student demonstrates a complete lack of knowledge about the main methods for	The student demonstrates incomplete understanding of the main methods for	The student demonstrates gaps in knowledge about the main methods for assessing the	The student demonstrates the formed systematic ideas about the main methods for assessing

	assessing the effectiveness of the use of organization resources;	assessing the effectiveness of the use of organization resources;	effectiveness of the use of organization resources;	the effectiveness of the use of organization resources;
Be able to:analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation;	The trainee lacks the ability to analyze areas of responsibility, stakeholders of the process, current standards, resources, inputs, outputs and indicators of the process or administrative regulations;	The trainer has the non-systematic nature of the ability to analyze areas of responsibility, process stakeholders, current standards, resources, inputs, outputs and indicators of a process or administrative regulation;	The trainee has certain gaps in the ability to analyze areas of responsibility, stakeholders of the process, current standards, resources, inputs, outputs and indicators of the process or administrative regulations;	The trainee has the formed ability to analyze areas of responsibility, stakeholders of the process, current standards, resources, inputs, outputs and indicators of the process or administrative regulations;
Own: the skills of determining the inputs and outputs of the process of a division of an organization or the beginning and result of the implementation of the administrative regulations of a division of an organization.	The trainee does not have the skills to determine the inputs and outputs of the process of the organizational unit or the beginning and result of the implementation of the administrative regulations of the organizational unit.	The trainee has a generally successful but inconsistent application of skills in identifying the inputs and outputs of an organizational unit process or the initiation and outcome of an organizational unit administrative procedure.	The trainee has gaps in applying the skills to determine the inputs and outputs of the process of the organization unit or the beginning and result of the implementation of the administrative regulations of the organization unit.	The trainer has a successful and systematic application of the skills to determine the inputs and outputs of the process of a division of an organization or the beginning and result of the implementation of the administrative regulations of a division of an organization.

Form of intermediate attestation: test.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), the grade "passed" or "failed" is given.

Evaluation scale	Description
Passed	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and

	abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Not credited	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7. Educational, methodological and information support of the discipline.

a) basic literature:

1. Kuznetsov, Yu. V. Theory of organization: textbook and workshop for universities / Yu. V. Kuznetsov, E. V. Melyakova. - 3rd ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 351 p. - (Higher education). — ISBN 978-5-534-02949-9. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/488801 (date of access: 11/14/2022).

2. Frolov, Yu. V. Theory of organization and organizational behavior. Methodology of organization: textbook for universities / Yu. V. Frolov. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2021. - 116 p. - (Higher education). - ISBN 978-5-534-09522-7. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/471816

b) additional literature:

1. Getmanova, G. V. Modern organizational structures and management mechanisms: textbook / G. V. Getmanova. - St. Petersburg: IEO SPBUTUiE, 2011. - 159 p. — ISBN 978-5-94047-433-3. — Text: electronic // Doe: electronic library system. - URL: https://e.lanbook.com/book/63991

2. Ivanova, I. A. Management: textbook and workshop for universities / I. A. Ivanova, A. M. Sergeev. - Moscow: Yurayt Publishing House, 2022. - 305 p. - (Higher education). - ISBN 978-5-534-04184-2. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/489027

3. Management: a textbook for universities / Yu. V. Kuznetsov [and others]; edited by Yu. V. Kuznetsov. - Moscow: Yurayt Publishing House, 2022. - 448 p. - (Higher education). - ISBN 978-5-534-03372-4. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/489310

4. Organizational psychology: textbook and workshop for universities / E. I. Rogov [and others]; under the general editorship of E. I. Rogov. - 3rd ed., revised. and

additional - Moscow: Yurayt Publishing House, 2021. - 509 p. - (Higher education). - ISBN 978-5-534-07328-7. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/468669

5. Theory of organization: textbook and workshop for universities / G. R. Latfullin [and others]; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. - 2nd ed. - Moscow: Yurayt Publishing House, 2022. - 156 p. - (Higher education). - ISBN 978-5-534-01187-6. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/489916

