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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
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"30" 05 2022

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

WORKING PROGRAM OF THE DISCIPLINE

"Fundamentals of Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline

Goalsmastering the discipline "Fundamentals of Management" are:

– the study by students of the basic mechanisms of management both at the level of the organization and its individual elements;

– formation of modern managerial thinking and qualities of a manager of the 21st century in students, who is able to work effectively and achieve goals in order to obtain a competitive advantage for the organization.

Tasksdisciplines:

– mastering the basic concepts, principles, means and methods of management theory;

– students' awareness of the need to develop professionally significant qualities necessary for managing the organization's resources;

– mastering management methods and improving the ability to use them in professional activities;

– development of an active life position, the ability to analyze the processes of socialization and adaptation in the conditions of social changes, the features of self-awareness and self-development of the individual in modern society.

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

The discipline "Fundamentals of Management" is one of the disciplines of the mandatory part (B1.1) of the bachelor's degree program.

The discipline "Fundamentals of Management" is interconnected logically and content-methodologically with the following disciplines and practices of the EP:

- Project activity
- Economic theory
- Personnel Management
- Introduction to the profession

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

As a result of mastering the discipline, students form the following competence and the following learning outcomes should be achieved as a stage in the formation of the relevant competence:

Competency code	As a result of mastering the educational program, the student must have	List of planned learning outcomes by discipline
OPK-2	The ability to collect, process and analyze the data necessary to solve the	**Know**: methods of collecting, processing and analyzing data necessary to solve the set management tasks, using

	assigned management tasks, using modern tools and intelligent information and analytical systems	modern tools and intelligent information and analytical systems. **Be able to**: to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. **Own**: the skills of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems.

4. Structure and content of the discipline

Part-time education:

The total labor intensity of the discipline is 4 credit units, i.e. 144 academic hours (of which 104 hours are independent work of students).

Sections of the discipline "Fundamentals of Management" are studied in the first year.

First semester: lectures - 20 hours, seminars - 20 hours, control form - exam.

The structure and content of the discipline "Fundamentals of Management" in terms of terms and types of work are reflected in the Appendix.

The content of the sections of the discipline

First semester

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 exercises and activities.

Topic2. Classical schools of management.

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

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

Topic3. Modern approaches to management

Quantitative school of management - causes and methods of implementation in the process of enterprise management.

Process, system and situational approaches to enterprise management.

Topic4. Principles of development and patterns of functioning of the organization.

Object, subject and functions of organization theory. The role of organizations in society. The theory of organization is a related field of scientific knowledge. General and special 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 systems organization.

Topic5. 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. Purpose as the main system-forming factor of the organization.

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

General principles of organization and their characteristics. Private and situational principles of organization. Statistical and dynamic state of the organization. Principles of the statistical state of the organization. Principles of the dynamic state of the organization. Rationalization principles.

Topic6. General and specific laws of the organization

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

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

Topic7. Life cycle of the organization.

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

Prerequisites, causes and consequences of the transition of the enterprise to the next stage of development. The main actions to choose the most favorable stage for the organization, fixing on it and eliminating negative trends.

Topic8. Types and types of organizations in modern conditions.

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

Consideration of organizations in various countries of the world, taking into account local laws and practices. specific types of organizations. Major global trends.

Topic9. Roles, functions and tasks of a manager in a modern organization

The main roles of a manager. The functional load of the manager. Features of the accumulation of knowledge: 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 a basis for self-development of a manager in modern conditions.

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

Topic10. The internal environment of the organization. Methods for analyzing the state of the organization.

Consideration of the mechanism for converting resources into the final product as the basis for the existence of 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 fields 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.

Topic11. Structure of the organization. Main types.

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

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

Topic12. The external environment of the organization. Factors of indirect influence.

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

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

Topic13. The external environment of the organization. Direct Impact Factors

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

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

Topicfourteen. Mission, goals and objectives of the organization. Fundamentals of goal setting. Goal tree.

Mission concept. Description of the mission of the organization. The need for a mission for the leaders and employees of the organization, for customers, partners and competitors of the company. The concept of purpose. Basic requirements for goals. Methods of setting goals, systematic goals. The concept of a task. Features of the formation of the algorithm for performing tasks. Areas of responsibility between employees and managers for the fulfillment of goals and objectives.

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

Topic15. Social responsibility of management

The essence and content of the socio-economic efficiency of management. The effectiveness of the socio-economic system and the effectiveness of management. The ratio of 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.

Topic16. Time management. Fundamentals of effective labor organization.

The structure of costs for organizational and managerial activities and its determining factors. Directions and ways of saving the relative costs of organizational and managerial activities.

Management efficiency factors. Scale effect. Own time management skills.

