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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 POLYTECHNIC UNIVERSITY)

Faculty of Economics and Management

APPROVED BY
FEU Dean
_____ /A. V. Nazarenko/
«27» February 2025

WORKING PROGRAM OF THE DISCIPLINE

«Fundamentals of Management»

Direction of training/specialty
38.03.01 Economy

Profile/specialization
International business and foreign economic

Qualification
bachelor

Forms of study
full-time

Moscow, 2025

Разработчик(и):

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Content

1. Objectives, tasks and planned learning outcomes in the discipline 4
2. The place of the discipline in the structure of the educational program..... 4
3. Structure and content of the discipline..... 4
3.1. Types of academic work and labor intensity..... 4
3.2. Thematic plan for studying the discipline 5
3.3. Content of the discipline..... 7
3.4. Topics of seminars/practical and laboratory classes 10
3.5. Subjects of course projects (course papers) .....**Error! Bookmark not defined.**
4. Educational, methodological and information support 11
4.1. Regulatory documents and GOSTs .....**Error! Bookmark not defined.**
4.2. Main literature 11
4.3. Further reading..... 11
4.4. Electronic educational resources..... 11
4.5. Licensed and freely distributed software .....**Error! Bookmark not defined.**
4.6. Modern professional databases and information reference systems .....**Error! Bookmark not defined.**
5. Logistics support 11
6. Methodological recommendations..... 12
6.1. Methodological recommendations for the teacher on organizing training 12
6.2. Methodological instructions for students on mastering the discipline..... 12
7. Evaluation Fund 13
7.1. Methods of monitoring and assessing learning outcomes 13
7.2. Scale and criteria for assessing learning outcomes 14
7.3. Evaluation tools 14

1. Objectives, tasks and planned learning outcomes for the discipline

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

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

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

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

Code and name competencies	**Indicators of Competence Achievement**
UK-6. Capable manage his own time, build up And to implement trajectory self-development based on principles of education throughout life	IUK-6.1. Uses time management tools and methods when performing specific tasks, projects, and achieving set goals IUK-6.2. Defines priorities for one's own activities, personal development and professional growth. IUK-6.3. Demonstrates readiness for a professional career and determination of professional development based on an assessment of labor market requirements, educational services market offers, and taking into account personal capabilities and preferences.

2. The place of the discipline in the structure of the educational program

The discipline is a mandatory part of block B1 "Disciplines (modules)". The discipline "Fundamentals of Management" is interconnected logically and substantively-methodically with the following disciplines and practices of the EP:

- Project activities
- Personnel management
- Introduction to the profession
- Economic theory

3. Structure and content of the discipline

The total workload of the course is 2 credit(s) (72 hours).

3.1 Types of academic work and labor intensity
(by form of education)

3.1.1. Full-time education

No. p/p	**Type of academic work**	**Quantity hours**	**Semesters**	
			1	

1	**Classroom lessons**	**32**	32	
	Including:			
1.1	Lectures	16	16	
1.2	Seminars/practical classes	16	16	
2	**Independent work**	**40**	40	
3	**Interim assessment**			
	Credit/differential credit/exam	**Credit**	Credit	
	Total	**72**	72	

3.1.2. Part-time and part-time education

No. p/p	**Type of academic work**	**Quantity hours**	**Semesters**	
			1	
1	**Classroom lessons**	**28**	28	
	Including:			
1.1	Lectures	14	14	
1.2	Seminars/practical classes	14	14	
2	**Independent work**	**44**	44	
3	**Interim assessment**			
	Credit/differential credit/exam	**credit**	credit	
	Total	**72**	72	

3.2 Thematic plan for studying the discipline
(by form of education)

3.2.1. Full-time education

No. p/p	**Sections/Topics disciplines**	**Labor intensity, hour**					
		Total	**Classroom work**				**Independent Job**
			Lectures	Seminars/ practical classes	Laboratory classes	Practical Preparation	
1.1	Topic 1. Main stages of management development.		1	1			2
1.2	Topic 2. Classical schools of management.		1	1			2
1.3	Topic 3. Modern approaches to management		1	1			2
1.4	Topic 4. Principles of development and patterns of functioning of the organization.		1	1			2
1.5	Topic 5. Organization as an open system, internal and external environment of the organization		1	1			2
1.6	Topic 6. General and specific laws of organization		1	1			2

