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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"

APPROVE
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for International Affairs
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"27" февраля 2025

Dean of the Faculty
of Economics and Management
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"27" февраля 2025

WORKING PROGRAM OF THE DISCIPLINE

"Methods of Making Management Decisions"

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):

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Agreed:
Head of the Department of Management,
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1. Goals, objectives and planned learning outcomes of the discipline

The purpose of the academic discipline “Methods of Making Management Decisions” is to develop practice-oriented knowledge about qualitative, statistical and quantitative methods for developing, making management decisions and practical skills in their development.

Objectives of the discipline:

– acquisition of systematic knowledge in the field of theory and practice of developing and making management decisions;

– studying the experience of effective organizations in making management decisions and determining the possibility of using it in the work of Russian companies;

– understanding the mechanisms for developing and making management decisions that correspond to real socio-economic reality;

– mastering practical skills and professional competencies in collecting, processing and analyzing information about factors of the external and internal environment for the development and adoption of management decisions at the level of a business organization,

– mastering the skills of finding solutions to non-standard management problems.

Training in the discipline “Methods of Making Management Decisions” is aimed at developing the following competencies in students:

Code and name of competencies	**Competency Indicators**
OPK-3. Ability to develop well-founded organizational and management decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and evaluate their consequences	IOPK-3.1. Knowledge of principles of developing sound organizational and management decisions, taking into account their social significance, promoting their implementation in a complex and dynamic environment and assessing their consequences. IOPK-3.2. Ability to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences. IOPK-3.3. Posession the skills to develop well-founded organizational and managerial decisions, taking into account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences.
PK-6 - The ability to formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions	IPK-6.1. Knowledge of visual modeling languages; systems theory; subject area and specifics of the organization’s activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes. IPK-6.2. Ability to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization’s activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize

	and conduct meetings and discussions with stakeholders; use effective communication techniques. IPK-6.3. Possession the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts.

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 “Methods of Making Management Decisions” is interconnected logically, substantively and methodologically with the following disciplines and practices of the educational program:

- Fundamentals of Management
- Business process management
- Organizational development management

3. Structure and contents of the discipline

The total labor intensity of the discipline is 5 credit units (180 hours).

3.1 Types of educational work and labor intensity

(according to forms of study)

3.1.1. Part-time education

No.	Type of educational work	Quantity hours	Semesters	
			2	3
1	**Auditory lessons**	**54**	18	36
	Including:			
1.1	Lectures	18	8	10
1.2	Seminars/practical classes	36	10	26
2	**Independent work**	**126**	54	72
3	**Interim examination**			
	Test/differential test/exam		Test	Exam
	Total	**180**	72	108

3.2 Thematic plan for studying the discipline

(according to forms of study)

3.2.2. Part-time education

No. p/p	Sections/topics disciplines	Labor intensity, hour		
		Total	Classroom work	Independent

			Lectures	Seminars/practical classes	Laboratory work	Practical work	
1.1	Topic 1: Management decisions: concept, role and place in management	10	1	2			7
1.2	Topic 2: Problems in the organization and methods for identifying them	10	1	2			7
1.3	Topic 3: Rationality and successful decisions	10	1	2			7
1.4	Topic 4 Criteria for compromising group decisions	10	1	2			7
1.5	Topic 5. Theories and models of decision making	10	1	2			7
1.6	Topic 6. Finding alternative solutions to problems	10	1	2			7
1.7	Topic 7 Decision making under conditions of certainty	10	1	2			7
1.8	Topic 8. Decision making under conditions of risk and uncertainty	10	1	2			7
1.9	Topic 9. Expert methods in decision making	10	1	2			7
1.10	Topic 10. Game theories in the practice of making management decisions	10	1	2			7
1.11	Topic 11. Mathematical methods of decision making	10	1	2			7
1.12	Topic 12: Information in the management decision-making system	10	1	2			7
1.13	Topic 13. Decision-making management techniques.	10	1	2			7
1.14	Topic 14. Responsibility of managers for management decisions	10	1	2			7
1.15	Topic 15. Ethical issues in decision making	10	1	2			7
1.16	Topic 16. Forecasting management decisions	10	1	2			7
1.17	Topic 17. Formalization of management decisions and monitoring their implementation	10	1	2			7
1.18	Topic 18. Efficiency of management decisions	10	1	2			7
	Total	**180**	**18**	**36**			**126**

3.3 Contents of the discipline

Topic 1: Management decisions: concept, role and place in management

The decision and its role in the manager's activities. The concept of "Management decision". Subject and object of the decision. Requirements for modern managers. Classification of management decisions. Requirements for management decisions and conditions for their achievement. Forms of preparation and implementation of management decisions.