Topic17. Management functions. Planning and forecasting.

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

Identification of the necessaryresourcesand themsources. Identification of direct executors and bringing plans to them. Planning your own career. forecasting methods. Correlation of plans and forecasts.

Topic18. The function of the organization.

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

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

5. Educational technologies

The methodology for teaching the discipline "Fundamentals of Management" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of

conducting group, individual, classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

– lectures;

- preparation for seminars;

– preparation, presentation and discussion of reports at seminars;

- organization and conduct of current control of students' knowledge in the form of testing.

The proportion of classes conducted in interactive forms is determined by the main goal of the educational program, the peculiarity of the contingent of students and the content of the discipline"Fundamentals of Management" and in general for the discipline is at least 50% of the classroom.

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

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

Evaluative means of monitoring progress include control questions and tasks in the form of blank testing, participation in a business game, and presentation of a report.

When performing current control, it is possible to use test material. Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are posted in the LMS of the Moscow Poly (https://online.mospolytech.ru/course/view.php?id=973).

When teaching people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them.

Samples of questions and tasks for conducting current control are given in the appendix.

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

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

As a result of mastering the discipline (module), the following competence is formed:

Competency	As a result of mastering the educational program, the student must have

code	
OPK-2	The ability to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems

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

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

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

OPK-2 -The ability to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems				
Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
Know: methods of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems	The student demonstrates the complete absence or insufficient compliance of the following knowledge: methods of collecting, processing and analyzing data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	The student demonstrates incomplete compliance of the following knowledge with the methods of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: methods for collecting, processing and analyzing data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: the methods of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems, freely operates with the acquired knowledge.
Be able to: to collect, process and	The student does not know how or	The student demonstrates	The student demonstrates partial	The student demonstrates full

statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems	insufficiently knows how to: collect, process and statistically analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	incomplete compliance with the following skills to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences significant difficulties in operating with skills when transferring them to new situations.	compliance with the following skills: to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	compliance with the following skills: to collect, process and statistically analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems. Freely operates with acquired skills, applies them in situations of increased complexity.
Own: skills in collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems	The student does not possess or insufficiently possesses the skills to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	The student has the skills to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems. The learner experiences significant difficulties in applying skills in new situations.	The student partially possesses the skills of collecting, processing and analyzing the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems, the skills are mastered, but minor errors, inaccuracies, difficulties are made in analytical operations, transferring skills to new, non-standard situations.	The student fully owns the skills of collecting, processing and analyzing the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems, freely applies the acquired skills in situations of increased complexity.

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

Form of intermediate certification: exam.

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

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

Evaluation scale	Description
Excellent	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Good	All types of educational work provided for by the curriculum were completed. The student demonstrates incomplete, correct correspondence of knowledge, skills, and abilities given in the tables of indicators, or if 2-3 minor errors were made at the same time.
Satisfactorily	All types of educational work provided for by the curriculum were completed. The student demonstrates the conformity of knowledge, which covers the main, most important part of the material, but at the same time one significant error or inaccuracy was made.
unsatisfactory	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

The evaluation funds are presented in the annex to the work program.

7. Educational, methodological and information support of the discipline "Fundamentals of Management"

Main literature:

1. Fundamentals of management: textbook / E.E. Averchenkova, A.S. Sazonova, A.V. Averchenkov [i dr.]. - Moscow: FLINTA, 2019. - 168 p. - ISBN 978-5-9765-4213-6. - Text: electronic // Electronic library system "Lan": [website]. - URL: https://e.lanbook.com/book/125502

2. Odintsov, A. A. Fundamentals of management: a textbook for universities / A. A. Odintsov. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2022. - 210 p. - (Higher education). - ISBN 978-5-534-04814-8. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/491931 (date of access: 11/25/2022).

additional literature

1. Mardas, A. N. Fundamentals of management. Practical course: textbook for secondary vocational education / A. N. Mardas, O. A. Gulyaeva. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2022. - 175 p. - (Professional education). - ISBN 978-5-534-08328-6. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/492505 (date of access: 11/25/2022).

The possibility of using e-learning, distance learning technologies is provided. All materials are placed in the LMS of the Moscow Poly. (https://online.mospolytech.ru/course/view.php?id=973)

eight. Logistics support of discipline.

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

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

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work with literature, and prepare for the exam.

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

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is

also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

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

Guidelines for students on the organization of independent work

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

10.Methodological recommendations for the teacher (Guidelines for making presentations)

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

Multimedia computer presentation is:

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

Rules for the design of computer presentations

General Design Rules

Many designers argue that there are no laws and rules in design. There are tips, tricks, tips. Design, like any kind of creativity, art, like any way of some people to communicate with others, like language, like thought, will bypass any rules and laws.