1.7	Topic 7. Life cycle of an organization.		1	1			2
1.8	Topic 8. Types and kinds of organizations in modern conditions.		1	1			2
1.9	Topic 9. Roles, functions and tasks of a manager in a modern organization		1	1			2
1.10	Topic 10. Internal environment of the organization. Methods of analyzing the state of the organization.		1	1			2
1.11	Topic 11. Organization structure. Main types.		1	1			2
1.12	Topic 12. External environment of the organization. Factors of indirect influence.		1	1			2
1.13	Topic 13. External environment of the organization. Direct impact factors		1	1			2
1.14	Topic 14. Mission, goals and objectives of the organization. Fundamentals goal setting. Tree of goals.		1	1			2
1.15	Topic 15. Social management responsibility		1				3
1.16	Topic 16. Time management. Fundamentals of effective work organization.		1				3
1.17	Topic 17. Functions management. Planning and forecasting.			1			3
1.18	Topic 18. Function of organization.			1			3
	Total		**16**	**16**			**40**

3.2.2. Part-time and part-time education

No. p/p	**Sections/Topics disciplines**	**Labor intensity, hour**					
		Total	**Classroom work**				**Independent Job**
			Lectures	Seminars/ practical classes	Laboratory classes	Practical Preparation	
1.1	Topic 1. Main stages of management development.	6	2	-			4
1.2	Topic 2. Classical schools of management.	2	-	2			-
1.3	Topic 3. Modern approaches to management	6	2	-			4
1.4	Topic 4. Principles of development and patterns functioning of the organization.	4	-	-			4

1.5	Topic 5. Organization as an open system, internal and external environment of the organization	6	-	2			4
1.6	Topic 6. General and specific laws of organization	2	2	-			-
1.7	Topic 7. Life cycle of an organization.	2	-	2			-
1.8	Topic 8. Types and kinds of organizations in modern conditions.	4	-	-			4
1.9	Topic 9. Roles, functions and tasks of a manager in a modern organization	2	2	-			-
1.10	Topic 10. Internal environment of the organization. Methods of analyzing the state of the organization.	6	-	2			4
1.11	Topic 11. Organization structure. Main types.	6	-	2			4
1.12	Topic 12. External environment of the organization. Factors of indirect influence.	2	2	-			-
1.13	Topic 13. External environment of the organization. Direct impact factors	6	-	2			4
1.14	Topic 14. Mission, goals and objectives of the organization. Fundamentals goal setting. Tree of goals.	2	2	-			-
1.15	Topic 15. Social management responsibility	4	-	-			4
1.16	Topic 16. Time management. Fundamentals of effective work organization.	6	-	2			4
1.17	Topic 17. Functions management. Planning and forecasting.	6	2	-			4
1.18	Topic 18. Function of organization.	2	-	2			-
	Total	**74**	**14**	**14**			**44**

3.3 Contents of the discipline

Topic 1. Main stages of management development.

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

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

Topic 2. Classical schools of management.

Scientific school of management, classical school of management, behavioral school, school of human relations. Main representatives and prerequisites for the emergence and formation of teachings.

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

Topic 3. Modern approaches to management

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

Process, system and situational approaches to enterprise management. **Topic 4. Principles of development and patterns of functioning of the organization.** Object, subject and functions of the theory of organization. The role of organizations in society. The theory of organization related areas of scientific knowledge. General and specific in the relationship between the concepts of "organization" and "system". Functionality as the main property of the organization. Description of the organization as an object of management. The main features of the organization. The problem of identifying aspects of the organization and establishing their significance. Structural, dynamic, regulatory and informational aspects of the organization of systems.

Topic 5. Organization as an open system, internal and external environment of the organization

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

Functions of the organization's goals. On the main properties of organizational systems as a holistic entity: ability to self-develop, hierarchy, non-additivity, emergence, relevance. On the main properties of organizational systems in their relationship with the external environment: adaptability, stability. Dynamic equilibrium as a characteristic of stability. Differentiation and lability as means of ensuring stability. Maneuverability and flexibility as components of adaptability. On the specific properties of organizational systems: purposefulness, controllability, self-organization.

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

Topic 6. General and specific laws of organization

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

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

Topic 7. Life cycle of an organization.

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

Prerequisites, reasons and consequences of the enterprise's transition to the next stage of development. The main actions for choosing the most favorable stage for the organization, fixing it and eliminating negative trends.

Topic 8. Types and kinds of organizations in modern conditions.

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

Consideration of organizations in different countries of the world taking into account local legislation and practices. Specific types of organizations. Main global trends.

Topic 9. Roles, functions and tasks of a manager in a modern organization The main roles of a manager. The functional load of a manager. Features of knowledge accumulation: structuring, application in various industries and spheres of life and work. The role of experience in management activities, its accumulation, updating and application in real business conditions. Self-management as the basis for self-development of a manager in modern conditions.

