Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Максимов Алексей Борисович
Должность: директор департамента по образовательной политике
Дата подписания: 13.04.2026 16:25:39
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

"Management and Business Performance Evaluation"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2024

Rdeveloper(s):
Senior teacher of the Department of Management



/ N.E. Sokolova/

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



/E.E.Alenina/

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

The discipline “Management and assessment of the effectiveness of business processes” is aimed at students receiving higher education, aimed at obtaining the competence necessary to perform a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and for its structural divisions, acquiring the qualification “Manager” "

Course objectives:

– to generate knowledge in the field of technologies for assessing the economic and social conditions of entrepreneurial activity, identifying new opportunities and forming new business models.

– developing skills for coordinating business activities in order to ensure consistency in the implementation of the business plan by all participants.

Course objectives:

–form atslat chatels with villagegenerality ananalyze the relationships between functional strategies of companies in order to prepare balanced management decisions.

– to form the ability to analfrom organizational and econome economic problems, in order to stimulate production and increase sales volumes, improve the quality and competitiveness of manufactured goods and services, economical and efficient use of material, financial and labor resources.

A list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the professional training program.

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

Code and name of competence	Code and content of the competency achievement indicator
PK-4. Able to prepare for implementation, monitor parameters and assess the success of changes carried out in the organization	- IPK-4.1. Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization’s activities in the amount

	sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. **IPK-4.2**. Able to plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization's readiness to change in accordance with the chosen solution; develop indicators Andassess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target indicators; analyze the organization's activities; model the scope and boundaries of work; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria. **IPK-4.3**. Have the skills to analyze the organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed solution targets; management of interaction with stakeholders (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the reasons and developing ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of ways to adapt the organization to the use of a new solution.

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

The discipline "Management and assessment of the effectiveness of business processes" is one of the disciplines of the part formed by participants in educational relations (B.1.2.12.) of the master's educational program.

The discipline "Management and assessment of the effectiveness of business processes" is interconnected logically, substantively and methodologically with the following EP disciplines:

− "Corporate and social responsibility −

"Foresight management"
− "Strategic management"

3. Structure and content of the discipline.

The total labor intensity of the discipline is _3_ credit(s) units (144 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	Number of hours	Semesters	
			7	-
1	**Auditory lessons**	**72**	**72**	-
	Including:			-
1.1	Lectures	36	36	-
1.2	Seminars/practical sessions	36	36	-
71.3	Laboratory exercises	-	-	-
2	**Independent work**	**72**	**72**	-
3	**Interim certification**	**-**	**-**	-
	Test/differential test/exam	**test**	**test**	-
	Total	**144**	**144**	

3.2. Thematic plan for studying the discipline(according to forms of study)

3.2.1. Part-time education

Sections/topics of the discipline	Labor intensity, hour					
		Classroom work				
	Total	Lecture	Seminars/practical lessons	Laboratory classes	PracticalPreparation	Independent Job
THOSEMA1.The essence of the concept of "business process". Approaches to	16	4	4			8
THOSEMA 2.Classification of business processes	16	4	4			8
THOSEMA 3.Efficiency: essence and criteria.	16	4	4			8
THOSEMA 4.Control system analysis	16	4	4			8
THOSEMA 5.Management effectiveness assessment	16	4	4			8
THOSEMA 6.Efficiency of public administration	16	4	4			8

TEMA 7.Efficiency of the state's rule-making activities	16	4	4			8
THOSEMA 8.Organizational development: management effectiveness and system of	16	4	4			8
THOSEMA 9.Basic levels of intervention and methods of organizational development	16	4	4			8
Certification form						
Total hours	144	36	36			72

3.3. Contents of the discipline

Topic 1. The essence of the concept of "business process". Approaches to business process management

The essence of the concept of "business process". Stages of business process management. Business process relationships. Approaches to business process management.

Topic 2. Classification of business processes

Basic business processes. Supporting business processes. Business management processes. List of business management processes. Characteristics of business processes.

Topic 3. Efficiency: essence and criteria.

Ananalysis of private economic efficiency, socio-economic efficiency of organization management.

Indicators of the successful performance of the organization.