6. Mkrtychyan, G. A. Organizational behavior: textbook and workshop for universities / G. A. Mkrtychyan. - Moscow: Yurayt Publishing House, 2021. - 237 p. - (Higher education). - ISBN 978-5-9916-8789-8. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/470080

c) software and Internet resources:

1. Office Applications, Microsoft Office 2013 (or below) - Microsoft Open License. License No. 61984042
2. http://www.gov.ruServer of state authorities of the Russian Federation.
3. http://www.mos.ruOfficial server of the Government of Moscow.
4. http://www.minfin.ruMinistry of Finance of the Russian Federation.
5. http://www.garant.ruGUARANTOR Legislation with comments.
6. http://www.gks.ruFederal State Statistics Service.
7. http://www.rg.ruRussian newspaper.
8. http://www.prime-tass.ruPRIME-TASS Economic Information Agency.
9. http://www.rbc.ruRBC (RosBusinessConsulting).
10. http://www.businesspress.ruBusiness press.
11. http://www.ereport.ruWorld economy.
12. http://uisrussia.msu.ruUniversity Information System of Russia.
13. http://www.forecast.ruCMASF (Center for Macroeconomic Analysis and Short-Term Forecasting).
14. http://www.cfin.ruCorporate management.
15. http://www.fin-izdat.ruPublishing House "Finance and Credit"
16. http://economist.com.ruThe Economist magazine.
17. http://www.vopreco.ruJournal "Economic Issues".
18. http://www.mevriz.ruJournal "Management in Russia and abroad"
19. http://systems-analysis.ru/Systems Analysis Laboratory
20. https://gtmarket.ru/concepts/7111System analysis
21. http://minpromtorg.gov.ru/Ministry of Industry and Trade of the Russian Federation.
22. http://www.rg.ruRussian newspaper.

8. Logistics support of discipline.

Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

9. Guidelines for students when working on lecture notes during a lecture

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work 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 fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing 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 consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

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

Guidelines for students on the organization of 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 in the course "Modern organizational management structures" is determined by the curriculum. During independent work, 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.

10. Guidelines for the teacher

(Guidelines for making presentations)

A presentation (from the English word - presentation) is a set of color slide pictures 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 that are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact of the speaker with the demonstration material;
- mobility and compactness of information carriers and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for the design of computer presentations

There are certain recommendations that should be followed, at least for novice designers, until they feel the strength and confidence to write their own rules and recommendations.

Font design rules:

- Serif fonts are easier to read than sans-serif fonts;
- Capital letters are not recommended for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction, and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation design guidelines

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

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

Consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;

- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- it is desirable to avoid drawings in the presentation that do not carry a semantic load if they are not part of the style design;
- the color of graphic images should not contrast sharply with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
- if a graphic image is used as a background, then the text on this background should be well readable.

The content and location of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 of the slide size;
- it is desirable to have on the page blocks with different types of information (text, graphs, diagrams, tables, figures) that complement each other;
- keywords in the information block must be highlighted;
- information blocks should be placed horizontally, blocks related in meaning - from left to right;
- the most important information should be placed in the center of the slide;
- the logic of presenting information on slides and in the presentation should correspond to the logic of its presentation.

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

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

The work program was compiled on the basis of the Federal State Educational Standard of Higher Education in the direction of training bachelors on March 38, 02 "Management", approved by order of the Ministry of Education and Science of the Russian Federation of August 12, 2020 No. 970 (Registered in the Ministry of Justice of Russia on August 25, 2020 No. 59449).