Self-management as a feature of management in an organization. Revealing and developing managerial personnel potential among employees. Self-organization processes in socio-economic systems. Interaction of horizontal and vertical structures of power relations in business organizations, the ability to adapt and/or modify the current situation subject to one's own vision of solutions to the current situation.

Topic 10. Internal environment of the organization. Methods of analyzing the state of the organization. Consideration of the mechanism of transformation of resources into the final product as the basis of the existence of the organization. Consideration of the resources necessary for the organization to carry out production and non-production activities.

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

Topic 11. Organization structure. Main types. Hierarchical organizational structures. The advantages of functioning and subordination of these structures. And flaws. Linear organizational structures. Functional organizational structures. Linear-functional organizational structures. The role of the headquarters in hierarchical structures. Divisional organizational structures.

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

Topic 12. External environment of the organization. Factors of indirect influence. Characteristics of the external environment of the organization. Basic macroeconomic processes – patterns of origin, main trends. Consideration of the organization as an open system in constant interaction with the external environment.

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

Topic 13. External environment of the organization. Direct impact factors Functioning of organizations in a market economy. The main forms of competition in modern domestic and foreign markets.

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

Topic 14. Mission, goals and objectives of the organization. Fundamentals of goal setting. Tree goals.

The concept of a mission. Characteristics of an organization's mission. The need for a mission for the organization's managers and employees, for the company's clients, partners and competitors. The concept of a goal. Basic requirements for goals. Methods of setting goals, systematicity of goals. The concept of a task. Features of forming an algorithm for completing tasks. Areas of responsibility between employees and managers for completing goals and tasks.

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

Topic 15. Social responsibility of management

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

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

Topic 16. Time management. Fundamentals of effective work organization. The structure of expenses for organizational and managerial activities and the factors determining them. Directions and ways of saving relative expenses for organizational and managerial activities.

Factors of management efficiency. Effect of scale of activity. Time management skills.

Topic 17. Management functions. Planning and forecasting.

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

Identifying the necessary resources and their sources. Determining the immediate executors and communicating plans to them. Planning your own career. Forecasting methods. Correlation of plans and forecasts.

Topic 18. Function of organization.

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

Delegation of authority linear and functional. Responsibility and authority. Boundaries of delegation.

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical classes

Topic 1. Main stages of management development.	Seminar Session 1
Topic 2. Classical schools of management.	Seminar Session 2
Topic 3. Modern approaches to management	Seminar Session 3
Topic 4. Principles of development and patterns of functioning of the organization.	Seminar Session 4
Topic 5. Organization as an open system, internal and external environment of the organization	Seminar Session 5
Topic 6. General and specific laws of organization	Seminar Session 6
Topic 7. Life cycle of an organization.	Seminar Session 7
Topic 8. Types and kinds of organizations in modern conditions.	Seminar Session 8
Topic 9. Roles, functions and tasks of a manager in a modern organization	Seminar Session 9
Topic 10. Internal environment of the organization. Methods of analyzing the state of the organization.	Seminar Session 10
Topic 11. Organization structure. Main types.	Seminar Session 11
Topic 12. External environment of the organization. Factors of indirect influence.	Seminar Session 12
Topic 13. External environment of the organization. Direct impact factors	Seminar Session 13

Topic 14. Mission, goals and objectives of the organization. Fundamentals of goal setting. Tree of goals.	Seminar Session 14
Topic 15. Social responsibility of management	Seminar Session 15
Topic 16. Time management. Fundamentals of effective work organization.	Seminar Session 16
Topic 17. Management functions. Planning and forecasting.	Seminar Session 17
Topic 18. Function of organization.	Seminar Session 18

4. Educational, methodological and informational support

4.1 Main literature

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

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

4.2 Further reading

1. Mardas, A. N. Fundamentals of Management. Practical Course: a teaching aid for secondary vocational education / A. N. Mardas, O. A. Gulyaeva. - 2nd ed., corrected. and additional. - Moscow: Yurait Publishing House, 2022. - 175 p. - (Vocational education). - ISBN 978-5-534-08328-6. - Text: electronic // Educational platform Yurait [website]. — URL: https://urait.ru/bcode/492505

2. Frolov, Yu. V. Organization Theory and Organizational Behavior. Methodology organizations: a textbook for universities / Yu. V. Frolov. - 2nd ed., corrected and supplemented. - Moscow: Yurait Publishing House, 2022. - 116 p. - (Higher education). - ISBN 978-5-534-09522-7. - Text: electronic // Educational platform Yurait [website]. - URL: https://urait.ru/bcode/491862

4.3 Electronic educational resources

The electronic educational resource for the discipline “Fundamentals of Management” is under development.