Topic 2: Problems of the organization and methods for identifying them

Problem situation, problem concept. Problems in the organization and methods for identifying them. Reasons why recognizing problems is difficult. A type of deficiency in the organization. To recognize problems or weaknesses, methods are used: benchmarking, questionnaire method, weakness analysis method, SWOT analysis.

Topic 3: Rationality and successful decisions

Subject of the decision (DM). Individual and collective solutions. Rationality and success of decisions. Requirements for rational decisions. Target orientation of decisions. Transforming problems into goals. Basic requirements for the goal system. Rationality and success of decisions. Target orientation of decisions. Characteristics of goals. Fundamental and instrumental goals. Basic requirements for the goal system. Technique for constructing a goal tree

Topic 4 Criteria for compromising group decisions

Criterion of unanimity (consensus). Single voting criterion. Pairwise comparison test. Borda criterion. Pros and cons of each method. Decision-making scheme by consensus method. Basic functions when making decisions using the consensus method. When consensus can not be reached. Personal characteristics influencing the decision-making process.

Topic 5. Theories and models of decision-making

Decision making process. Theories of decision-making. Basic elements of the decision model. Normative (prescriptive) theories of decisions. Maximum utility concept. The concept of bounded rationality. Descriptive decision theories. Common decision-making models. Increment model. Conflict decision model. Political decision model. Model of organized anarchy.

Topic 6. Finding alternative solutions to problems

Logical techniques for finding alternative solutions to problems and creative techniques. Mapping thoughts. Relevance tree. Multicard technology. Group work on computers. ABC analysis. Cause and effect diagram. Script technique. "Forest" meetings. Creative techniques for finding alternatives. Brainstorm. Destructive-constructive brainstorming. Method 635. Brainwriting-rool. The principle of reformulating the problem. Bisociation. Synectics (technique of analogies). Fantastic trip. "Thinking hats" and "thinking chairs". Osborne Questionnaire.

Topic 7 Decision making under conditions of certainty

The concept of certainty conditions. The decision maker (decision maker) and his attitude towards goals. Strategies in case of competition of goals. Paradoxes of intuitive preferences. Simpson's Paradox, Ellsberg's Paradox, "Endowment Effect", Method of Equivalent Exchanges.

Topic 8. Decision making under conditions of risk and uncertainty

Conditions of uncertainty. Wald's rule (maximin-rule, minimax-rule). Maximax-rule (mini-min-rule). Gurvich's rule (rule of optimism-pessimism). Savage-Negan rule (minimax regret rule). Laplace's rule. Krelle's rule. Decision making under risk conditions. Bayes' rule (Bayes' theorem). Bernoulli's rule (Bernoulli's law or equation). Rule of modal meaning (axiom of rationality). Förstner's rule.

Topic 9. Expert methods in decision-making

Methods of expert assessments. Methods for selecting experts. Objective and subjective methods of selecting experts. an objective approach can be documentary and experimental. Subjective approach to expert selection methods: examination, mutual assessment method, self-assessment method of the degree of competence and objectivity. Organizing the work of experts. Internal or

individual factors are determined by the individual qualities of the expert. External or social factors are determined by the environment. Types of expert assessments. Delphi method.

Topic 10. Game theories in the practice of making management decisions

The most famous game theory models. Classification and models of games. The most common examples of games. Hurwitz criterion. Savage criterion. Game "Prisoner's Dilemma".

Topic 11. Mathematical methods of decision-making

Linear programming method. Integrated production planning Product range planning. Drawing up an optimal technological production path. Process control. Inventory regulation. Mathematical expectation of a discrete random variable. Variance of a random variable. Properties of dispersion. Graphic method.

Topic 12: Information in the management decision-making system

Management information: essence and classification. Unaccounted sources of management information. Information requirements. Requirements for information sources. Information sources. Methods for obtaining information. Quantitative information: accounting and non-accounting information.

Topic 13. Decision-making management techniques.

Results-based management. Management by goals. Partial goals and total goal. Management by exception. Management of mediocrity. Practical methods for improving management. Reward level. Participatory management. Participation of organization employees in decision making. Employee participation in profits and ownership. Participation of workers in management.

Topic 14. Responsibility of managers for management decisions

Definition of responsibility and its types. Professional responsibility. Disciplinary responsibility. Administrative responsibility. Material liability. Economic responsibility. Political and party responsibility. Responsibility in the field of science and technology as an example of the responsibility of managers for management decisions. Difficulty in distributing responsibility. Moral responsibility of organizations and collective responsibility.

Topic 15. Ethical issues in decision-making

Ethics of conduct. Basics of unethical behavior. General human and professional ethics. Errors of managers when making decisions. Subjective and objective errors.