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

Font design rules:

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

Presentation design guidelines

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

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

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

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;
- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

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

- if a graphic image is used as a background, then the text on this background should be well readable.

The content and location of information blocks on the slide:

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

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

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

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

The program was made by:
Head Department of "Management", Associate Professor, Ph.D.
/Alenina E.E. /

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

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

Attachment 1

Structure and content of the discipline
"Fundamentals of Management"
in the direction of preparation 38.03.02 "Management" (bachelor)
educational program "Business Process Management"
Part-time education

Chapter	Semester	A week semester	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students					Forms of attestation	
			L	F/N	Lab	SRS	DAC	K.R.	K.P.	K/R	T	DC	E	Z
	1		2	2		6						+		
	1		2	2		6						+		
	1		1	1		6								
	1		1	1		6						+		
	1		1	1		6						+		
	1		1	1		6						+		
	1		1	1		6						+		
	1		1	1		6						+		
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	1		1	1		6						+		
	1		1	1		6						+		
	1		1	1		5						+		
	1		1	1		5						+		
	1		1	1		5						+		
	1		1	1		5								
Appraisal Form												1	**E**	
Total hours per discipline			20	20		104								

Appendix 2 to
work program

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION

FEDERAL STATE BUDGETARY EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"

(MOSCOW POLYTECH)

Direction of training: 38.03.02 "Management"

EP (educational program): "Business Process Management"

Form of study: full-time, part-time

Type of professional activity: organizational and managerial, information and analytical, entrepreneurial

Department: "Management"

VALUATION FUND

BY DISCIPLINE

"Fundamentals of Management"

Composition: 1. Passport of the fund of appraisal funds

2. Description of evaluation tools

Compiled by:

head of the department Candidate of Economics, Associate Professor

Alenina E.E.

Moscow, 2022

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

Fundamentals of Management					
GEF VO 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following **competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
OPK-2	The ability to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	**Know**: methods of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. **Be able to**: to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. **Own**: the skills of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems.	lecture, independent work, seminars	DS, E, T	**A basic level of** - capableunderstand the essence of socio-economic phenomena, the laws of the functioning of organizations **Enhanced level** **-**own methods of analysis of economic and social processes.

Appendix 3
to work program

List of assessment tools by discipline

Fundamentals of Management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Report, message (DS)	The product of the student's independent work, which is a public performance on the presentation of the results of 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	Fund of test tasks
3	Exam (E)	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the exam

Questions for the examby discipline "Fundamentals of Management" formation of competencies OPK-2

1. Manager: his place and role in the organization, features of managerial work.
2. The main stages of management development.
3. School of scientific management (rationalistic school): essence, basic principles, F. Taylor's management system.
4. Essence of management activity, object and subject of management. Division of labor.
5. The essence and content of the principles of management.
6. Administrative (classical) school: causes, principles, development of A. Fayol's concept.
7. School of Psychology and Human Relations: basic concepts, E. Mayo's Hawthorne experiments, A. Maslow's pyramid of needs, D. McGregor's theories.
8. Quantitative school (school of management science): main directions, process, system and situational approaches in management.
9. Organizational communications.
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, personnel.
14. Delegation of authority and its role in the activities of organizations.
15. Intraorganizational conflicts and their prevention.

16. Strategies of behavior in a conflict situation.
17. The nature of stress. Phases of stress. Stress management methods.
18. The essence and basic concepts of motivation as a function of management
19. Social and economic efficiency of management in the organization.
20. Communication process and its structure.
21. Authority and responsibility. Types of powers.
22. Features of the content and process approach to motivation, basic theories.
23. The concept of leadership and guidance. Leadership styles.
24. Power and influence: concepts, forms. Sources of power. The balance of power in an organization.
25. Barriers in communications and ways to overcome them.
26. Features of the development of management in Russia.
27. Features of economic organizations.
28. Self-organization and self-management.
29. National models of modern management (European, Japanese, American).
30. Features of the development of management 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. The main elements of the control system.
36. Prospects for the development of modern management. Management efficiency.
37. The term "organization" as a process and as a phenomenon. Features and properties of the organization.
38. Theory of systems as the basis of the theory of organization: concept, features, properties of systems. Classification of systems, features of social systems.
39. Fundamental laws of the organization of the first level: synergy, self-preservation, development.
40. The concept of "dependence", "regularity", "law": definition, classification.
41. The relationship of the laws of the organization.
42. Control: definition, functions, types. Features of the main stages of the control process.
43. The effectiveness of the organization's management.
44. Formal and informal organizations.
45. Planning as the main function of management: definition, types, stages of the planning process.
46. Organizational change management.
47. Control functions.
48. Design of organizational structures.
49. Management decisions and their types. Management decision-making methods.
50. Management structure: definition, main elements. Rule of control.
51. Fundamental laws of the organization of the first level: synergy.
52. Fundamental laws of the organization of the first level: self-preservation.