4.4 Additional electronic educational resources

1. Electronic library Yurait:https://urait.ru/
2. Online electronic library:http://biblioclub.ru/
3. Electronic library "Lan":https://e.lanbook.com
4. LMS of Moscow Polytechnic University:https://online.mospolytech.ru

5. Logistics

General lecture and seminar auditorium. Desks with benches, blackboard, portable multimedia system (projector, projection screen, laptop). Teacher's workplace: desk, chair.

6. Methodological recommendations

6.1 Methodological recommendations for the teacher on the organization training

A presentation (from the English word - presentation) is a set of color pictures-slides on a specific topic, which is stored in a file of a special format with the extension PP. The term "presentation" (sometimes called "slide film") is associated, first of all, with the informational 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 to cause negative emotions (subconscious or quite conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of different types of information: text, graphic images, music and sound effects, animation and video fragments. Therefore, it is necessary to take into account the specifics of combining fragments of information of different types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. For example, for text information, the choice of font is important, for graphic information - brightness and color saturation, for the best joint perception of them, an optimal mutual arrangement on the slide is necessary.

In addition to the correct placement of text blocks, you must not forget about their content - the text. It should not contain any spelling errors. You should also take into account the general rules for text formatting.

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

6.2 Methodological instructions for students on mastering the discipline

Lecture - 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 working program of the discipline. During the lectures, it is recommended to take notes, which will allow you to later recall the studied educational material, supplement the content when working independently with literature, and prepare for the exam.

It is also necessary to 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 listened to, and also emphasizing the special importance of certain theoretical positions.

Lecture conclusions 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 the teacher questions on the lecture topic. Electronic multimedia presentations may be used when giving lectures on the subject.

Methodological instructions for students when working at a seminar

Seminars are implemented in accordance with the working curriculum with a consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the main literature, familiarize themselves with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the teacher's recommendations and the requirements of the curriculum should be taken into account. It is also recommended to finalize your lecture notes, making appropriate notes from the literature recommended by the teacher and provided for by the curriculum. It is necessary to prepare theses for presentations on all academic issues brought up at the seminar.

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

Methodological 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. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. Methodological support is provided for the implementation of independent work. 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. Evaluation Fund

7.1 Methods of monitoring and assessing learning outcomes

Indicator of the level of competence development

<table>
<tr><td colspan="6">Fundamentals of Management</td></tr>
<tr><td colspan="6">Federal State Educational Standard of Higher Education38.03.02 “MANAGEMENT”</td></tr>
<tr><td colspan="6">In the process of mastering this discipline, the student develops and demonstrates the following General professional competencies:</td></tr>
<tr><td colspan="2">COMPETENCES</td><td rowspan="2">List of components</td><td rowspan="2">Technology formations competencies</td><td rowspan="2">Form evaluative funds**</td><td rowspan="2">Degrees of levels development competencies</td></tr>
<tr><td>IN-DEX</td><td>FORMULATION-KA</td></tr>
<tr><td>UK-6</td><td>Capable manage your time, build and to implement trajectory self-development on based on principles education in throughout the whole life</td><td>IUK-6.1. Uses tools And methods management time at performing specific tasks, projects, achieving set goals

IUK-6.2. Determines priorities own activities, personal development and professional growth.
IUK-6.3. Demonstrates readiness to build a professional career and define a strategy professional development based on requirements assessment</td><td>lecture, independent Job, Seminars classes</td><td>DS, E, T</td><td>Basic level
- capable understand the essence social-economic phenomena, laws functioning organizations
Increased level
- master the methods analysis economic and social processes.</td></tr>
</table>

		the labor market, offers from the educational services market and taking into account personal opportunities and preferences.			

7.2 Scale and criteria for assessing learning outcomes

Assessment scales for the results of midterm assessment and their description: ***Form of midterm assessment: credit.***

Midterm assessment of students in the form of a credit is carried out based on the results of completing all types of academic work stipulated by the curriculum for a given discipline (module), taking into account the results of current monitoring of academic performance during the semester. The assessment of the degree of achievement of planned learning outcomes by students in a discipline (module) is carried out by the teacher conducting classes in the discipline (module) using the expert assessment method. Based on the results of midterm assessment, a "pass" or "fail" is given.

Only students who have completed all types of academic work stipulated by the work program for the discipline "Fundamentals of Management" (passed the midterm assessment) are admitted to the midterm assessment.