The program was made by:



Art. teacher / Borodacheva L.V./

The program was approved at a meeting of the department "Management"
August 29, 2022, Protocol No. 1

Head of the Department "Management"
k. e. PhD, Associate Professor  /Alenina E.E./

Evaluation funds are presented in the appendix to the work program

Attachment 1

Attachment 1
to work program

The structure and content of the discipline "Modern organizational management structures" in the direction of preparation 38.03.02 "Management"
Educational program: "Business Process Management"
Form of study Part-time

n/n	Chapter	Semester	A week semester	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students					Forms of attestation	
				L	F/N	Lab	SRS	DAC	K.R.	K.P.	T	abstract	K/p	E	Z
one	Topic 1. Organization and organizational structures: business process management mechanisms	5	1-4	four	four		eighteen								+
2	Topic 2. Organization as a static system. Basic determinants of organizational behavior in business processes	5	5-8	four	four		eighteen								+
3	Topic 3. Organization as a dynamic system. Management of organizational behavior in the face of changing business processes	5	9-12	5	5		eighteen								+
four	Topic 4. Organization as a self-organizing system. Processes of self-government and self-development of an individual and a group	5	13-18	5	5		eighteen								+
5	**Total**			eigh	eighte		72				+				**Z**

				te en	en										

Appendix 2 to work program

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
"MOSCOW POLYTECHNIC UNIVERSITY"
(MOSCOW POLYTECH)

Direction of preparation:38.03. 02 "Management"

OP (educational program):
"Business Process Management"

Form of study: full-time, part-time
Types of professional activity:
organizational and managerial activity

Department: Management

VALUATION FUND

BY DISCIPLINE

Modern organizational management structures

Composition: 1. Passport of the fund of appraisal funds
2. Description of evaluation tools:
topics of reports, questions for the exam, tests

Compiled by:

Art. teacher Borodacheva L.V.

Moscow, 2022

Table 1

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

Modern organizational management structures

GEF VO**27.04.02 "Management"»**
EP: "Business Process Management"

In the process of mastering this discipline, the student forms and demonstrates the following **applied competencies**:

COMPETENCES			**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**					
PC-1	Able to regulate the processes of organizational units or develop administrative regulations for organizational units	**IPK-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and administrative regulations; the basics of implementing changes; basics of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the	**Know:** theoretical foundations for building business structures; **Be able to:** to form and improve documentation, taking into account the observance of the rights and interests of shareholders and investors; **Own:** methods of generating documentation necessary for the creation of new business structures ways of resolving conflict situations	lecture, independent work, seminars	D, T, E	**A basic level of** - has the ability to formulate meaningful and mathematical research problems, choose methods of experimental and computational experiments, **Enhanced level** –has the ability to systematically analyze, interpret and present research results

		reliability of the information collected; methods for analyzing the collected information; rules for preparing reports, conclusions on the results of control; methods for evaluating the effectiveness of processes or administrative procedures.				
		IPK-1.2. Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings, inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory and methodological documents; develop schemes of processes or administrative regulations; evaluate the resources needed to put in place process or administrative procedures or proposals to improve their effectiveness; develop, coordinate and	**Know:** the nature of the conflict and methods of its resolution; **Be able to:** analyze the requirements for the process, the goals of the process or the administrative regulations; **Own:** the skills of defining the boundaries of the process of a division of an organization or the administrative regulations of a division of an organization.			

		approve action plans, evaluate the achievement of results, develop corrective actions to achieve plans; provide advice to employees of the organization; select control points that allow assessing the degree of compliance with the regulations and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures.				
		IPK-1.3. Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in the process of a division of an organization or the administrative regulations of a division of an organization; clarification of the resources used, Russian and international	**Know:** basic methods for assessing the effectiveness of the use of organization resources; **Be able to:** analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; **Own:** the skills of determining the inputs and outputs of the process of a division of an organization or the beginning and result of the implementation of the administrative regulations of a division of an			

		legislation, local regulations, reporting documents, necessary to carry out the process of the organizational unit or the administrative regulations of the organizational unit; identification of responsible employees of the unit for each work in the process of the unit of the organization or the administrative regulations of the unit of the organization; collecting information about the current planning and reporting system for the work of the process of the organization's unit or the administrative regulations of the organization's unit; collecting information on the progress and results of the process of the organizational unit or the administrative regulations of the organizational unit; registration of the results of information collection; systematization of the collected information about the process of the division of the organization or the administrative regulations of the division of the organization; development of the procedure for the process of the organization's subdivision or the administrative regulation of the organization's subdivision and regulatory documents (instructions, regulations); development of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; development of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; planning activities to put into effect the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of the regulation of the process of the division of the organization or the administrative	organization.			

		regulations of the division of the organization; implementation of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; evaluating the effectiveness of measures to put into effect the regulation of the process of the organization's subdivision or the administrative regulation of the organization's subdivision; determination of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria established for the control; evaluating the effectiveness of the process of the organizational unit or the administrative regulations of the organizational unit; development of recommendations to improve the efficiency of the processes of the organizational unit or administrative regulations of the organizational unit; registration of the results of monitoring the implementation of the process regulations of the organization's subdivision or the administrative regulations of the organization's subdivision.				

