Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Максимов Алексей Борисович
Должность: директор департамента по образовательной политике
Дата подписания: 13.04.2026 17:16:26
Уникальный программный ключ:
8db180d1a3f02ac9e60521a5672742735c18b1d6

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"15" февраля 2024

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"15" февраля 2024

WORKING PROGRAM OF THE DISCIPLINE

"Enterprise Life Cycle Management"

Field of study
38.03.02 Management

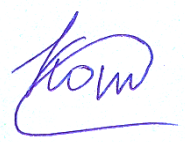
Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2024

Developer(s):

Art. Lecturer at the Department of Management  /I.S. Koshel/

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

Content

1. Goals, objectives and planned learning outcomes in the discipline 3
2. Place of discipline in the structure of the educational program 3
3. Structure and content of the discipline 3
   3.1. Types of educational work and labor intensity 3
   3.2. Thematic plan for studying the discipline 4
   3.3. Contents of the discipline 4
   3.4. Topics of seminars/practical and laboratory classes 6
4. Educational, methodological and information support 6
   4.1. Main literature 6
   4.2. additional literature 6
   4.3. Electronic educational resources 6
5. Logistics support 6
6. Guidelines 7
   6.1. Methodological recommendations for teachers on organizing training 7
   6.2. Guidelines for students on mastering the discipline 7
7. Appraisal Fund 8
   7.1. Methods for monitoring and assessing learning outcomes 8
   7.2. Scale and criteria for assessing learning outcomes 9
   7.3. Evaluation tools 9

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

The main goals of mastering the discipline "Organization Life Cycle Management" should include deepening the knowledge of bachelors on the problems of development and management of the development of an organization, which constitute one of the main components of the professional cycle.

The main objectives of mastering the discipline "Organization Life Cycle Management" include:

- Gain an understanding of the basics of organizational development in the internal and external environment.
- Describe the fundamentals of sustainable development of an organization and the conditions for the implementation of this concept.
- To form ideas on fundamental and applied sections of the discipline and develop skills for their creative use in scientific, industrial and technical activities.
- Prepare for active communication in scientific, industrial, social and public spheres of activity.
- Develop basic skills of economic analysis and the ability to apply them to understand the socio-economic processes of assessing economic, social and environmental policies.
- To teach how to competently carry out planning activities for the development of an organization.

Training in the discipline "Organization Life Cycle Management" is aimed at developing the following competencies in students:

Code and name of competencies	**Indicators of Competency Achievement**
OPK - 3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and evaluate their consequences	IOPK-3.1. Knows the principles of developing sound organizational and management decisions, taking into account their social significance, promoting their implementation in a complex and dynamic environment and assessing their consequences. IOPK-3.2. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences. IOPK-3.3. Possesses the skills to develop well-founded organizational and managerial decisions, taking into account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences.

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

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

The discipline "Organization Life Cycle Management" is logically, substantively and methodologically interconnected with the following EP disciplines and practices:

- Project activities
- Fundamentals of Management
- Business process management
- Economic theory

3. Structure and content of the discipline

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

3.1 Types of educational work and labor intensity

(according to forms of study)

3.1.1. Part-time education

No.	Type of educational work	Quantity hours	Semesters	
			2	
1	**Auditory lessons**	**36**	36	
	Including:			
1.1	Lectures	18	18	
1.2	Seminars/practical sessions	18	18	
2	**Independent work**	**36**	36	
3	**Interim certification**			
	Test/differential test/exam	**Test**	Test	
	Total	**72**	72	

3.2 Thematic plan for studying the discipline

(according to forms of study)

3.2.1. Part-time education

No. p/p	Sections/topics disciplines	Labor intensity, hour					
		Total	Classroom work				Independent work
			Lectures	Seminars/practical sessions	Laboratory exercises	Practical training	
1.1	Topic 1: Basic aspects of the life cycle of an organization		2	2			4
1.2	Topic 2: Stage of origin of an organization		2	2			4
1.3	Topic 3: The “infancy” stage of an organization		2	2			4
1.4	Topic 4: The stage of high activity of the organization		2	2			4
1.5	Topic 5: Stage of “youth”		2	2			4
1.6	Topic 6: The flourishing stage of an organization		2	2			4
1.7	Topic 7: Stage of stability of the organization		2	2			4
1.8	Topic 8: Stage of “aristocratism” of the organization		2	2			4
1.9	Topic 9: Stage of organization reorganization		2	2			4
Total			**18**	**18**			**36**

3.3 Contents of the discipline

Topic 1: Basic aspects of the life cycle of an organization

The topic “Main aspects of the life cycle of an organization” is a review topic, therefore it includes an overview of the basic rules of creation and principles that determine the viability of socio-economic systems, patterns of their development. The main functions of management within the framework of managing socio-economic systems, tasks and goals are considered management. The process of generating a business idea, ways of working to develop a business idea and “growing” a business idea into an organization as an economic unit of business are also considered.