53. Fundamental laws of the organization of the first level: development.
54. Laws of organization of the second level: awareness and order).
55. Laws of organization of the second level: unity of analysis and synthesis.
56. Laws of organization of the second level: composition and proportionality (harmony).
57. External environment and organizational behavior.
58. The laws of organization of the second level: awareness and orderliness, unity of analysis and synthesis, composition and proportionality (harmony).
59. Design of organizational structures.

Exam ticket form
1. Question assessing competenceOPK-2.
2.Question assessing competence OPC-2

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

Faculty of Economics and Management
Department of "Management"
Discipline: Fundamentals of Management
Direction of training: 38.03.02 "Management"

EXAMINATION TICKET No. 1.

1. The concept of leadership and guidance. Leadership styles
2. Laws of organization of the second level: unity of analysis and synthesis.

Approved at the meeting of the department "29" August 2022, protocol No. 1.

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

Topics of reports by discipline "Fundamentals of Management" (formation of the competence of OPK-2)

1. Japanese management model.
2. American model of management.
3. The influence of national characteristics on the management model.
4. Classical (Administrative) School of Management
5. Behavioral School of Management.
6. Motivation: types, process and elements. Properties of the human psyche
7. Herzberg's two-factor theory of motivation.
8. Maslow's theory of human needs.
9. The theory of expectations and the theory of justice.
10. The concept of management. The history of development.

11. Marketing management model
12. School of Scientific Management
13. Situational approach to management.
14. System approach to management.
15. Types of planning, the essence of strategic planning
16. Mission concept. Essence and purpose
17. Goals and objectives of the organization. "Tree of Goals"
18. The external environment of the organization: characteristics, impact.
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 impact (competitive analysis)
21. Analysis of the internal environment of the organization.
22. Identification of the strengths and weaknesses of the organization, 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 participants in the market.
28. The main organizational and legal forms of the enterprise
29. Organizational structures.
30. Characteristics of bureaucratic and adaptive organizational structures.
31. Characteristics of the linear-functional and staff organizational structure
32. Divisional structure, built on a product basis.
33. Divisional structure focused on consumers.
34. Divisional structure, built on a geographical basis.
35. Matrix organizational structure
36. Project and team organizational structure
37. Communications in management. Types and elements.
38. Function of coordination in management. Delegation of powers.
39. The concept of working time, work schedule.
40. Photo of working time. Timing
41. Problems of optimal use of working time. Pareto and Eisenhower principles.
42. Leadership and power. Theories and types.
43. Leadership, leadership styles.
44. Functions of self-management of the leader.
45. The authority of the head of the company, its types, characteristics.
46. Conflicts. Views, elements and stages
47. Conflict Management.
48. The content of the work of the leader to neutralize conflicts.
49. The concept of control and its types.
50. Controlling system
51. Inventory Management. Types of demand for stocks, classification of stocks (ABC).

52. Inventory management models
53. Career growth and staff rotation. Career chart.
54. Information management in management.
55. Innovation management.
56. Business ethics and etiquette of the head.
57. Social responsibility of the organization
58. new generation managers. Team management.
59. The life cycle of an organization.
60. Main types and types of organizations
61. Reasons for organizational change
62. Organizational Change Methods
63. Resistance to organizational change. Reasons and types.
64. Methods for overcoming resistance to organizational change.
65. Organizational culture
66. group dynamics
67. Problems of modern organizational structures.
68. Management decisions. Classification, principles and methods of adoption.
69. Stages of development and adoption of managerial decisions
70. Personnel planning and its importance.
71. Planning for the recruitment of personnel and the release of personnel.
72. Personnel selection criteria. Basic methods of collecting information.
73. Efficiency of management, factors of its formation.
74. Production types. Productive capacity. Calendar planning.
75. Quality control. Foreign experience (Shewhart control charts, Ishikawa charts)

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
one	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under 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	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
four	Relevance to the topic	The presented material is fully	The material presented contains	The material presented contains a	The material presented is

		consistent with the stated topic.	elements that are not relevant to the topic.	large number of elements that are not related to the topic.	slightly relevant to the topic.