**- For abbreviations of forms of evaluation tools, see Appendix 2 to the RP.

Annex 2
to work program

List of evaluation tools for the discipline "Modern organizational management structures"

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Report, message (DS)	Product independent work student, which is a public performance on the presentation of the results of solving a specific educational and practical, educational and research or scientific topic	Topics of reports, messages
2	Test (T)	A system of standardized tasks that allows automatethe procedure for measuring the level of knowledge and skills of the student.	Fund of test tasks
3.	Pass (D)	A set of control questions for the exam, allowing you to fix the compliance of the student's answers	Control questions for the test

Questions for offset in the discipline "Modern organizational management structures" formation of competence PC-1

1. Modern organizational structures: development, formation.
2. The relationship of organization theory with other sciences: give examples, characterize.
3. Organization as a process and as a phenomenon: characteristics, examples.
4. The concept of "system": definition, examples, types and types of systems.
5. Basic concepts of organization theory: list, characterize.
6. Place, role, significance and functions of the discipline Theory of organization and organizational behavior in the system of economic sciences.
7. Definition of organization and basic concepts of organization theory.
8. Classical organization theory in the works of L. Gilbreth
9. The classical theory of organization in the works of F.U. Taylor, A. Fayol,
10. Organization as a process: essence, regulation, examples.

11. Organization as a phenomenon: essence, regulation, types, examples.
12. Composition and types of organizational relations: characterize, give examples.
13. The content and functions of organizational relations: list, describe, give examples.
14. System approach as a method of management: the formation of a system approach, the dynamics of the formation of systems theory.
15. System as a set of interrelated operating elements.
16. Signs of the system: list and characterize.
17. System properties: list and characterize.
18. Technical, biological and social (public) subsystems of society: reveal the essence, give examples.
19. Classification of systems: list and characterize.
20. Features of social systems: list, characterize, give examples.
21. How is the static and dynamic state of the organization determined: justify, give examples.
22. Linear and ring diagrams of organizational relations: schematic representation, characteristics, examples.
23. Wheel-shaped and star-shaped schemes of organizational relations: schematic representation, characteristics, examples.
24. Hierarchical scheme of organizational relations: schematic representation, characteristics, examples.
25. Staff diagram of organizational relations: schematic representation, characteristics, examples.
26. Matrix diagram of organizational relations: schematic representation, characteristics, examples.
27. Features of organizational relations in human-machine systems: schematic representation, characteristics, examples.
28. The internal environment of the organization: characteristics, examples.
29. The external environment of the organization: characteristics, examples.
30. Organization management structure and principles of its formation.
31. Formation of hierarchical and bureaucratic management structures. Examples.
32. Formation of organic (adaptive) management structures. Examples.
33. Linear organizational structure: formation, principles, efficiency, advantages, disadvantages.
34. Linear-functional organizational structure: formation, principles, efficiency, advantages, disadvantages.
35. Linear-staff organizational structure: formation, principles, efficiency, advantages, disadvantages.
36. Divisional organizational structure: formation, principles, efficiency, advantages, disadvantages.
37. Matrix organizational structure: formation, principles, efficiency, advantages, disadvantages.
38. Social organization: characteristics, types, significance in the economy. Examples.