Topic 2: Stage of origin of an organization

This topic examines the main organizational processes of the origin of an organization, substantiates the influence of the effectiveness of these processes on the further development of the organization, as well as on the formation of a management style, the image of the organization, and business reputation. Also in this topic, the basics of organization theory, the laws of organization development are considered, the main mechanisms for successfully passing the inception stage for an effective transition to the infancy stage are considered.

Topic 3: The “infancy” stage of an organization

In the topic devoted to the analysis of the course of the infancy stage, an analysis of the key tasks of this stage of the organization’s development according to the life cycle model of I. Adizes is presented, an analysis of their possible course and impact on the development of the organization is carried out, the main parameters for assessing the success of passing this stage are considered, the features of creating a management system are analyzed organization, which at this stage should already be formed and structured.

Topic 4: The stage of high activity of the organization

This topic examines the main characteristics of an organization that it acquires at the stage of high activity, analyzes the opportunities and dangers (risks) of this stage, which can be reflected both during the passage of the stage itself and manifest itself at subsequent stages of the organization’s development in the form of constructive consequences (growth in volume sales, development of sphere of influence, etc.) and in the form of destructive consequences (decrease in profits, loss of competitiveness, etc.) The phenomenon that I. Adizes called “founder’s traps” and the influence of possible negative consequences of this phenomenon are considered on the process of further development of the organization

Topic 5: Stage of “youth”

The youth stage is almost the middle of I. Adizes’s model of the life cycle of the organization’s development, therefore, its correct passage determines whether the organization can survive for a long time at the stage of youth and prosperity, or whether the organization’s resources are not sufficient for long-term prosperity. Since at the stage of adolescence the organization begins to “really grow up,” then at this stage organizational conflicts make themselves felt, and an organizational culture is formed to prevent conflicts in the organization

Topic 6: The flourishing stage of an organization

This topic examines the main characteristics of the stage and analyzes the main risks that can have a negative impact on the success and efficiency of the organization. One of these risks is the desire to “leave everything as it is,” which is impossible in any socio-economic system, since the processes that take place in it are dynamic. This topic also justifies the need for constant growth and organizational change.

Topic 7: Stage of stability of the organization

According to the model of the life cycle of an organization by I. Adizes, the stability stage is the first stage of an aging organization, therefore this topic examines all the main characteristics of the life of an aging organization, the signs that give rise to aging processes in an organization: changes in sales volume, changes in the management system, resistance to change and innovations, etc. The methods that will help an organization effectively cope with the difficulties of the stability stage and thereby slow down its aging are analyzed.

Topic 8: Stage of “aristocratism” of the organization

This topic examines the main characteristics of an organization that is at the stage of aristocracy, and analyzes the typical reasons why an organization gets to this stage of development.

This topic also analyzes errors in the management of an organization that management makes, as a result of which the organization loses the flexibility necessary for a timely and quick response to changes in the surrounding competitive environment.

Topic 9: Stage of organization reorganization

The reorganization stage is the last stage in the life cycle model of an organization by I. Adizes. Therefore, this topic analyzes the decline in all economic indicators of the organization that are responsible for its viability, such as sales volume, market capacity, cost of goods, etc. Also in this topic, the reasons for an organization getting into a reorganization situation are analyzed, the main stages of the process of reorganization of the organization itself are described, as an opportunity for a new life.

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical sessions

Topic 1: Basic aspects of the life cycle of an organization	Seminar session 1
Topic 2: Stage of origin of an organization	Seminar session 2
Topic 3: The “infancy” stage of an organization	Seminar session 3
Topic 4: The stage of high activity of the organization	Seminar session 4
Topic 5: Stage of “youth”	Seminar session 5
Topic 6: The flourishing stage of an organization	Seminar session 6
Topic 7: Stage of stability of the organization	Seminar session 7
Topic 8: Stage of “aristocratism” of the organization	Seminar session 8
Topic 9: Stage of organization reorganization	Seminar session 9

4. Educational, methodological and information support

4.1 Main literature

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

4.2 additional literature

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

2. Abramov, V. S. Strategic management: textbook and workshop for universities / V. S. Abramov, S. V. Abramov; edited by V. S. Abramov. — 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2021. - 444 p. - (Higher education). — ISBN 978-5-534-14595-3. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/477973