Scale assessments	**Description**
Passed	All types of academic work provided for by the curriculum have been completed. The student demonstrates the correspondence of knowledge, skills, abilities, to those given in the tables of indicators, operates with the acquired knowledge, skills, abilities, applies them in situations of increased complexity. At the same time, minor errors, inaccuracies, difficulties in analytical operations, transfer of knowledge and skills to new, non-standard situations may be allowed.
Not accepted	One or more types of academic work provided for by the curriculum are not completed. The student demonstrates incomplete compliance of knowledge, skills, abilities with those given in the tables of indicators, significant errors are made, a lack of knowledge, skills, abilities is demonstrated for a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

Form of midterm assessment: exam.

Midterm assessment of students in the form of an exam is carried out based on the results of all types of academic work provided for by the curriculum for a given discipline (module), taking into account the results of current monitoring of academic performance during the semester. The assessment of the degree to which students have achieved the planned learning outcomes for a discipline (module) is carried out by the teacher conducting classes in the discipline (module) using the expert assessment method. Based on the results of midterm assessment for a discipline (module), a grade of "excellent", "good", "satisfactory" or "unsatisfactory" is given.

Only students who have completed all types of academic work stipulated by the work program for the discipline "Fundamentals of Management" (passed the midterm assessment) are admitted to the midterm assessment.

Rating scale	**Description**

Great	All types of academic work provided by the curriculum have been completed. The student demonstrates that knowledge, skills, and abilities correspond to those given in the tables of indicators, operates with the acquired knowledge, skills, and abilities, and applies them in situations of increased complexity. At the same time, minor errors, inaccuracies, and difficulties in analytical operations, transfer of knowledge and abilities to new, non-standard situations may be allowed.
Fine	All types of academic work provided for by the curriculum have been completed. The student demonstrates incomplete, correct compliance of knowledge, skills, abilities with those given in the tables of indicators, or if 2-3 insignificant errors were made.
Satisfactorily	All types of academic work provided by the curriculum have been completed. The student demonstrates the conformity of knowledge, in which the main, most important part of the material is covered, but at the same time one significant error or inaccuracy has been made.
Unsatisfactory	One or more types of academic work provided for by the curriculum are not completed. The student demonstrates incomplete compliance of knowledge, skills, abilities with those given in the tables of indicators, significant errors are made, a lack of knowledge, skills, abilities is demonstrated for a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7.3 Evaluation tools

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

No. OS	Name evaluative means	Brief description of the assessment tool	Performance evaluation tool in FOS
1	Report, message (DS)	Product of independent work of a student, representing a public presentation of the results obtained from solving a specific educational, practical, educational and research problem or scientific topic	Topics of the reports, messages
2	Test (T)	A system of standardized tasks that allows for the automation of the procedure measuring the level of knowledge and skills student.	Test Fund tasks
3	Credit (C)	The final form of knowledge assessment. In higher education institutions, it is carried out during examination sessions.	Questions for the test

4	Exam (E)	The final form of knowledge assessment. In higher education institutions, it is carried out during sessions.	Questions for the exam

7.3.1. Current control

Topics of reports on the discipline
"Fundamentals of Management"
(formation of competence of UK-6)

1. Japanese management model.
2. American management model.
3. The influence of national characteristics on the management
4. model. Classical (administrative) school of management.
5. Behavioral school of management.
6. Motivation: types, process and elements. Properties of the human psyche.
7. Herzberg's two-factor theory of motivation.
8. Maslow's theory of human needs.
9. Expectancy theory and equity theory.
10. The concept of management. History of development.
11. Marketing management model
12. School of Scientific Management
13. Situational approach in management.
14. Systems approach to management.
15. Types of planning, the essence of strategic planning
16. The concept of mission. Essence and purpose
17. Goals and objectives of the organization. "Tree of goals"
18. External environment of the organization: characteristics, influence.
19. Analysis of the external environment of the organization: factors of indirect influence (PEST-analysis)
20. Analysis of the external environment of the organization: factors of direct influence (competitive analysis)
21. Analysis of the internal environment of the organization.
22. Identifying the organization's strengths, weaknesses, threats and opportunities (SWOT analysis, SNW analysis)
23. Types of competitive strategies (costs, differentiation, focused)
24. Management functions
25. Offensive functional strategies.
26. Defensive functional strategies.
27. Competitive advantage. Classification of market participants.
28. Basic organizational and legal forms of enterprise
29. Organizational structures.
30. Characteristics of bureaucratic and adaptive organizational structures.
31. Characteristics of linear-functional and staff organizational structures
32. Divisional structure built on the basis of product.
33. Consumer-focused divisional structure.
34. Divisional structure built on a geographical basis.
35. Matrix organizational structure
36. Project and team organizational structure