Topic 16. Forecasting management decisions

Theoretical foundations for forecasting management decisions. Sources of uncertainty. Principles of organizing forecasting work. Forecasting stages. Preparing to develop a forecast. Analysis of retrospective information. Determination of the most likely options for the development of internal and external conditions of the forecast object. Carrying out an examination. Development of alternative options. A priori and a posteriori assessment of forecast quality. Monitoring the progress of implementation and adjusting the forecast.

Topic 17. Formalization of management decisions and monitoring their implementation

Requirements for the execution of management decisions. Basic requirements for paperwork include: general requirements; composition of details; document forms. Indicators for analysis and evaluation. Economic feasibility of the document. Method of indirectly operating an object. Stages of the modeling process. Scientific approaches to document development. System of accounting and control over the implementation of management decisions. Types of control. Controlling.

Topic 18. Efficiency of management decisions

The essence of the concepts of “efficiency” and “effectiveness of management decisions.” Types of efficiency: organizational, economic, social, technological, psychological, legal, environmental, ethical and political. Methods for calculating efficiency.

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical classes

Topic 1: Management decisions: concept, role and place in management	Seminar session 1
Topic 2: Problems in the organization and methods for identifying them	Seminar session 2
Topic 3: Rationality and successful decisions	Seminar session 3
Topic 4 Criteria for compromising group decisions	Seminar session 4
Topic 5. Theories and models of decision making	Seminar session 5
Topic 6. Finding alternative solutions to problems	Seminar session 6
Topic 7 Decision making under conditions of certainty	Seminar session 7
Topic 8. Decision making under conditions of risk and uncertainty	Seminar session 8
Topic 9. Expert methods in decision making	Seminar session 9
Topic 10. Game theories in the practice of making management decisions	Seminar lesson 10
Topic 11. Mathematical methods of decision making	Seminar lesson 11
Topic 12: Information in the management decision-making system	Seminar lesson 12
Topic 13. Decision-making management techniques.	Seminar lesson 13
Topic 14. Responsibility of managers for management decisions	Seminar lesson 14
Topic 15. Ethical issues in decision making	Seminar lesson 15
Topic 16. Forecasting management decisions	Seminar lesson 16
Topic 17. Formalization of management decisions and monitoring their implementation	Seminar lesson 17
Topic 18. Efficiency of management decisions	Seminar lesson 18

4. Educational, methodological and information support

4.1 Main literature

1. Methods for making management decisions: textbook for universities / P. V. Ivanov [etc.]; edited by P. V. Ivanov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 276 p. - (Higher education). — ISBN 978-5-534-10862-0. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/494754

2. Management: Methods of Managerial Decision-Making: textbook for secondary vocational education / P. V. Ivanov [etc.]; edited by P. V. Ivanov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 276 p. - (Professional education). — ISBN 978-5-534-13050-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/495414

4.2 additional literature

1. Mkrtychyan, G. A. Making management decisions: textbook and workshop for universities / G. A. Mkrtychyan, N. G. Shubnyakova. - Moscow: Yurayt Publishing House, 2022. - 140 p. - (Higher education). — ISBN 978-5-534-13827-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/496724

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

METHODS OF MANAGERIAL DECISION-MAKING					
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: **competencies**:					
COMPETENCIES		**List of components**	**Technology for developing competencies**	**Form of assessment tool****	**Degrees of levels of mastering competencies**
INDEX	**FORMULATION**				
OPK-3	Ability to develop well-founded organizational and management decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and evaluate their consequences	IOPK-3.1. Knowledge of principles of developing sound organizational and management decisions, taking into account their social significance, promoting their implementation in a complex and dynamic environment and assessing their consequences. IOPK-3.2. Ability to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences. IOPK-3.3. Possession of skills to develop well-founded organizational and managerial decisions, taking into account their social significance, facilitate their implementation in a complex and dynamic	lecture, independent work, seminar classes	DS, T, Z, E	**Basic level** Possess methods for optimizing management decisions **Advanced level** able to carry out business planning in non-standard, complex situations.

		environment, and evaluate their consequences.			
PK-6	The ability to formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions	IPK-6.1. Knowledge of visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems IPK-6.2. Ability to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; IPK-6.3. Possession the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions	lecture, independent work, seminar classes	DS, T, Z, E	**Aasic level** Possession skills in quantitative and qualitative information analysis **Advanced level** Ability of constructing economic, financial, organizational and managerial models

7.2 Grading scale and criteria for assessing learning outcomes

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

Form of intermediate examination in the second semester: 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 "Methods of Management Decision Making" are allowed to take the intermediate examination (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.
Not passed/ 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.

Form of intermediate examination in the third semester: exam.