4.3 Electronic educational resources

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

5. Logistics support

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

6. Guidelines

6.1 Methodological recommendations for teachers on organizing training

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

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

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

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

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

6.2 Guidelines for students on mastering the discipline

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

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

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

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making appropriate notes from the literature recommended by the teacher and provided for by the

curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

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

Guidelines for students on organizing independent work

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

7. Appraisal Fund

7.1 Methods for monitoring and assessing learning outcomes

Indicator of the level of competence development

Organizational Lifecycle Management					
Federal State Educational Standard of Higher Education 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following: **competencies**:					
COMPETENCIES		**List of components**	**Technology for developing competencies**	**Form of assessment tool****	**Degrees of levels of mastering competencies**
INDEX	**FORMULATION**				
OPK-3	Able to develop well-founded organizational and management decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and evaluate their consequences	IOPK-3.1. Knows the principles of developing sound organizational and management decisions, taking into account their social significance, promoting their implementation in a complex and dynamic environment and assessing their consequences. IOPK-3.2. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences. IOPK-3.3. Possesses the skills to develop well-founded organizational and managerial decisions, taking into	lecture, independent work, seminar classes	DS, T, Z	**A basic level of** - knowledge of theoretical techniques for analyzing business processes **Increased level** - ability to model business processes taking into account changes in the external and internal environment of the organization.

		account their social significance, facilitate their implementation in a complex and dynamic environment, and evaluate their consequences.			

7.2 Scale and criteria for assessing learning outcomes

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

Interim certification form: test.

Interim certification of students in the form of a test is carried out based on the results of completing all types of academic work provided for by the curriculum for a given discipline (module), while taking into account the results of ongoing monitoring of progress during the semester. Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the interim assessment, the student is given a "pass" or "fail" rating.

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

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

7.3 Evaluation tools

List of assessment tools for the discipline
"Organization Life Cycle Management"

OS No.	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal Fund
1	Report, message (DS)	A product of a student's independent work, which is a public speech presenting the results obtained in solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages

2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Test task fund
3	Test (G)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Questions for testing

7.3.1. Current control

Topics of reports on the discipline
"Organization Life Cycle Management"
(formation of competence OPC-3)

1. Concepts of crisis, anti-crisis enterprise management
2. Management remuneration risks
3. UN Millennium Development Goals system.
4. Systems of indicators for environmentally sustainable development.
5. Indicator systems.
6. Modern ideas about innovative economic development.
7. Drawing up a balance sheet for waste-free production of the chemical complex
8. Sustainable development strategy. Principles of sustainable economic development.
9. Technologies for sustainable development
10. Financial and economic assessment of environmental risks and environmental damage at chemical enterprises
11. Greened HDI and environmental health index.
12. Ecological and economic impact of the enterprise on the environment.
13. Approaches of various international organizations to the concept of "sustainable development";
14. Fundamentals of enterprise risk management;
15. Russian and foreign methods for diagnosing the risk of bankruptcy of an enterprise;
16. Scheme of distribution of enterprise profit (using the example of the selected enterprise);
17. Financial and economic analysis of the enterprise (using the example of the selected enterprise);
18. Basic theories of motivation and stimulation.

Report evaluation criteria

No.	Criterion	Grade			
		ex.	chorus	satisfaction	unsatisfactory
1	Structure of the report	The report contains semantic parts balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts is missing from the report	The report does not show the presence of semantic parts
2	Contents of the report	The content reflects the essence of the problem under consideration and the main results obtained	The content does not fully reflect the essence of the problem under consideration or the main results obtained	The content does not fully reflect the essence of the problem under consideration and the main results obtained	The content does not reflect the essence of the problem under consideration or the main results obtained
3	Mastery of the material	The student has complete command of the material presented,	The student knows the material presented, is oriented in the	The student is not fluent enough in the material being presented and is	The student does not know the material being presented and has

		is problem oriented, and answers questions freely	problem, finds it difficult to answer some questions	poorly oriented in the problem	poor understanding of the problem
4	Matching theme	The presented material fully corresponds to the stated topic	The presented material contains elements that are not relevant to the topic	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic

Tests by discipline
"Organization Life Cycle Management"
(formation of competence OPC-3)