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

The internal environment of an organization includes:
A) goals and mission of the organization, its tasks
B) tax, labor and civil legislation, suppliers and customers, competitors, partners
C) set of characteristics and internal actors (people, technologies, resources)
ANSWER: C
The organization's external environment includes:
A) goals and mission of the organization, its tasks
B) tax, labor and civil legislation, suppliers and customers, competitors, partners
C) set of characteristics and internal actors (people, technologies, resources)
ANSWER: B
Environmental factors are divided into:
A) open and closed
B) direct and indirect
C) subjective and objective
ANSWER: B
The environmental factors of indirect impact include:
A) Financial Institutions, Customers, Suppliers, Competitors, Labor
B) economic factors, demographic, scientific and technical, sociocultural, natural and geographical factors, international
C) state and legislation
ANSWER: B
External environmental factors of direct impact include:
A) Financial Institutions, Customers, Suppliers, Competitors, Labor
B) economic factors, demographic, scientific and technical, sociocultural, natural and geographical factors, international
C) state and legislation
ANSWER: C
What environmental factors include inflation rates, lending rates, growth or decline in production, fluctuations in the exchange rate of the national currency, taxation, profit distribution, etc.?
A) economic
B) political
C) sociocultural
ANSWER: A
What environmental factors include political stability, the impact of authorities on business development, including the establishment of benefits and duties, lobbying interests, interethnic relations, etc.?
A) economic
B) political
C) sociocultural
ANSWER: B
What environmental factors include norms of behavior, moral and cultural values, the influence of the media, including television and radio communications?
A) economic
B) political

C) sociocultural
ANSWER: C
The objectives of the organization depend primarily on:
A) legislation
B) cultural characteristics
C) kind of activity
ANSWER: C
The tasks of the organization are actions aimed at:
A) earning income
B) formation of the mission of the organization
C) realizing the goals of the organization
ANSWER: C
The Organizational Life Cycle Model, called Management Participation, is the brainchild of:
A) Itzhak 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) Itzhak Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER:D
The Organizational Life Cycle Model, called the Drivers of Growth, is the brainchild of:
A) Itzhak Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER: C
The organizational life cycle model, called Organizational Life Cycle Theory, is the brainchild of:
A) Itzhak Adizes
B) Lippitt and Schmidt
C) A. Downson
D) D. Katz and R. Kahn
ANSWER: A
I. Adizes built his organization life cycle model by analogy with:
A) the development of human life and the comparison of the stages of the human life cycle with the stages of the life cycle of the organization
B) a living being that has a certain organization of all life processes within a single organism (system)
C) obtaining resources from the external environment necessary to ensure operability
ANSWER: A
According to I. Adizes, the stage of starting the implementation of a business idea begins at the stage:
A) starting a business
B) infancy
C) youth
D) aristocracy
ANSWER: A
According to I. Adizes, the second stage of the life cycle of an organization is:
A) starting 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 an organization begin?
A) starting a business
B) infancy
C) youth
D) aristocracy
ANSWER:D
At what stage of the life cycle of an organization, according to I. Adizes, are the main risks caused by conflicts due to personal or financial interests of new and old leaders, managers and employees?
A) starting a business
B) infancy
C) youth
D) aristocracy
ANSWER: C
How many variants of the crisis 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 the stages of growth 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 goals set 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 goals set 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, due to which not only the time and other resources are reduced, but also the effective management of both the activities of the organization itself and its constituent units, production and technological processes, is provided by:
a) control methods
B) management models
C) management principles
ANSWER: A

The ability to represent the key elements of the organization's management process, describe the most significant parameters responsible for the external and internal relations of the organization, and also obtain the necessary information about the object under study, give:
a) control methods
B) management models
C) management principles
ANSWER: B
A management method aimed at both predicting possible options for implementing projects and planning ways to implement these projects is:
A) target management
B) deviation control
C) situational management
D) product management
ANSWER: A
The method of management, which consists in the organization of bodies designed to perform the necessary operations (design, production and marketing), is:
A) target management
B) deviation control
C) situational management
D) product management
ANSWER:D
The method of management, during which deviations from the project or the intended goals are determined, is:
A) target management
B) deviation control
C) situational management
D) product management
ANSWER: B
Management methods based on decision-making about problems that arise in the course of changing economic, social, and other situations are:
A) target management
B) deviation control
C) situational management
D) product management
ANSWER: C
Modeling techniques that include genetic algorithms as well as evolutionary programming refer to:
A) evolutionary modeling
B) conceptual modeling
C) simulation
D) heuristic modeling
ANSWER: A
Modeling methods based on the collection, analysis and definition of data about the subject area refer to:
A) evolutionary modeling
B) conceptual modeling
C) simulation
D) heuristic modeling
ANSWER: B
Modeling methods that use mathematical models of real processes include:
A) evolutionary modeling
B) conceptual modeling
C) simulation