39. Classification of social organizations by legal status.
40. Economic organization: characteristics, types, significance in the economy. Examples.
41. Classification of economic organizations. Examples.
42. List and characterize the main unit organizational forms of companies.
43. List and characterize the main group organizational forms of companies.
44. Communication: definition, basic theories of communication. The essence and tasks of a manager in the field of communication.
45. Communication process: characteristics, structure, scheme.
46. Types of communications in the organization: list, describe.
47. Communication networks: definition, types (for each type - a diagram).
48. Communication styles: list, characterize, give examples. Factors affecting the effectiveness of communications.
49. Law: concept, essence, types, examples.
50. Patterns and dependencies in organizations: essence, characteristics, examples.
51. Social laws: features, types, examples.
52. The law of self-preservation: formulation, the influence of external and internal factors on the self-preservation law.
53. Levels of self-preservation: list, characterize, indicate the range of values of the self-preservation parameter.
54. The law of synergy: formulation, three options for the operation of the law.
55. What determines the potential of an organization? How does the potential of the constituent resources affect the overall potential of the organization?
56. List the signs of achieving positive synergy in the organization.
57. Law of development: formulation, three variants of the law.
58. Law of awareness-orderliness: formulation, three variants of the law.
59. The role of information in management activities. Examples.
60. The law of unity of analysis and synthesis: formulation, three variants of the law.
61. The law of composition and proportionality: formulation, three variants of the law.
62. Ensuring harmony in production activities.
63. Specific laws of social organization: features, nature of manifestation and action.
64. Principles of static organization: list, characterize, give examples.
65. Principles of dynamic organization: list, characterize, give examples.
66. The composition and content of the principles of self-government.
67. Self-organization in the organization: types, elements and efficiency.
68. Organizational behavior as a scientific discipline. Goals and objectives of the theory of organizational behavior
69. Organizational behavior as a subject of study, management and development
70. The concept of "behavior" in modern social science
71. Organizational behavior as a kind of social behavior
72. Types of organizational behavior
73. Basic problems of organizational command
74. Approaches to the study of organizational behavior

75. Features of organizational behavior
76. Organization, organization goals
77. Social structure of the organization
78. Formal and informal organizational structures
79. Personality in an organization
80. Opportunities and goals of the individual in the organization
81. Expectations of the individual in the organization
82. Groups: concepts, classification, stages of development in business processes
83. group behavior
84. Group cohesion as an indicator of the team's capacity
85. Group pressure symptoms
86. Informal groups in the organization

Tests
in the discipline "Modern organizational management structures"
formation of competence PC-1

1. Analysis of the organization's potential allows you to evaluate (choose the correct answer):
   A) "threats" and "opportunities" of the external environment;
   B) Does the organization have internal capabilities to ensure the level of its claims;
   C) the image of the organization;
   D) other.

2. The effectiveness of the organizational management structure is affected by (choose the correct answer):
   A) the feasibility of the distribution of functions, the definition of powers and responsibilities at various levels of the hierarchy;
   B) the feasibility of relationships and interactions between elements of the organizational structure;
   C) management policy and methods for regulating the behavior of people in the organization;
   D) all together.

3. Organizational science considers the triune organization:
   a) personnel, production, management;
   b) planning, control, motivation;
   c) things, people, ideas;
   d) attraction, processing of resources, production of products.

4. The subject of organization theory does not include:
   a) connections and relationships of the structural components of an integral object;

b) organizational processes and actions in the formation, development and destruction of organizational systems;
c) organization and self-organization of social systems; d) principles of functioning of organizational systems.

5. Creation inside the mechanical structure of various forms of organic
   A) contributes to (eliminate the wrong answer):
   B) maintaining controllability;
   B) ensuring maneuverability;
   D) increases the ability to update;
   D) contributes to the centralization of the control mechanism.

2. The authors who have made major contributions to the development of classical organization theory include:
   a) Frederick Winslow Taylor
   b) Frank Gilbreth;
   c) Henri Fayol;
   d) Max Weber;
   e) Peter Drucker;
   e) Douglas MacGregor;
   g) Frederick Herzberg.