The object of study of which discipline is socio-economic systems:
A) theories of organizations;
B) management theories;
C) marketing theories.
ANSWER: A
The subject of study of which discipline is organizational relations:
A) theories of organizations;
B) management theories;
C) marketing theories.
ANSWER: A
A living creature that has a certain organization of all life processes within a single organism (system) is:
A) organ;
B) organism;
C) animal.
ANSWER: B
People and resources are the main components:
A) organizations;
B) living organism;
C) systems approach.
ANSWER: A
The goals and mission of the organization, resource and personnel base, set of characteristics and internal actors include:
A) to the external environment of the organization;
B) to the internal environment of the organization;
C) both external and internal.
ANSWER: B
The source of replenishment of all types of resources and the consumer of the finished product produced by the organization is:
A) external environment;
B) internal environment;
C) both external and internal.
ANSWER: A
The revolutionary form of development is characterized by:
A) abrupt transitions from one qualitative state to another;
B) the transition from lower forms to higher forms;
C) transition to past forms, processes, structures, etc.;
D) quantitative and qualitative changes in the system.
ANSWER: A

The evolutionary form of development is characterized by:

A) abrupt transitions from one qualitative state to another;

B) the transition from lower forms to higher forms;

C) transition to past forms, processes, structures, etc.;

D) quantitative and qualitative changes in the system.

ANSWER: D

The progressive form of development is characterized by:

A) abrupt transitions from one qualitative state to another;

B) the transition from lower forms to higher forms;

C) transition to past forms, processes, structures, etc.;

D) quantitative and qualitative changes in the system.

ANSWER: B

The regressive form of development is characterized by:

A) abrupt transitions from one qualitative state to another;

B) the transition from lower forms to higher forms;

C) transition to past forms, processes, structures, etc.;

D) quantitative and qualitative changes in the system.

ANSWER: C

Control and creation of rules by which the organization functions and carries out its activities ensures:

A) external environment;

B) internal environment;

C) both external and internal.

ANSWER: B

The external environment of the organization includes:

A) the process of aging and wear and tear of the organization's fixed and working capital;

B) creating a new product, changing the number of personnel, introducing new technologies, changing the leadership culture, etc.;

C) changing environmental needs, for example, the use of recycled materials, restrictions on air emissions, recycling of waste from own production.

ANSWER: C

The internal environment of the organization includes:

A) the process of aging and wear and tear of the organization's fixed and working capital;

B) creating a new product, changing the number of personnel, introducing new technologies, changing the leadership culture, etc.;

C) changing environmental needs, for example, the use of recycled materials, restrictions on air emissions, recycling of waste from own production.

ANSWER: B

The principle of preferential development is:

A) realizing the goal of ensuring its optimal development, achieved as a result of the transfer of the organization's material resources from less significant to more significant areas of activity development;

B) increasing the potential of the organization affects the potential of the organization itself;

C) changes in the potential of the system, which determines and determines the development of the organization, occur with a delay;

D) the availability of opportunities and resources that can make the results of changes that have occurred in the organization under the influence of external and internal stimuli softer and less traumatic for the organization, which will help maintain its sustainability.

ANSWER: A

The principle of self-dependence is:

A) realizing the goal of ensuring its optimal development, achieved as a result of the transfer of the organization's material resources from less significant to more significant areas of activity development;

B) increasing the potential of the organization affects the potential of the organization itself;

C) changes in the potential of the system, which determines and determines the development of the organization, occur with a delay;

D) the availability of opportunities and resources that can make the results of changes that have occurred in the organization under the influence of external and internal stimuli softer and less traumatic for the organization, which will help maintain its sustainability.

ANSWER: B

The principle of reasonable conservatism or the principle of inertia is:

A) realizing the goal of ensuring its optimal development, achieved as a result of the transfer of the organization's material resources from less significant to more significant areas of activity development;

B) increasing the potential of the organization affects the potential of the organization itself;

C) changes in the potential of the system, which determines and determines the development of the organization, occur with a delay;

D) the availability of opportunities and resources that can make the results of changes that have occurred in the organization under the influence of external and internal stimuli softer and less traumatic for the organization, which will help maintain its sustainability.

ANSWER: C

The principle of adaptation (principle of elasticity) is:

A) realizing the goal of ensuring its optimal development, achieved as a result of the transfer of the organization's material resources from less significant to more significant areas of activity development;

B) increasing the potential of the organization affects the potential of the organization itself;

C) changes in the potential of the system, which determines and determines the development of the organization, occur with a delay;

D) the availability of opportunities and resources that can make the results of changes that have occurred in the organization under the influence of external and internal stimuli softer and less traumatic for the organization, which will help maintain its sustainability.

ANSWER: D

If we consider an organization as a socio-economic system, then one of the main characteristics of the organization is:

A) is the degree of its openness to the internal environment;

B) is the degree of its openness to the external environment;

C) efficiency and profitability.