Interim examination of students in the form of an exam 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 intermediate examination for the discipline (module), a grade of "excellent", "good", "satisfactory" or "unsatisfactory" is given.

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

Grading scale	Description
Excellent	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, abilities, and skills with those given in the tables of indicators, operates with acquired knowledge, abilities, skills, 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.
Good	All types of educational work provided for by the curriculum have been completed. The student demonstrates incomplete, correct compliance of knowledge, skills and abilities with those given in the tables of indicators, or if 2-3 insignificant errors were made.
Satisfactory	All types of educational work provided for by the curriculum have been completed. The student demonstrates the consistency of knowledge, which covers the main, most important part of the material, but at the same time one significant error or inaccuracy was 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, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, skills is manifested 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
"Methods of Managerial Decision-Making"

OS No.	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal Fund

1	Report (DS)	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, messages
2	Test (T)	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 (G)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Questions for testing
4	Exam (E)	Final form of knowledge assessment. In higher educational institutions they are held during the session.	Exam questions

7.3.1. Current control

Topics of reports on the discipline
"Methods of Managerial Decision-Making"
(formation of OPK-3 and PC-6 competencies)

1. Application of SWOT analysis in the development and adoption of SD.
2. The role and functions of decisions in the management process.
3. Typology and classification of management decisions.
4. Situational and behavioral factors influencing the development of management decisions.
5. Information support for decisions andInformation Security.
6. Information support for the director's decisions.
7. The influence of traditions and specifics of the enterprise on the development of management decisions.
8. The role of the human factor in the process of developing a management decision.
9. Ethical foundations of management decisions.
10. Problems of improving the methodology for developing SD in a technical system.
11. The ratio of new and well-known UR in venture companies.
12. Formation and classification of SD for families.
13. Analysis and improvement of the relationship between science and art in the development of management decisions.
14. Features of the development of SD in human-machine systems.
15. Modern trends in the use of information technology in the process of developing management decisions.
16. Software tools for automating elements of creative activity.
17. Technology for developing management decisions.
18. Building the structure of the problem field and structuring the causes.
19. Problems affecting the quality of management decisions.
20. Democratization of management decision development processes.
21. Organization and effectiveness of using expert assessments.
22. Intellectual activity in the development of management decisions.
23. Modern methods for calculating the effectiveness of management decisions.
24. Features of the development of management decisions in small enterprises.
25. Organization of implementation of decisions made.
26. Forms of development and implementation of SD.
27. Classification of situations and problems in the development of management decisions.

28. Systematic approach to development of SD.
29. Priority of goals when developing SD.
30. Results-based management is one of the tools for realizing the goals of a management decision.

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

Discipline test
“Methods of Managerial Decision-Making”
(formation of competencies OPK-3 and PC-6)

Is it true that political and party responsibilities apply only to politicians, government officials and members of political parties, and this type of responsibility does not apply to management that is not related to politics or government?

A) yes, that's right;
B) no, that's not true.
ANSWER: A

Is it true that information, its sufficiency, and reliability are one of the main strategic resources in the development, adoption and implementation of any management decision?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

Management information is understood as a set of information about processes occurring both within the organization (internal information) and about processes in the external environment and methods of interaction of the organization with them (external information). Internal sources of information include:

A) legislative documents, Internet resources, statistical data, media, etc.;

B) personnel documents, accounting documents, legal documents, etc.;

C) formal sources of information in the form of the organization's document flow, and informal ones, which include the psychological climate, organizational culture, public opinion, etc.;

D) changes in taxation, the emergence of a new competitor, etc.

ANSWER: C

Management information is understood as a set of information about processes occurring both within the organization (internal information) and about processes in the external environment and methods of interaction of the organization with them (external information). External sources of information include:

A) legislative documents, Internet resources, statistical data, media, etc.;

B) personnel documents, accounting documents, legal documents, etc.;

C) formal sources of information in the form of the organization's document flow, and informal ones, which include the psychological climate, organizational culture, public opinion, etc.;

D) changes in taxation, the emergence of a new competitor, etc.

ANSWER:D

There are certain requirements that apply to the management information used. Among the options below, select the one that characterizes the "relevance and content" of the information:

A) the content of the information used must be understandable to its users, starting from those who develop the management decision and ending with those who implement it;

B) information must be in the amount necessary to make each specific management decision;

C) compliance of information as a resource with the actual needs of persons who make this management decision;

D) information must be used (accumulated, analyzed, etc.) taking into account who its sender, recipient (consumer), etc. are.