D) heuristic modeling
ANSWER: C
The exchange of information, the transfer of information through interactions or counteractions in the system, is:
A) communication
B) communications planning
C) communication in the organization
ANSWER: A
The process of identifying the needs of stakeholders for information and determining the approach to communications is:
A) communication
B) communications planning
C) communication in the organization
ANSWER: B
A multi-level system, covering both the organization itself and its elements, and its external environment, as well as a huge number of types and channels of communication, is:
A) communication
B) communications planning
C) communication in the organization
ANSWER: C
Which of the main communication channels can be attributed to facial expressions (facial expression), micromimicry (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 (coughs, laughter, sighs, individual pronunciation, etc.)?
A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER: C
Which of the main channels of communication can include bodily sensations, sensations of temperature, pressure, pain?
A) non-verbal channel
B) verbal channel
C) paralinguistic channel
D) tactile channel
ANSWER:D
The types of communications that are based on the interaction of an organization with its external environment (customers and consumers, partners and competitors, government agencies and various related organizations, the media, etc.) are called:
A) external
B) internal
C) horizontal
D) informal
ANSWER: A
The types of communications that are based on the interaction between elements and structural units within the organization, internal information exchange, are called:
A) external

B) internal
C) horizontal
D) informal
ANSWER: B
Types of communications that can be built only between structures of the same level are called:
A) external
B) internal
C) horizontal
D) informal
ANSWER: C
Types of communications, which include everything based on personal and non-official relationships (rumors, gossip, personal opinion, conversations between work, etc.), are called:
A) external
B) internal
C) horizontal
D) informal
ANSWER:D
The effectiveness of communication in an organization is the ratio between:
A) the result obtained and the costs spent on obtaining this result
B) achieved and planned result
C) both definitions are correct
ANSWER: C
Which of the functions of management is the choice 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 functions of management is the process of determining the objectives of the activities of this organization?
A) forecasting
B) goal setting
C) planning
D) control
ANSWER: B
Which of the functions of management is the most important function of management, since it allows you to develop an effective plan for the organization's activities?
A) forecasting
B) goal setting
C) planning
D) control
ANSWER: C
Which of the functions of management is to collect and analyze information about the activities of the organization, analyze the results of activities and compare them with the set indicators, identify deficiencies, analyze the causes of deficiencies, develop measures to correct identified deficiencies, etc.?
A) forecasting
B) goal setting
C) planning
D) control

ANSWER:D
Which of the functions of management is to encourage employees to work?
A) motivation
B) organization
C) coordination
D) accounting
ANSWER: A
Which of the functions of management is to distribute authority and establish responsibilities for the implementation of planned activities?
A) motivation
B) organization
C) coordination
D) accounting
ANSWER: B
Which of the functions of management is responsible both for ensuring the coherence of the work of all levels of management, and for uniting the efforts and successful interaction of all employees of the organization?
A) motivation
B) organization
C) coordination
D) accounting
ANSWER: C
A set of measures of influence, implemented with the help of a number of laws and by-laws, decrees, resolutions, orders, instructions, etc., is called:
A) socio-psychological methods of management
B) economic management methods
C) organizational and administrative methods of management
ANSWER: C
What management methods are implemented with the help of economic leverage, including wages, profits, return on investment, etc.?
A) socio-psychological methods of management
B) economic management methods
C) organizational and administrative methods of management
ANSWER: B
What methods of management methods are based on the use of the socio-psychological interests of both individuals and small groups, as well as work groups that are significant in terms of the number of their employees?
A) socio-psychological methods of management
B) economic management methods
C) organizational and administrative methods of management
ANSWER: A
Which of the management methods include the factor analysis method, the problem and decision tree method, regression analysis, scenario building, extrapolation, modeling?
A) planning methods
B) methods of motivation
C) control methods
ANSWER: A
Which of the methods of management include remuneration, stimulation, career guidance?
A) planning methods
B) methods of motivation
C) control methods
ANSWER: B

Links in the management structure can be:
a) horizontal and vertical
B) linear and functional
C) both
ANSWER: C
The most common type of hierarchical control structure is considered to be:
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: A
The management structure, which forms the management chain from the top management through all the intermediate links of the organization to a specific executor, is:
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: A
The management structure that is typical and most effective for small organizations and serial production companies in which employees and management personnel perform template, typical, rarely changing tasks and functions:
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: A
The line-headquarters organizational structure is a subspecies:
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: A
What management structure is characterized by decentralization of the work of individual departments while maintaining the functions of coordination and control over the management, production and economic independence of these departments and, at the same time, subordination within the framework of a general corporate strategy?
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: B
What organizational structure operates in large manufacturing enterprises and large multinational corporations?
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: B
The key figures in the management of organizations with what structure are the heads of production departments?
A) linear-functional management structure
B) divisional management structure
C) project management structure
ANSWER: B
What governance structure has been fostered by the growing importance of research and new technologies in large modern organizations?
A) brigade management structure
B) matrix management structure