ANSWER: B

Organizations that have less flexibility, which often causes them to be unable to survive in a market environment, include:

A) open;

B) closed;

C) ineffective.

ANSWER: B

Organizations that are focused on external processes and trends in the external environment include:

A) open;

B) closed;

C) ineffective.

ANSWER: A

The composition of any viable organization that has resources for development is approximately the following:

A) the predominance of the formal component of management;

B) the predominance of the informal component of management;

C) a symbiosis of formal and informal components.

ANSWER: C

The formal components of management include:

A) the responsibilities of a professional manager, which determine the processes of development and adoption of goals, as well as the objectives of the organization, the adoption of SD and control over their implementation, the processes of incentives and rewards for employees, the implementation of control processes, monitoring and other processes;

B) all processes that are solved using management methods of influencing the behavior of personnel in the workplace;

C) creation and maintenance of organizational culture and norms of organizational behavior, formation of employee loyalty to the organization, formation of the organization's image as a manufacturer (supplier) of goods and as an employer, motivation.

ANSWER: A

The informal component of management includes:

A) the responsibilities of a professional manager, which determine the processes of development and adoption of goals, as well as the objectives of the organization, the adoption of SD and control over their implementation, the processes of incentives and rewards for employees, the implementation of control processes, monitoring and other processes;

B) all processes that are solved using management methods of influencing the behavior of personnel in the workplace;

C) creation and maintenance of organizational culture and norms of organizational behavior, formation of employee loyalty to the organization, formation of the organization's image as a manufacturer (supplier) of goods and as an employer, motivation.

ANSWER: C

The creation and maintenance of the functioning of the management hierarchy is based on:

A) horizontal division of labor in the organization;

B) vertical division of labor in the organization;

C) radial division of labor in an organization.

ANSWER: B

The following is based on the division of labor according to work elements and their regulation by job descriptions:

A) horizontal division of labor in the organization;

B) vertical division of labor in the organization;

C) radial division of labor in an organization.

ANSWER: A

The stage preceding the creation of an organization, in which the organization is an idea waiting to be implemented, is called:

A) courtship stage;

B) infancy stage;

C) stage of aristocracy.

ANSWER: A

The organization builds relationships with suppliers, business partners and credit institutions, as well as the tax inspectorate, pension fund, social and health insurance funds on:

A) accounting stage of the courtship stage;

B) the founding stage of the courtship stage;

C) the preliminary stage of the courtship stage;

D) organizational stage.

ANSWER: A

Determine the leader, founders and legal form, create the management structure of the organization; conduct marketing research of the potential market, as well as analysis of the external

environment and competitors; It is necessary to determine the goals and mission of the organization by:

A) accounting stage of the courtship stage;

B) the founding stage of the courtship stage;

C) the preliminary stage of the courtship stage;

D) organizational stage.

ANSWER: C

Create and sign the organization's charter, as well as the memorandum of association (if necessary); approve the package of all constituent and title documents by the founders (creators) of the organization; To determine the legal address and decide on office premises you need to:

A) accounting stage of the courtship stage;

B) the founding stage of the courtship stage;

C) the preliminary stage of the courtship stage;

D) organizational stage.

ANSWER: B

Providing the organization with the necessary personnel, providing information resources and flows, creating and coordinating the interactions of all organizational and managerial structural elements of the organization are necessary for the organization to:

A) accounting stage of the courtship stage;

B) the founding stage of the courtship stage;

C) the preliminary stage of the courtship stage;

D) organizational stage.

ANSWER: D

What determine the goals and mission of the organization:

A) on its organizational and legal form;

B) on the specifics of its commercial activities;

C) from legal requirements;

D) from the field of activity.

ANSWER: D

For which of the stages are sales a strategic resource for the existence of the organization, therefore it is especially important to increase sales volume and generate regular cash flows?

A) courtship stage;

B) infancy stage;

C) stage of aristocracy.

ANSWER: B

Which stage of sales is characterized by the absence or being at the stage of development and formation of an organizational culture, the absence of a service hierarchy, and the embryonic state of all organizational processes?

A) courtship stage;

B) infancy stage;

C) stage of aristocracy.

ANSWER: B

At the infancy stage, there is a need to seek the help of venture capital. A rapid influx of new investment funds, an increase in the value of shares and the weight of business reputation due to the presence of large investors are:

A) the advantages of venture capital for the organization;

B) the disadvantages of venture capital for an organization;

C) are not important to the organization.