ANSWER: C

There are certain requirements that apply to the management information used. Among the options below, select the one that characterizes the "sufficiency" of information:

A) the content of the information used must be understandable to its users, starting from those who develop the management decision and ending with those who implement it;

B) information must be in the amount necessary to make each specific management decision;

C) compliance of information as a resource with the actual needs of persons who make this management decision;

D) information must be used (accumulated, analyzed, etc.) taking into account who its sender, recipient (consumer), etc. are.

ANSWER:B

There are certain requirements that apply to the management information used. Among the options listed below, select the one that characterizes the "addressability" of the information:

A) the content of the information used must be understandable to its users, starting from those who develop the management decision and ending with those who implement it;

B) information must be in the amount necessary to make each specific management decision;

C) compliance of information as a resource with the actual needs of persons who make this management decision;

D) information must be used (accumulated, analyzed, etc.) taking into account who its sender, recipient (consumer), etc. are.

ANSWER:D

There are certain requirements that apply to the management information used. From the following options, select the one that describes the “clarity and accuracy” of the information:

A) the content of the information used must be understandable to its users, starting from those who develop the management decision and ending with those who implement it;

B) information must be in the amount necessary to make each specific management decision;

C) compliance of information as a resource with the actual needs of persons who make this management decision;

D) information must be used (accumulated, analyzed, etc.) taking into account who its sender, recipient (consumer), etc. are.

ANSWER: A

Is it true that management information is created during the implementation of the management process itself, therefore information is both an object of labor and a product of labor (managerial activity)?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

Sources of management information can be divided into secondary and primary. Primary sources include:

A) orders, contracts, laws, instructions, regulations, etc.;

B) processed, interpreted information or analysis of primary sources made upon a specific request, etc.

ANSWER: A

Sources of management information can be divided into secondary and primary. Secondary sources include:

A) orders, contracts, laws, instructions, regulations, etc.;

B) processed, interpreted information or analysis of primary sources made upon a specific request, etc.

ANSWER:B

Is it true that the value of the information received is determined by the accuracy of the formulation of the management problem being solved, since, as a rule, it is the operational (solved) problem that determines the requirements for the information necessary to solve it?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

How many options for criteria (methods) for developing group compromise solutions are discussed in the lecture material?

A) 5;

B) 4;

C) 7.

ANSWER:B

The method of developing group compromise decisions “unanimity criterion (consensus)” is characterized by:

A) the fact that a certain group of people or interested parties, through discussion, come to one decision or opinion regarding the key issues brought up for discussion;

B) “one participant” voting system

C) one vote” with the counting of a majority of votes, where the choice is made only from two alternative proposals. In the next round, the winning proposal is pitted against a new alternative and the cycle repeats until the alternatives are exhausted;

D) the fact that during the evaluation process, each person interested in making a decision assigns a certain weight (score) to each of the alternatives in accordance with his preferences, and the alternative that scores the majority of total points wins.

ANSWER: C

Is it true that the term “consensus” applies equally to both the decision-making process and the decision itself, if it is made unanimously?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

The person who monitors the order of the agenda and compliance with the regulations, and on whose behalf the call for consensus or additional discussion of proposals is made when making group compromise decisions using the “unanimity (consensus)” method, is called:

A) facilitator;

B) time keeper;

C) empath or vibe watcher;

D) note taker.

ANSWER: A

A person who monitors the time schedule for discussing the agenda during the adoption of group compromise decisions using the “unanimity (consensus)” method is called:

A) facilitator;

B) time keeper;

C) empath or vibe watcher;

D) note taker.

ANSWER:B

A person who actually performs the functions of a secretary, noting all the important points of the discussion and decisions (including intermediate ones), the progress of the discussion and the adopted proposals during the adoption of group compromise decisions using the “unanimity (consensus)” method is called:

A) facilitator;

B) time keeper;

C) empath or vibe watcher;

D) note taker.

ANSWER:D

The person who is responsible for the “emotional climate” monitors the situation in terms of verbal and non-verbal manifestations of emotions of participants in the decision-making process during group compromise decisions using the “unanimity criterion (consensus)” method, called:

A) facilitator;

B) time keeper;

C) empath or vibe watcher;

D) note taker.

ANSWER: C

The method for developing group compromise solutions “Borda criterion or Borda method” is characterized by:

A) the fact that a certain group of people or interested parties, through discussion, come to one decision or opinion regarding the key issues brought up for discussion;

B) “one participant” voting system

C) one vote” with the counting of a majority of votes, where the choice is made only from two alternative proposals. In the next round, the winning proposal is pitted against a new alternative and the cycle repeats until the alternatives are exhausted;

D) the fact that during the evaluation process, each person interested in making a decision assigns a certain weight (score) to each of the alternatives in accordance with his preferences, and the alternative that scores the majority of total points wins.