37. Communications in management. Types and elements.
38. The coordination function in management. Delegation of authority.
39. The concept of working hours, work schedule.
40. Photograph of working time. Timekeeping
41. Problems of optimal use of working time. Pareto principles and Eisenhower.
42. Leadership and power. Theories and types.
43. Leadership, leadership styles.
44. Functions of self-management of the manager.
45. Authority of the head of the company, its types, characteristics.
46. Conflicts. Types, elements and stages
47. Conflict management.
48. Contents of the manager's work on conflict neutralization.
49. The concept of control and its types.
50. Controlling system
51. Inventory management. Types of demand for inventories, inventory classification (ABC).
52. Inventory Management Models
53. Career growth and rotation of personnel. Careerogram.
54. Information management in management.
55. Innovative management.
56. Business ethics and etiquette of the manager.
57. Social responsibility of the organization
58. New generation managers. Team management.
59. Life cycle of the organization.
60. Main types and kinds of organizations
61. Reasons for organizational changes
62. Methods of implementing organizational changes
63. Resistance to organizational changes. Causes and types.
64. Methods for overcoming resistance to organizational changes.
65. Organizational culture
66. Group dynamics
67. Problems of modern organizational structures.
68. Management decisions. Classification, principles and methods of adoption.
69. Stages of development and adoption of management decisions
70. Personnel planning and its importance.
71. Planning the recruitment and release of personnel.
72. Personnel selection criteria. Basic methods of collecting information.
73. Management efficiency, factors of its formation.
74. Types of production. Production capacity. Calendar planning.
75. Quality management. Foreign experience (Shewhart control charts, diagrams Ishikawa)

Report evaluation criteria

No.	Criterion	Grade			
		excellent	choir.	Satisfactory	unsatisfactory

1	Structure reports	In the report are present semantic parts, balanced e by volume	In the report there are three present semantic parts, unbalanced by volume	One of semantic parts in the report absent	The report does not can be traced availability semantic parts
2	Content reports	Content reflects the essence we are considering oh problems and main received results	Contents not in to the fullest extent reflects the essence under consideration problems or main received results	Contents not in to the fullest extent reflects the essence under consideration problems and main received results	Contents not reflects the essence under consideration y problems or main received results
3	Ownership material	Student fully owns stated material, is oriented in problem, free answers to questions	The student owns stated material, is oriented in problem, has difficulty in answers to some questions	Student not enough fluent stated material, weak is oriented in problem	The student is not owns stated material, weakly is oriented in problem
4	Conformity e topic	The stated material fully corresponds stated topic	The stated material contains elements, not relevant topic	In the above material present big quantity elements, not having attitude to the topic	The stated material in insignificant degrees corresponds topic

Tests on the subject

"Fundamentals of Management"

(formation of competence of UK-6)

The internal environment of the organization includes: A)

the goals and mission of the organization, its objectives

B) tax, labor and civil legislation, suppliers and customers, competitors, partners

C) a set of characteristics and internal entities (people, technologies, resources)

ANSWER: C

The external environment of the organization includes: A)

the goals and mission of the organization, its objectives

B) tax, labor and civil legislation, suppliers and customers, competitors, partners

C) a set of characteristics and internal entities (people, technologies, resources)

ANSWER: B

Environmental factors are divided

into: A) open and closed

B) direct and indirect

C) subjective and objective

ANSWER: B

Indirect environmental factors include:

A) financial institutions, consumers, suppliers, competitors, labor force

B) economic factors, demographic, scientific and technical, socio-cultural, natural and geographical factors, international

C) state and legislation ANSWER:

B

The factors of the external environment of direct influence include:

A) financial institutions, consumers, suppliers, competitors, labor force

B) economic factors, demographic, scientific and technical, socio-cultural, natural and geographical factors, international

C) state and legislation ANSWER:

C

What factors of the external environment include inflation rates, lending rates, growth or decline in production, fluctuations in the exchange rate of the national currency, taxation, distribution of profits, etc.?

A) economic

B) political

C) socio-cultural

ANSWER: A

What factors of the external environment include political stability, the influence of government bodies on business development, including the establishment of benefits and duties, lobbying of interests, interethnic relations, etc.?

A) economic

B) political

C) socio-cultural

ANSWER: B

What factors of the external environment include norms of behavior, moral and cultural values, the influence of mass media, including television and radio communications?