ANSWER: A

At the infancy stage, there is a need to seek the help of venture capital. Intervention of investors in the affairs of the organization and outside control, as well as the need to coordinate management decisions with investors are:

A) the advantages of venture capital for the organization;

B) the disadvantages of venture capital for an organization;

C) are not important to the organization.

ANSWER: B

Ensuring high efficiency of work activities of the organization's personnel is the main task:

A) management methods;

B) management functions;

C) communication tools.

ANSWER: A

Economic management methods include:

A) the ability to influence the economic interests of employees or their individual representatives;

B) the possibility of activating the manifestation of such motives in human behavior as professional and personal responsibility, a sense of duty;

C) the use of a social mechanism that operates in the team of employees of the organization.

ANSWER: A

Social management methods include:

A) the ability to influence the economic interests of employees or their individual representatives;

B) the possibility of activating the manifestation of such motives in human behavior as professional and personal responsibility, a sense of duty;

C) the use of a social mechanism that operates in the team of employees of the organization.

ANSWER: C

Organizational and administrative management methods include:

A) the ability to influence the economic interests of employees or their individual representatives;

B) the possibility of activating the manifestation of such motives in human behavior as professional and personal responsibility, a sense of duty;

C) the use of a social mechanism that operates in the team of employees of the organization.

ANSWER: B

Remuneration and material incentives for labor (additional pay, bonuses, etc.) include:

A) to economic management methods;

B) to social management methods;

C) to organizational and administrative management methods.

ANSWER: A

On-the-job training (professional development need) or team building technology (belonging need) include:

A) to economic management methods;

B) to social management methods;

C) to organizational and administrative management methods.

ANSWER: B

Working day regulations, job descriptions, safety instructions at the workplace include:

A) to economic management methods;

B) to social management methods;

C) to organizational and administrative management methods.

ANSWER: C

At what stage of an organization's development can we say that the organization feels confident in its niche, and the main interest of the organization's founder is directed to the external environment?

A) flowering stage;

B) rapid growth stage;

C) stage of aristocracy.

ANSWER: B

Other options for the name of the stage of rapid growth according to I. Adizes can be:

A) "Salem City";

B) “Nursing” or “Generation”;

C) “wild years” or “Go-Go” (Go-Go).

ANSWER: C

If an organization does not find the ability and resources to develop and implement administrative management systems, then a phenomenon develops, which is called:

A) “resident error”;

B) “founder’s trap”;

C) “effective management.”

ANSWER: B

Delegation of authority is:

A) resolving a conflict situation through mutual concessions;

B) final break in relations;

C) transfer of some rights and responsibilities (functions).

ANSWER: C

At what stage of an organization's development does the process of separation of the organization from its creator begin, as well as a change in the priorities of the goals and objectives that the organization sets for itself for further development?

A) flowering stage;

B) rapid growth stage;

C) stage of adolescence.

ANSWER: C

Another option for the name of the stage of youth according to I. Adizes could be:

A) stage of “growing up”;

B) “wild years”;

C) "Salem City".

ANSWER: A

The situation at the stage of adolescence, in which the turnover of management personnel in the organization, consisting in the replacement of one manager by another, is called:

A) “revolving door syndrome”;

B) “founder’s trap”;

C) “seagull syndrome”.

ANSWER: A

Poor or insufficient internal communication, inconsistency of many organizational processes in an organization at the youth stage affect:

A) the process of changing the goals of the organization;

B) separation process;

C) the delegation process.

ANSWER: A

Creating an organizational structure focused on the effective implementation of production tasks is:

A) the main purpose of the organization’s existence;

B) the main purpose of reorganizing the organization at the youth stage;

C) the main purpose of the organization's business activities.

ANSWER: B

At what stage of an organization's development are its characteristics the achievement of the highest degree of development and optimal conditions for achieving a balance between the organization's self-control and the flexibility of organizational processes?

A) flowering stage;

B) stage of adolescence;

C) stage of aristocracy.

ANSWER: A

Assessing the quality of the work performed, assessing the feasibility of time spent on performing a certain type of work, assessing the effectiveness of the methods used to perform the work, technical means and other types of resources are the goal for:

A) self-control in the organization;

B) delegation in the organization;

C) development in the organization.

ANSWER: A

The ability of an organization to adapt to the influence of external and internal environmental factors is characterized by:

A) maturity of the organization;

B) organizational flexibility;

C) competitiveness of the organization.

ANSWER: B

Increasing the quality and liquidity of products (services, goods), the ability to change or supplement the content of functional tasks, and the ability to change the organization's value guidelines ensures:

A) maturity;

B) flexibility;

C) competitiveness.