ANSWER:D

The method for developing group compromise solutions “Paired comparison criterion (Paired comparison method)” is characterized by:

A) the fact that a certain group of people or interested parties, through discussion, come to one decision or opinion regarding the key issues brought up for discussion;

B) “one participant” voting system

C) one vote” with the counting of a majority of votes, where the choice is made only from two alternative proposals. In the next round, the winning proposal is pitted against a new alternative and the cycle repeats until the alternatives are exhausted;

D) the fact that during the evaluation process, each person interested in making a decision assigns a certain weight (score) to each of the alternatives in accordance with his preferences, and the alternative that scores the majority of total points wins.

ANSWER: C

Who can block a proposal when making group compromise decisions using the “unanimity (consensus)” method?

A) any participant in the decision-making process;

B) chairman only;

C) facilitator.

ANSWER: A

Is it true that when making group compromise decisions using the “single vote” method for groups with an even number of participants, a situation is allowed where the vote of one of the participants is decisive (in order to avoid a stalemate with an equal distribution of votes)?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

An elective paradox or Condorcet paradox is called when:

A) an alternative that was initially no one’s favorite, but nevertheless scored a high score due to fundamental differences of opinion within the group, is capable of winning;

B) in some cases, knowledge of the voting order may allow one to predict the voting result itself;

C) if, for some reason, a participant in the decision-making process does not agree with the proposal or does not understand its essence, but at the same time is not against the proposal passing, he can abstain.

ANSWER:B

Is it true that the “single voting” method (criterion) does not have a high degree of accuracy, but is easy to use and calculate the results, and is well suited for large disparate groups of people and for decisions that must be made quickly?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

Is it true that one of the main methods used by an organization to make decisions related to operational activities are mathematical decision-making methods?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

One of the mathematical methods of decision making is the linear programming method, used to solve some typical problems. What is the name of the task that involves analyzing products and services to create the best assortment for the market?

A) integrated production planning;
B) product range planning;
C) drawing up an optimal technological production path;
D) process control;
E) inventory regulation;
F) production scheduling;
G) product distribution planning.
ANSWER:B

One of the mathematical methods of decision making is the linear programming method, used to solve some typical problems. What is the name of the task that involves drawing up production schedules?

A) integrated production planning;
B) product range planning;
C) drawing up an optimal technological production path;
D) process control;
E) inventory regulation;
F) production scheduling;
G) product distribution planning.
ANSWER: A

One of the mathematical methods of decision making is the linear programming method, used to solve some typical problems. What is the name of the task that involves making calculations for the most optimal use of consumables and workpieces in such a way that the amount of waste is minimal (and ideally zero)?

A) integrated production planning;
B) product range planning;
C) drawing up an optimal technological production path;
D) process control;
E) inventory regulation;
F) production scheduling;
G) product distribution planning.
ANSWER:D

One of the mathematical methods of decision making is the linear programming method, used to solve some typical problems. What is the name of the task that involves finding the optimal ratio of the necessary materials in the warehouse for production in order to minimize the need for storage space, and as a result, costs?

A) integrated production planning;
B) product range planning;
C) drawing up an optimal technological production path;
D) process control;
E) inventory regulation;
F) production scheduling;
G) product distribution planning.
ANSWER:E

One of the mathematical methods of decision making is the linear programming method, used to solve some typical problems. What is the name of the task that consists of planning the logistics process in such a way as to take into account the peculiarities of production, warehouse operations, retail and wholesale counterparties and minimize transport costs?

A) integrated production planning;
B) product range planning;
C) drawing up an optimal technological production path;
D) process control;

E) inventory regulation;

F) production scheduling;

G) product distribution planning.

ANSWER:G

Is it true that when in the process of making a management decision we are talking about probability, then in the vast majority of cases such quantities as dispersion and mathematical expectation are used?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

In order to determine possible deviations of a value from the average value, using mathematical methods of decision making, the dispersion of a random variable is calculated. Choose a definition for the term “variance”:

A) a) mathematical expectation as the average value of a random variable;

B) characteristic of the scatter of a random variable that occurs around the average value;

C) the mathematical expectation of the square of its deviation from the mathematical expectation.

ANSWER:B

In order to determine possible deviations of a value from the average value, using mathematical methods of decision making, the dispersion of a random variable is calculated. Choose a definition for the term “variance of a random variable”:

A) mathematical expectation as the average value of a random variable;

B) characteristic of the scatter of a random variable that occurs around the average value;

C) the mathematical expectation of the square of its deviation from the mathematical expectation.

ANSWER: C

The graphical method for solving problems in linear programming with mathematical methods of decision making is:

A) in constructing a region of permissible values, on which, using a gradient, the extremum of the objective function is sought, depending on the conditions of the problem, this can be either a maximum or a minimum;

B) in the characteristic of the scatter of a random value that occurs around the average value;

C) in the mathematical expectation of the square of its deviation from the mathematical expectation.