3. In what period were the principles of organization formulated, the criteria for the formation of organizational structures, and on a systematic basis, research on the theory of organization began to be carried out:
   a) from 1900–1920;
   b) from 1920–1940;
   c) from 1940–1960

4. The first scientific approach to the analysis of organizations and the process of managing them is credited to:
   a) Harrington Emerson - "The Twelve Principles of Effectiveness";
   b) Frederick W. Taylor - "Principles of Scientific Management";
   c) Henri Fayol - "General and practical management";
   d) Bogdanov A.A. – “Tectology. General organizational science”;
   e) Luther Gyulik - "Notes on the Theory of Organization"
   f) To Peter Drucker, The Practice of Management.

5. Which scientists were given a holistic view of organizational science, formulated its basic principles and patterns, and explained the mechanism of their manifestation:
   a) F. Taylor;
   b) A.A. Bogdanov;
   c) A. Fayol;
   d) M. Weber;

e) L. Bertalanffy;
f) G. Simon.

6. The author of the "bureaucratic" model of organization is:
   a) F. Taylor;
   b) A. Fayol;
   c) M. Weber;
   d) G. Simon;
   e) D. North.

7. Boundaries of the organization (eliminate the wrong answer):
   A) are determined by the composition of organizational elements in their relationship and interaction;
   B) are determined not only by the composition of organizational elements, but also by those elements of the external environment that fall within the sphere of interests of the organization and whose behavior it can influence;
   C) do not coincide with the established organizational boundaries and depend on the potential of the organization.

8. A set of elements representing an autonomous area within a system is called:
   a) a subgroup;
   b) subsystem;
   c) a subset.

9. The characteristic features of the organization are:
   a) complexity;
   b) departmentalization;
   c) formalization;
   d) coordination;
   e) the ratio of centralization and decentralization;
   f) socialization;
   g) horizontal connections.

10. In accordance with the main classification, the systems differ in:
    a) technical;
    b) political;
    c) legal;
    d) biological;
    e) social.

11. What systems are characterized by the obligatory presence of a person in the totality of interrelated elements?
    a) technical;
    b) automatic;

c) automated;
d) biological;
e) social.

12. What are the main system properties of the organization?
a) self-organization;
b) ingression;
c) conjugation;
d) integrity;
e) emergence.

13. The principles of constructing mechanical structures do not include:
A) the principle of unity of leadership;
B) the principle of delegation of authority from top to bottom;
C) the principle of precise interference from the outside in the powers of the group;
D) the principle of the existence of precise boundaries between linear functional management.

14. Determine the relationship between the concepts of "dependence" and "law":
a) the first concept is broader than the second;
b) the second concept is broader than the first;
c) the concepts are identical.

15. The most correct statement is:
a) dependence is a regularity;
b) the pattern is a dependency;
c) dependence is a law;
d) the law is a dependency.
16. Laws representing subjective dependencies are called:
a) laws for organizations;
b) the laws of the organization;
c) the laws of organization theory.

17. Processes in organizational systems proceed in accordance with:
a) general organizational laws;
b) private organizational principles and laws;
c) general organizational principles;
d) specific laws and principles.

18. Formal organization is ... (eliminate incorrect answer):
A) a planned structure of functions, powers and responsibilities,
providing interaction between its elements to achieve the goal;
B) a system of relationships between members of the organization, based on group values, postulates of faith, traditions;

C) a system of relationships between elements of the organization that are pre-designed and prescriptively established.

19. The static state of the organization implies:

a) curtailing the activities of the organization;
b) invariability in time of the main indicators of the organization;
c) the process of mastering a new market sector;
d) business strategy.

20. The principles of organizational statics determine:

a) rules for constructing structures;
b) general rules for the formation of organizational processes;
c) general rules for the functioning of organizations;
d) backbone connections and relationships between elements;
e) rules for the progressive development of the organization.

21. .The form of the dynamic existence of the organization is:

a) evolution;
b) process;
c) ingression;
d) biregulation.

22. The most correct are judgments:

a) the manifestation of stochastic processes does not imply a rigid and unambiguous connection with the state of certain factors;
b) stochastic processes are regular;
c) controlled processes are regular;
d) established processes are more stochastic than transitional ones;
e) deterministic processes are not unregulated.