C) project management structure
ANSWER: C
Which structure benefits from a high degree of flexibility and responsiveness to change; a clear construction of priorities, tasks and goals?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: C
The disadvantages of which structure are considered to be the lack of the necessary connection with the external environment (especially with consumers and suppliers) and the basic management structure; problem in coordinating project teams from the "center" of the organization and resource consumption?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: C
What governance structure has emerged in the aerospace environment as a result of the need for rapid technological change while maximizing the use of skilled manpower?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: B
What management structure is characterized by double subordination - to its immediate permanent supervisor and the head of the temporary group, which includes a specialist?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: B
Which governance structure is considered the most difficult of all structures to both coordinate and implement?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: B
In what project management structure is a special project team (or project team) involved in planning and organizing the work of the project, including the necessary specialists and creating the necessary conditions?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: C
Under what management structure should a project be understood as any process of purposeful changes in an organization (introduction of new technologies, modernization of production, development of new types of products or services, assessment of the prospects for economic changes, etc.)?
A) brigade management structure
B) matrix management structure
C) project management structure
ANSWER: C
The term "management" is a special kind of management, namely (choose the correct options):
A) management of socio-economic systems
B) management of socio-technical systems

C) management of socio-ethical systems
ANSWER: B
The foundations of management originated:
A) during the times of Ancient Greece and Ancient Egypt
B) during the industrial revolution in the 19th century.
C) at the beginning of the 20th century
ANSWER: B
The main tasks are reduced to a set of processes for transforming the organization's existing resources into the required results:
A) planning
B) management
C) diversify
ANSWER: B
The main functions of management include:
A) choice of development strategy, management decisions, allocation of resources, implementation of operational activities
B) forecasting, goal setting, planning, organization, coordination, motivation, accounting and control
C) creation of systems of motivation and control, use of information technologies, collection and analysis of information
ANSWER: B
Management functions are divided into:
A) straight and parallel
B) universal and special
C) inclusive and exclusive
ANSWER: B
General management functions include:
A) general line management of the enterprise and its divisions
B) planning, organization, coordination, motivation, accounting and control
C) solution of development issues, control of strategic decisions, as well as organization of the activities of collective management bodies
ANSWER: B
Specific management functions include:
A) general line management of the enterprise and its divisions
B) planning, organization, coordination, motivation, accounting and control
C) solution of development issues, control of strategic decisions, as well as organization of the activities of collective management bodies
ANSWER: C
The main tasks of managers include:
A) choice of development strategy, management decisions, allocation of resources, implementation of operational activities
B) forecasting, goal setting, planning, organization, coordination, motivation, accounting and control
C) creation of systems of motivation and control, use of information technologies, collection and analysis of information
ANSWER: C
According to what principle should management systems be built using centralized and decentralized principles in management?
A) the principle of democratic centralism
B) the principle of unity of command and collegiality
C) the principle of determination
ANSWER: A
According to what principle is it important to combine the personal responsibility of managers with collegial decision-making?

A) the principle of democratic centralism
B) the principle of unity of command and collegiality
C) the principle of determination
ANSWER: B
What management structure is characterized by the presence of relationships between departments that correspond to the first, second, third and other levels of management and management, which corresponds to the zero level of management?
A) linear control structure
B) functional management structure
C) linear-functional management structure
ANSWER: A
What management structure is characterized by the presence of functional divisions and production divisions, as well as the involvement of specialists in various areas of management?
A) linear control structure
B) functional management structure
C) linear-functional management structure
ANSWER: B
What management structure is characterized by the improvement of interaction between departments, why are project teams responsible for solving the problems of the organization created?
A) divisional management structure
B) matrix management structure
C) linear-functional management structure
ANSWER: B
What management structure is characterized by the delegation of authority to top managers responsible for the relevant divisions, the so-called divisions?
A) divisional management structure
B) matrix management structure
C) linear-functional management structure
ANSWER: A
The concept of "time management" (time management) is:
A) time management
B) workflow organization
C) workspace organization
ANSWER: A
According to Stephen Covey, an American time management specialist, the approach to life, consisting in living as it happened, not managing your life, but only reacting to external circumstances, is called:
A) reactive
B) proactive
C) evolutionary
ANSWER: A
According to Stephen Covey, an American time management specialist, the approach to life, which consists in actively influencing events and circumstances, managing your life, taking responsibility for it, is called:
A) reactive
B) proactive
C) evolutionary
ANSWER: B
Everything that is most significant for a particular person (health, relationships with loved ones, promotion prospects, the future of the country in which he lives, etc.) is included in his:
A) circle of concerns
B) circle of influence