ANSWER: A

Is it true that a decision is the result of the mental activity of specialists, which makes it possible to form specific conclusions or justify specific actions?

A) yes, that's right;

B) no, that's not true.

ANSWER: A

Subjects of management decisions are:

A) specific employees of the organization who have the right to make decisions or control their implementation, including senior managers;

B) employees of the organization responsible for implementing decisions;

C) management decisions themselves.

ANSWER: A

Objects of management decisions are:

A) specific employees of the organization who have the right to make decisions or control their implementation, including senior managers;

B) employees of the organization responsible for implementing decisions;

C) information that helps make management decisions.

ANSWER:B

The management functions for which managers are responsible determine:

A) joint actions of employees involved in making management decisions;

B) requirements for management decisions;

C) the direction of management decisions.

ANSWER:B

Within the framework of the SD classification, decisions classified according to the time of action for the control object can be:

A) strategic, forward-looking and operational;

B) individual, group, collective and corporate;

C) planning, organizing, controlling, coordinating, and informing;

D) rational, intuitive, judgmental.

ANSWER: A

Within the framework of the SD classification, decisions classified by the nature of adoption for the control object can be:

A) strategic, forward-looking and operational;

B) individual, group, collective and corporate;

C) planning, organizing, controlling, coordinating, and informing;

D) rational, intuitive, judgmental.

ANSWER:D

Within the framework of the SD classification, solutions classified according to the form of preparation for the control object can be:

A) strategic, forward-looking and operational;

B) individual, group, collective and corporate;

C) planning, organizing, controlling, coordinating, and informing;

D) rational, intuitive, judgmental.

ANSWER:B

Within the framework of the SD classification, solutions classified by functional focus for the control object can be:

A) individual, group, collective and corporate;

B) individual, group, collective and corporate;

C) planning, organizing, controlling, coordinating, and informing;

D) rational, intuitive, judgmental.

ANSWER: C

Within the framework of the SD classification, solutions classified by the number of alternatives for the control object can be:

A) internal and external;

B) flexible and rigid solutions;

C) multiple solutions, standard, innovative;

D) solutions for the company, for the industry, for the country.

ANSWER: C

Within the framework of the SD classification, solutions classified according to the direction of impact for the control object can be:

A) internal and external;

B) flexible and rigid solutions;

C) multiple solutions, standard, innovative;

D) solutions for the company, for the industry, for the country.

ANSWER: A

Within the framework of the SD classification, solutions classified according to the nature of the conditions for the control object can be:

A) internal and external;

B) flexible and rigid solutions;
C) multiple solutions, standard, innovative;
D) solutions for the company, for the industry, for the country.
ANSWER:B

As part of the SD classification, decisions classified by the scale of action for the control object can be:
A) internal and external;
B) flexible and rigid solutions;
C) multiple solutions, standard, innovative;
D) solutions for the company, for the industry, for the country.
ANSWER:D

What tasks must be solved at the stage of preparation for the development of management decisions?
A) the goals of management decisions are determined;
B) a strategy for achieving the goals has been determined;
C) measures to implement the strategy have been formed;
D) organizational support for the development of management decisions has been prepared;
E) tasks, responsibilities and rights are distributed;
F) all of the above.
ANSWER: F

Such forms of preparation of management decisions as law, code, decree, act, resolution, declaration, press release are used, as a rule:
A) state and public bodies;
B) commercial and non-profit organizations;
C) organizations of scientific, educational and other types of activities.
ANSWER: A

Such forms of preparation of management decisions as agreement, contract, agreement, acceptance, offer are usually used:
A) state and public bodies;
B) commercial and non-profit organizations;
C) organizations of scientific, educational and other types of activities.
ANSWER:B

Is it true that one of the main provisions of the effective work of management is the balance between its rights, duties and responsibilities?
A) yes, that's right;
B) no, that's not true.
ANSWER: A

Among the following options for control mechanisms, select the one that corresponds to the manager’s legal responsibility for management decisions:
A) judicial system, executive authorities;
B) hierarchical control;
C) public opinion;
D) organizational or corporate culture.
ANSWER: A

Among the following options for control mechanisms, select the one that corresponds to the manager’s disciplinary responsibility for management decisions:
A) judicial system, executive authorities;
B) hierarchical control;
C) public opinion;
D) organizational or corporate culture.
ANSWER:B

Among the following options for control mechanisms, select the one that corresponds to the manager's economic responsibility for management decisions:

A) judicial system, executive authorities;

B) hierarchical control;

C) public opinion;

D) organizational or corporate culture.