ANSWER: B

The temptation to keep everything as is and not change anything is:

A) the biggest problem of any business at the "blooming" stage;

B) the biggest advantage of any business at the "blooming" stage;

C) the main characteristic of organization flexibility.

ANSWER: A

The temptation to leave everything as it is and not change anything, not to take risks, leads the organization to:

A) stagnation;

B) degradation;

C) excess profits.

ANSWER: A

Feelings of cohesion, manifested in the maintenance of established organizational values, organizational culture, in a certain vision of the future (development strategy) of the organization; the existence of creativity, which the organization supports and controls, maintaining a balance of its commercial interests - the main characteristics of the organization at the stage:

A) early flowering;

B) late bloomer;

C) aristocracy.

ANSWER: A

The organization gradually, without even noticing it, begins to lose the characteristics of the "blooming" stage, the loss of creativity and flexibility are the main characteristics of the organization at the stage:

A) early flowering;

B) late bloomer;

C) aristocracy.

ANSWER: B

The culture of the organization, its reputation, employee loyalty and product quality at the "early bloom" stage:

A) has generally average performance, could be better;

B) has generally quite low performance;

C) has high performance.

ANSWER: C

At the “late bloomer” stage, along with flexibility, the organization loses such characteristics as:

A) innovativeness;

B) efficiency;

C) creativity.

ANSWER: C

At what stage of the life cycle of an organization can we say that everything in the organization is stable - sales, income, and profit, all processes are streamlined, have a clear purpose in the production cycle, and the rules to which they obey are defined?

A) at the stage of aristocracy;

B) at the courtship stage;

C) at the stability stage.

ANSWER: C

At what stage of the life cycle is the organization’s development movement along the trajectory of the life cycle model directed towards a decrease in all the main indicators of viability, that is, towards aging?

A) at the stage of aristocracy;

B) at the courtship stage;

C) at the stability stage.

ANSWER: A

At what stage of the life cycle is characterized by the predominance of short-term goals and objectives in the organization, a reduction in investments and the introduction of new technologies, a slowdown in response to market changes, and to external and internal environmental factors?

A) at the stage of aristocracy;

B) at the courtship stage;

C) at the stability stage.

ANSWER: C

At what stage of the life cycle do the relationships between the organization's employees, who are the bearers of its organizational culture and its core values, become the main key parameter of an organization's viability?

A) at the stage of aristocracy;

B) at the courtship stage;

C) at the stability stage.

ANSWER: A

Which stage of an organization's development relates to the aging process?

A) stage of aristocracy;

B) courtship stage;

C) stability stage.

ANSWER: A

At what stage of the life cycle is an organization characterized by a focus on past achievements and a lack of vision for its future, a strategy of avoiding risks associated with business development, and an interest in calm interpersonal relationships?

A) at the stage of aristocracy;

B) at the courtship stage;

C) at the stability stage.

ANSWER: A

According to I. Adizes, the stage of “bureaucratization” is divided into two parts:

A) “early bureaucratization” and “witch hunt”;

B) “nursing” and “birth”;

C) “wild years” and rapid growth stage.

ANSWER: A

According to I. Adizes, the stage of "managerial paranoia" is characteristic of the stage:

A) "witch hunt";

B) "early bureaucratization";

C) rapid growth.

ANSWER: B

At what stage of the life cycle is an organization characterized by a large number of procedures, rules, protocols and instructions that have already lost their practical and social relevance; as well as a state of paralysis in which life is maintained artificially, using medical methods and technologies?

A) at the stage of aristocracy;

B) at the stage of bureaucratization;

C) at the stability stage.

ANSWER: B

After the stage of "bureaucratization" usually occurs:

A) degeneration of the organization;

B) bankruptcy of the organization;

C) death of the organization.

ANSWER: C

The stage in the life of an organization at the stage of bureaucracy, in which everyone is looking for those to blame for the deplorable situation of the organization, but no one wants to take responsibility, and then the person responsible is "appointed", is called:

A) "witch hunt";

B) "early bureaucratization";

C) rapid growth.

ANSWER: A

At what stage of the life cycle is the organization characterized by negative processes of "fermentation" and "decomposition"?

A) at the stage of aristocracy;

B) at the stage of bureaucratization;

C) at the stability stage.

ANSWER: B

The influence of the founder at the stage of "bureaucratization" on all stages of the organization's life in comparison with previous stages:

A) minimal;

B) maximum;

C) does not change significantly.