C) circle of priorities
ANSWER: A
All those processes and phenomena that a particular person wants and can influence are included in his:
A) circle of concerns
B) circle of influence
C) circle of priorities
ANSWER: B
For "reactive" people, the priority will be:
A) circle of concerns
B) circle of influence
C) circle of priorities
ANSWER: A
For "proactive" people, the priority will be:
A) circle of concerns
B) circle of influence
C) circle of priorities
ANSWER: B
In classical management and time management, it is optimal to define goals using intellectual technology:
A) definitions of time sinks
B) SMART (specific, measurable, achievable, relevant, timebound)
C) time optimization
ANSWER: B
Inefficiently organized processes that lead to wasted time are called:
A) time wasters
B) SMART (specific, measurable, achievable, relevant, timebound)
C) prioritization
ANSWER: A
In making decisions that will be based on a number of criteria that help determine the order in which cases or tasks are performed, arrange them in order of importance, is:
A) time wasters
B) SMART (specific, measurable, achievable, relevant, timebound)
C) prioritization
ANSWER: C
One of the most common prioritization methods is to evaluate all activities according to two criteria:
A) efficiency and utility
B) importance and usefulness
C) importance and urgency
ANSWER: C
Management decision (RM) is responsible for:
A) development of measures to implement the strategy
B) joint actions of employees aimed at ensuring the successful functioning of the organization
C) personnel matters
ANSWER: B
The subjects of management decisions are:
A) specific employees of the organization with the right to make decisions or control their implementation, including senior managers
B) employees of the organization responsible for the implementation of decisions
C) management decisions themselves
ANSWER: A
The objects of management decisions are:

A) specific employees of the organization with the right to make decisions or control their implementation, including senior managers
B) employees of the organization responsible for the implementation of decisions
C) information that helps make management decisions
ANSWER: B
Within the framework of the SD classification, solutions classified by the time of action for the control object can be:
A) strategic, prospective 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 the adoption for the control object can be:
A) strategic, prospective 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, prospective 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 according to the functional orientation 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) multivariate 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) multivariate 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) multivariate solutions, standard, innovative

D) solutions for the company, for the industry, for the country
ANSWER: B
The form of preparation of management decisions, characterized as a statement formulating general principles and goals, is:
A) declaration
B) ruling
C) code
D) law
ANSWER: A
The form of preparation of management decisions, characterized as a decision in the form of a legal act adopted by public authorities, is:
A) declaration
B) ruling
C) code
D) law
ANSWER:D
The form of preparation of management decisions, characterized as a systematized code of laws, is:
A) declaration
B) ruling
C) code
D) law
ANSWER: C
The form of preparation of management decisions, characterized as the decision of a number of authorities and officials, is:
A) declaration
B) ruling
C) code
D) law
ANSWER: B
The form of preparation of management decisions, characterized as a proposal for a transaction on the specified conditions, is:
A) contract
B) offer
C) acceptance
D) agreement
ANSWER: B
The form of preparation of management decisions, characterized as the acceptance of an offer on the conditions stated in the offer, is:
A) contract
B) offer
C) acceptance
D) agreement
ANSWER: C
The form of preparation of management decisions, characterized as a decision that fixes an agreement between the participants in any activity, is:
A) contract
B) offer
C) acceptance
D) agreement
ANSWER:D
The form of preparation of management decisions, characterized as a decision in the form of a written agreement indicating mutual rights and obligations, is:

A) contract
B) offer
C) acceptance
D) agreement
ANSWER: A
The form of preparation of managerial decisions, characterized as a decision, which is a system of premeditated and interrelated actions that reflect goals, objectives, as well as methods and time of implementation, is:
A) plan
B) position
C) instruction
D) order
ANSWER: A
The form of preparation of managerial decisions, characterized as an organizational and legal decision that regulates the procedure for the formation, rules, instructions for any activity, is:
A) plan
B) position
C) instruction
D) order
ANSWER: B
The form of preparation of managerial decisions, characterized as a decision containing rules or instructions that establish the procedure and method of implementation, is:
A) plan
B) position
C) instruction
D) order
ANSWER: C
The form of preparation of managerial decisions, characterized as a decision of a representative of the top management regarding technology, organization of production, activities of employees, mandatory for subordinates, is:
A) plan
B) position
C) instruction
D) order
ANSWER:D
The form of preparation of management decisions, characterized as a decision containing a record of the events that occurred in the course of any activity, is:
A) rules
B) indication
C) model
D) protocol
ANSWER:D
The form of preparation of management decisions, characterized as decisions that determine the procedures and norms for the activities of both members of the organization and the entire organization as a whole, is:
A) rules
B) indication
C) model
D) protocol
ANSWER: A