ANSWER:B

7.3.2. Interim examination

Questions for testing in the discipline
"Methods of Managerial Decision-Making"

Formation of OPK-3 competence

1. The concept of "quality of management activities" and "quality of management decisions".
2. The concept of "method", "model", "algorithm", "modelling".
3. Advantages and disadvantages of engaging consultants when making management decisions.
4. Characteristics of approaches to the development and selection of management decisions under conditions of risk and uncertainty.
5. Characteristics of the stages of the modeling process.
6. Characteristics of methods for making management decisions.
7. Characteristics of models used in making management decisions.
8. Personal authority on the process of development and decision making.
9. Causes of conflicts in the process of making and implementing management decisions.
10. Organization of execution of the adopted management decision.
11. Motivation and staffing for the implementation of management decisions.
12. The meaning, functions and types of control over the implementation of management decisions.

Formation of competence PK-6

13. Limitations of the use of modeling when making management decisions.
14. Selecting a criterion for assessing the effectiveness of a management decision under conditions of risk and uncertainty.
15. Organizational hierarchy of management decision making.
16. Managing conflict situations in the process of making and implementing management decisions.
17. The role of the synergetic effect in the implementation of management decisions.
18. Methods for monitoring and assessing the implementation of decisions.
19. Responsibility for implementing decisions: essence and types.
20. Approaches to assessing the effectiveness of management decisions.
21. Analysis and selection of alternatives in making management decisions.
22. Justification and verification of the feasibility of alternatives. Features of developing management decisions in corporations.
23. The main parameters of the process of analyzing the external environment for making and implementing management decisions.

Questions for the discipline exam
"Methods of Managerial Decision-Making"

Formation of OPK-3 competence

1. Quantitative methods for making management decisions
2. Qualitative methods of management decision making
3. Decision tree
4. Optimization problem when making management decisions on production development
5. Rank methods of expert decisions
6. Modern concepts for developing management decisions.
7. The role and responsibility of the manager when making decisions.
8. Characteristics of information support for making management decisions.
9. Classification characteristics of management decisions.
10. Characteristics of individual and group management decision making.
11. Modern principles of developing management decisions.
12. Rules for making a collective decision.
13. Economic optimization of management decision making.
14. Problems of choosing criteria in making managerial decisions.
15. Comparative characteristics of modern typical management decision-making processes.
16. Problems of centralization and decentralization of the solution development process.
17. Advantages and disadvantages of engaging consultants when making management decisions.
18. Characteristics of approaches to the development and selection of management decisions under conditions of risk and uncertainty.
19. Characteristics of the stages of the modeling process.
20. Characteristics of methods for making management decisions.
21. Characteristics of models used in making management decisions.
22. Personal authority on the process of development and decision making.
23. Causes of conflicts in the process of making and implementing management decisions.
24. Organization of execution of the adopted management decision.
25. The meaning, functions and types of control over the implementation of management decisions.
26. Selecting a criterion for assessing the effectiveness of a management decision under conditions of risk and uncertainty.
27. Limitations of the use of modeling when making management decisions.
28. Organizational hierarchy of management decision making.
29. Managing conflict situations in the process of making and implementing management decisions.

Formation of competence PK-6

30. Responsibility for implementing decisions: essence and types.
31. Approaches to assessing the effectiveness of management decisions.
32. Analysis and selection of alternatives in making management decisions.
33. Decision making under conditions of uncertainty
34. Making decisions under conditions of certainty
35. Making decisions under risk conditions
36. How solutions are applied using the Borda method
37. Paradoxes of intuitive preferences
38. Decipher Simpson's Paradox
39. Finding solutions under conditions of certainty with multiple goals
40. Creative techniques in decision making
41. Method 635 and the principle of reformulating the problem

42. Logical techniques for finding alternative solutions to problems
43. Thought Mapping
44. Uncover Multicard Technique
45. ABC analysis for decision making
46. Cause-Effect Diagram and Scenario Technique
47. Tell us about the incremental model, the conflict decision model, the political decision model, the model of organized (controlled) anarchy.
48. Information support for making management decisions
49. The role of information in the decision-making process
50. The role of new information technologies in the development of management decisions
51. The role of the human factor in the process of preparing management decisions
52. Forms for preparing management decisions.

Ticket form

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

Faculty of Economics and Management, Department of Management
Discipline: Methods of Managerial Decision-Making
Direction of training: 38.03.02 “Management”
Course: __, group _____, form of study: part-time

TICKET No. 1.

1. Question assessing the competence of the defense industry complex-3
2.Question assessing competencePK-6

Approved at the department meeting “___” _____ 202_, minutes No. __.

Head Department of Management _____ /Alenina E.E./