A) economic

B) political

C) socio-cultural

ANSWER: C

The goals of the organization depend, first of

all, on: A) legislation

B) cultural characteristics

C) type of activity

ANSWER: C

The objectives of the organization are actions aimed at: A)

generating income

B) formation of the organization's mission

C) implementation of the organization's goals

ANSWER: C

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

A) Isaac Adizes

B) Lippitt and Schmidt

C) A. Downson

D) D. Katz and R. Kahn

ANSWER: B

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

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

The Growth Drivers model of the organization's life cycle is the brainchild of:

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

The model of the life cycle of an organization, called the "Organizational Life Cycle Theory", is the brainchild of:

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

I. Adizes built his model of the life cycle of an organization by analogy with: A) the development of human life and the comparison of the stages of the human life cycle with stages of the organization's life cycle

B) a living being that has a certain organization of all processes life activity within a single organism (system)

C) obtaining resources from the external environment necessary to ensure performance

ANSWER: A

According to I. Adizes, the stage of the beginning of the implementation of a business idea begins at the stage: A) the emergence of a business
B) infancy
C) youth
D) aristocracy
ANSWER: A

According to I. Adizes, the second stage of the life cycle of an organization is: A) the emergence of a business
B) infancy
C) youth
D) aristocracy
ANSWER: B

At what stage of the life cycle of an organization, according to I. Adizes, does the aging of the organization begin?

A) the emergence of a business
B) infancy
C) youth
D) aristocracy
ANSWER: D

At what stage of the organization's life cycle, according to I. Adizes, are the main risks caused by conflicts due to personal or financial interests of new and old executives, managers and employees?

A) the emergence of a business
B) infancy
C) youth
D) aristocracy
ANSWER: C

How many crisis variants are considered in the model “Problems of Leadership at the Stages of Evolution and Revolution” by L. Greiner?
A) 7
B) 6
C) 5
ANSWER: C

How many variants of growth stages are considered in the model “Problems of Leadership at the Stages of Evolution and Revolution” by L. Greiner?
A) 7
B) 6
C) 5
ANSWER: C

The set of methods and techniques of influence responsible for the implementation of the set goals is:
A) management tools
B) management tasks
C) management objectives
ANSWER: A

The set of methods and techniques of influence responsible for the implementation of the set goals is:
A) management tools
B) management tasks
C) management objectives
ANSWER: A

Management tools can be divided into: A)
management methods and models
B) rules and principles of management
C) control systems and subsystems
ANSWER: A

The ability to use a set of techniques and methods that not only reduce the costs of time and other resources, but also ensure effective management of both the activities of the organization itself and its constituent divisions, production and technological processes, is provided by:
A) management methods
B) management models
C) principles of management
ANSWER: A

The ability to represent the key elements of the organization's management process, to describe the most significant parameters responsible for the organization's external and internal connections, and to obtain the necessary information about the object under study is provided by:
A) management methods
B) management models
C) principles of management
ANSWER: B

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

A) target management
B) management by deviations
C) situational management
D) product management
ANSWER: A

The management method that consists of organizing bodies designed to perform the necessary operations (design, production and sales) is:
A) target management
B) management by deviations
C) situational management
D) product management
ANSWER: D

A management method that identifies deviations from a project or intended goals is:
A) target management
B) management by deviations
C) situational management
D) product management
ANSWER: B

Management methods based on decision-making regarding problems arising during changes in economic, social and other situations are:
A) target management
B) management by deviations
C) situational management
D) product management
ANSWER: C

Modeling methods that include genetic algorithms as well as evolutionary programming are related to:
A) evolutionary modeling
B) conceptual modeling
C) simulation modeling
D) heuristic modeling ANSWER: A

Modeling methods based on the collection, analysis and definition of data on the subject area refer to:
A) evolutionary modeling
B) conceptual modeling
C) simulation modeling
D) heuristic modeling ANSWER: B

Modeling methods that use mathematical models of real processes include:

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

Exchange of information, broadcast information through interactions or counteractions in the system are:
A) communication
B) communications planning

C) communications in the organization
ANSWER: A

The process of identifying stakeholder information needs and determining a communications approach is:

A) communication
B) communications planning
C) communications in the organization
ANSWER: B

A multi-level system that covers both the organization itself and its elements, as well as its external environment, as well as a huge number of types and channels of communication, is:

A) communication
B) communications planning
C) communications in the organization
ANSWER: C

Which of the main communication channels can include facial expressions (facial expressions), micro-expressions (for example, eye twitching), pantomime (body posture), gestures, etc.)?

A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: A

Which of the main communication channels describes elements unrelated to speech characteristics (cough, laughter, sighs, individual pronunciation features, etc.)?

A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: C

Which of the main communication channels can include bodily sensations, sensations of temperature, pressure, and pain?