ANSWER: A

The departure of the most caring and creative employees from the team at the stage of "bureaucratization" affects the qualifications of the management team:

A) negative, it falls;

B) positive, it grows due to the influx of new blood;

C) does not change significantly.

ANSWER: A

What measures can management take to revive the organization at the stage of "bureaucratization"?

A) develop stricter rules and regulations to control the situation;

B) tighten control standards for decision-making and monitoring the development of the situation;

C) involve government support.

ANSWER: B

I agree with I. Adizes, the death of any organization is inevitable in the end - why?

A) due to the peculiarities of legislation in the field of entrepreneurship;

B) due to the stupidity of management and effective managers;

C) because all “organisms” have their own resource, which is eventually exhausted.

ANSWER: C

The jointly interacting type of joint activity is characterized by:

A) the mandatory participation of each member in the development and adoption of decisions regarding the solution of a common problem or task;

B) temporary distribution of labor functions and responsibilities and the sequence (order) of participation of each member of the labor process in work;

C) the fact that interactions between participants in the labor process are minimized.

ANSWER: A

The joint-sequential type of joint activity is characterized by:

A) the mandatory participation of each member in the development and adoption of decisions regarding the solution of a common problem or task;

B) temporary distribution of labor functions and responsibilities and the sequence (order) of participation of each member of the labor process in work;

C) the fact that interactions between participants in the labor process are minimized.

ANSWER: B

The joint-individual type of joint activity is characterized by:

A) the mandatory participation of each member in the development and adoption of decisions regarding the solution of a common problem or task;

B) temporary distribution of labor functions and responsibilities and the sequence (order) of participation of each member of the labor process in work;

C) the fact that interactions between participants in the labor process are minimized.

ANSWER: C

7.3.2. Interim certification

Questions for testing in the discipline
"Organization Life Cycle Management"
(formation of competence OPC-3)

1. What is the object of study of organization theory as a management discipline?
2. What is the subject of study of organization theory as a management discipline?
3. What two subsystems is the organization divided into?
4. The functioning of an organization consists of the implementation of three main processes - list them.
5. Describe the evolutionary and revolutionary form of development of the system.
6. What is the internal environment of an organization?
7. What is the external environment of an organization?
8. What are the characteristics of open and closed organizations?
9. What are the characteristics of the formal and informal components of management?
10. Name the three main types of joint activities.
11. Which stage is the first in the organizational life cycle model?
12. What is the fundamental concept in the “courtship” stage?
13. Who bears the risks that the “courtship” stage entails?
14. What determine the goals and mission of the organization and at what stage are they formed?
15. What happens to an organization during its infancy?
16. Name the main reasons for the death of an organization at the infancy stage.
17. Define the concepts of “method” and “methodology” in relation to management.
18. List 3 main management methods.
19. List the socio-psychological methods of management.

20. Define the principles of collegiality and unity of command in management.
21. What determine the effectiveness of the management process and the effectiveness of the organization's management system?
22. Define the term “motivation”. What is meant by motivation in management?
23. What are the main risks for an organization at the stage of rapid growth?
24. What behavior of a leader (founder) is characterized by the “founder’s trap”?
25. What is “gull syndrome”?
26. Define the concept of “delegation”.
27. What can be delegated and what cannot?
28. What are the main risks for an organization in its early stages?
29. What is the “revolving door syndrome”?
30. What is the main goal of reorganizing an organization at the “youth” stage?
31. Why is the “youth” stage called the second birth of an organization?
32. What causes a change in leadership at the youth stage?
33. What is the importance of self-control for an organization at the “blooming” stage?
34. What is meant by organizational flexibility? How are flexibility and organizational maturity related?
35. Name the biggest problem of any business in its “heyday” stage.
36. Define the concept of “entrepreneurial activity”.
37. What does the “Stability” stage mean for an organization?
38. What characteristics does an organization begin to lose at the stability stage?
39. What is market segmentation? List the main types of market segmentation.
40. What is a marketing strategy? List its main goals.
41. Describe a typical organization at the aristocratic stage.
42. What happens to entrepreneurship at the stage of aristocracy?
43. In what ways can the crises of the aristocratic stage be eliminated or minimized?
44. What two parts is the stage of “bureaucratization” divided into? Name them.
45. What is “managerial paranoia” at the stage of bureaucratization?
46. What is the “witch hunt” at the stage of bureaucratization?
47. Describe conscious and unconscious ways of forming organizational culture.
48. What document turns organizational culture into a management tool?
49. List the external and internal attributes of the organization's organizational culture.
50. Describe the structural and personnel approaches to the concept of organizational development.