11. Social processes are different:

a) significant latency;
b) high stochasticity;
c) high controllability;
d) low controllability;
e) rigid determinism.

12. The structure configuration type, which is a closed decentralized configuration, is:

a) "wheel";
b) "star";
c) "ring";
d) "chain";
e) "cellular".

19. The formation of functionally homogeneous units that do not have specialization is typical for:
a) divisional structures;
b) linear structures;
c) functional structures;
d) design structures.

20. The high complexity of matrix structures is determined by:
a) multiplicity and heterogeneity of bonds;
b) a high degree of decentralization;
c) polycentricity;
d) mixed departmentalization;
e) a large number of separate structural units.

21. Which organizational structure of management is characterized by independent decision-making and coordination of the work of autonomous working groups:
a) design;
b) matrix;
c) divisional;
d) headquarters;
e) brigade;
e) network.

22. Closed configurations are
a) "all-channel";
b) "fan";
c) "wheel";
d) "chain";
e) "cellular".

23. The high importance of line management and the weakness of functional management are typical for:
a) linear-functional structures;
b) divisional structures;
c) headquarters structures;
d) matrix structures;
e) functional structures.

Answers:

#1 (1 b.)	a
#2 (1 b.)	b
#3 (1 b.)	a

#4 (1 b.)	a
#5 (1 b.)	G
#6 (1 b.)	d
#7 (1 b.)	a
#8 (1 p.)	b
#9 (1 p.)	in
#10 (1 b.)	b
#11 (1 p.)	d
#12 (1 p.)	b
#13 (1 p.)	a
#14 (1 b.)	b
#15 (1 b.)	G
#16 (1 p.)	G
#17 (1 p.)	a
#18 (1 p.)	b
#19 (1 p.)	a
#20 (1 b.)	in
#21 (1 b.)	in
#22 (1 b.)	G

Test Evaluation Criteria

grade 5 (excellent) - 95% correct answers;
grade 4 (good) - 80 - 94% correct answers;
grade 3 (satisfactory) - 60 - 79% of correct answers;
grade 2 (unsatisfactory) - less than 60% of correct answers.

Topics of reports by discipline
"Modern organizational structures of management»
formation of competence PC-1:

one Comparative analysis of models of development and life cycle of an organization.

2 Justification of the ways of simultaneous use in the work of the head of the laws of functionsnirovaniya and development of business processes.

3 Ways to overcome pathologies in the structure of the organization.

four Ways to overcome pathologies in the organizational relations of the enterprise.

5 Ways to overcome pathologies in managerial decisions.

6 Measures to overcome resistance to organizational change.

7 A rational list of measures along the axes of the "transformation triangle" of the process of transformation in the organization.

one A rational list of activities carried out in the organization while following the "route map" of the transformation process.

2 A rational list of activities carried out in the organization in the implementation of the "natural laws" of the transformation process.

3 Justification of the advantages and disadvantages of the organizational change management modelK. Levin.

four Justification of the advantages and disadvantages of the organizational change management modelL. Greiner.

5 Justification of the advantages and disadvantages of the organizational change management modelB.Hinings.

6 Substantiation of the advantages and disadvantages of the theory E andtheory about organizational change management.

7 Justify the advantages and disadvantages of the business transformation modelF. Guiyara and J. Kelly.

one Justification of the advantages and disadvantages of the curve of change model J. Duck.

2 Organizational mechanism for introducing the principles of business process reengineering into the activities of an enterprise.

3 Organizational mechanism for implementationbenchmarking project at the enterprise.

four Organizational mechanism for the implementation of the concept of "six sigma" in the enterprise.

5 Activity, behavior, work, organizational behavior.

6 Private property is the main resource factor of human activity.

7 Contradictions and conflicts as a content essence of organizational behaviorin business processes.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
one	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under	The content does not fully reflect the essence of the problem under	The content does not fully reflect the essence of the problem under	The content does not reflect the essence of the problem

		consideration and the main results obtained.	consideration or the main results obtained.	consideration and the main results obtained.	under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
four	Relevance to the topic	The presented material is fully consistent with the stated topic.	The material presented 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.