A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: D

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

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

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

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

ANSWER: B

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

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

ANSWER: C

Types of communication, which include everything that is based on personal and non-work relationships (rumors, gossip, personal opinions, conversations during breaks between work, etc.), are called:

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

ANSWER: D

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

A) the result obtained and the costs incurred to obtain this result
B) the achieved and planned result
C) both definitions are correct

ANSWER: C

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

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

ANSWER: A

Which of the management functions is the process of determining the goals of the organization?

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

ANSWER: B

7.3.2. Interim assessment

Questions for the test on the discipline

"Fundamentals of Management"

(formation of competence of UK-6)

1. Manager: his place and role in the organization, features of managerial work. Main
2. stages of management development.
3. Scientific management school (rationalistic school): essence, main principles, management system of F. Taylor.

4. The essence of management activity, the object and subject of management. Division of labor.

5. The essence and content of management principles.

6. Administrative (classical) school: reasons for emergence, principles, development of the concept of A. Fayol.

7. School of Psychology and Human Relations: Basic Concepts, Hawthorne experiments by E. Mayo, pyramid of needs by A. Maslow, theories by D. McGregor.

8. Quantitative school (school of management science): main directions, process, system and situational approaches to management.

9. Communications in the organization.

10. Organizational culture: concept and functions.

11. Organizational culture: elements and types.

12. Communications in management and their role. Types of management information.

13. Internal variables of the organization: goals, objectives, structure, technology, staff.

14. Delegation of authority and its role in the activities of organizations.

15. Intra-organizational conflicts and their prevention.

16. Strategies for behavior in conflict situations.

17. The nature of stress. Phases of stress. Methods of dealing with stress.

18. The essence and basic concepts of motivation as a management function

19. Social and economic efficiency of management in the organization.

20. Communication process and its structure.

21. Powers and responsibilities. Types of powers.

22. Features of the content and process approach to motivation, the main theories.

23. The concept of leadership and management. Management styles.

24. Power and influence: concepts, forms. Sources of power. Balance of power in organizations.

25. Barriers in communications and ways to overcome them.

26. Features of management development in Russia.

27. Features of business organizations.

28. Self-organization and self-management.

29. National models of modern management (European, Japanese, American).

30. Features of management development in Russia.

31. Features of the development of the organization's management.

32. Types of organizational structures.

33. The external environment of the organization and its characteristics.

34. Organization structure: definition and elements. Rigid and flexible structures. Vertical and horizontal structures.

35. Organization management system: concept, structure. Functional and structural approaches. Basic elements of the management system.

36. Prospects for the development of modern management. Efficiency management.

37. The term "organization" as a process and as a phenomenon. Features and properties organizations.

38. Systems theory as a basis for organization theory: concept, features, properties systems. Classification of systems, features of social systems.

39. Fundamental laws of the first level organization: synergies, self-preservation, development.

Questions for the exam in the discipline

"Fundamentals of Management"

(formation of competence of UK-6)

1. Manager: his place and role in the organization, features of managerial work. Main
2. stages of management development.
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16. Strategies for behavior in conflict situations.
17. The nature of stress. Phases of stress. Methods of dealing with stress.
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36. Prospects for the development of modern management. Efficiency management.

37. The term "organization" as a process and as a phenomenon. Features and properties organizations.

38. Systems theory as a basis for organization theory: concept, features, properties systems. Classification of systems, features of social systems.

39. Fundamental laws of the first level organization: synergies, self-preservation, development.

40. The concept of “dependence”, “regularity”, “law”: definition, classification.

41. Interrelation of the laws of organization.

42. Control: definition, functions, types. Features of the main stages of the process control.

43. Efficiency of the organization's management.

44. Formal and informal organizations.

45. Planning as the main function of management: definition, types, stages planning process.

46. Change management in the organization.

47. Management functions.

48. Design of organizational structures.

49. Management decisions and their types. Methods of making management decisions. solutions.

50. Management structure: definition, main elements. Norm controllability.

51. Fundamental laws of the first level organization: synergy.

52. Fundamental laws of the first level organization: self-preservation.

53. Fundamental laws of the first level organization: development.

54. Laws of the second level of organization: awareness and orderliness).

55. Laws of second-level organization: unity of analysis and synthesis.

56. Laws of organization of the second level: composition and proportionality (harmony).

57. External environment and organizational behavior.

58. Laws of the second level of organization: awareness and orderliness, unity of analysis and synthesis, composition and proportionality (harmony).

59. Design of organizational structures.

Examination ticket form

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

Faculty of Economics and Management
Department of Management
Discipline: Fundamentals of Management
Direction of training: 38.03.01 "Economics"

EXAM TICKET No. 1.

1. Question assessing the competence of OPK-2
2. Question assessing the competence of OPK-2

Approved at the department meeting "__" _____ 2023, minutes No. 1.

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