Seminar 1. Productivity indicators: enterprise profit, unit price, labor productivity, staff turnover, wages, social costs, investments in technology upgrades, losses in crisis situations (determining the organization's resistance to changes in sales markets.

Seminar 2. Assessing the effectiveness of organizations based on correlating productivity indicators and invested resources at different stages of the technological cycle.

Topic 4. Analysis of the control system.

Principles, methods and essence of management system analysis.

Peculiarities analisa Oorganizational pageatculture atboard, elements of the management system and the management process.

Seminar 3. Theoretical and methodological foundations of control systems research.

Seminar 4. Study of management functions, structures and processes. Topic 5. Assessment of management effectiveness.

Targeted, systemic, multi-parameter approach. Types of assessment. Seminar 5. Efficiencylabor of a managerial employee.

Labor efficiency of the management apparatus, its individual bodies and divisions. Efficiency of the management process; efficiency of the management system.

Topic 6. Efficiency of public administration. Efficiency of government and

public service.

Effectiveness of government policies and programs. Performance-based management in the public sector: opportunities and limitations.

Seminar 6. Measuring the effectiveness of public administration. State management of the economy and social sphere Topic 13.1. State economic management. State management of the social sphere

Topic 7. Efficiency of rule-making activities of the state.

Measures to improve the quality of new and existing regulations.

Seminar 7. Criteria for assessing regulations: general, sectoral and specific. Financial and economic indicators of the effectiveness of regulations.

Topic 8. Organizational development: management effectiveness and system of methods.

Methods for increasing the efficiency of organization management. Methods of organizational development.

Seminar 8. Main stages of development and implementation of an organizational development program

Topic 9. Basic levels of intervention and methods of organizational development.

3.4. Topics of reports in the discipline "Management and assessment of the effectiveness of business processes"

(formation of competence PC-4)

1. Efficiency ratingemanagement activity and professionalism
2. Managementnbased on the results: analysis and evaluation
3. Managementnchanges: innovation
4. Regatlaative reform in Russia: analysis and evaluation of effectiveness
5. Ananalysis and assessment of the effectiveness of government decisions
6. Effectivenity of public administration in the region
7. Mnogoaspectivity and dynamicity assessments EffectAndmanagement
8. EffectivenIntegrity of the public service: analysis and assessment
9. Ananalysis and risk management
10. Ananalysis and evaluation of government programs
11 EffectivenThe essence of rule-making activities of the state
12. OrganizeAnational development and the problem of bureaucracy
14. Effectivenmanagement and multidimensional intervention
15. Pageatcultural changes and management efficiency
16. Totalatquality management: analysis and evaluation
17. Managementnlack of efficiency in the public sector
18. Efficiency ratingemanagement activity and strategic behavior
19. MechanistAndlogical management model and organizational effectiveness
20. Dethiscentralization of management: analysis and evaluation of

effectiveness
21. CeljeVth approach to management: performance assessment
22. Factors transformations in the organization: analysis and evaluation of effectiveness
23. Powerned structures and management efficiency
24. Informalbthe organization's environment and management efficiency
25. EffectivenIntervention and organizational development
26. WITHOsocial and economic efficiency: analysis and assessment
27. TORmanagement efficiency iterations
28. ProduceTintegrity and efficiency of public administration
29. DOtrust, interaction and effectiveness
thirty. Efficiency ratingeactivity and command-and-control approach
31. TOontrol and monitoring in the organization
32. Informationtsion control support
33. WITHatPower of integration in management
34. Effectivenintegrity and quality of public administration 35. Dethownership of the State Duma
36. Methods organizational development

4. Educational, methodological and information support

4.1 Basic literature:

1. Kasyanenko, T.G. Economic assessment of investments: textbook and workshop / T.G. Kasyanenko, G.A. Makhovikova. - Moscow: Yurayt Publishing House, 2023. - 559 p. — (Bachelor and Master. Academic course). — ISBN 978-5-9916-3089-4. — Text: electronic // Educational platform Urayt [website]. - URL: https://urait.ru/bcode/533059

4.2 Further reading:

1. Staroverova, K.O. Management. Management efficiency: textbook for universities / K. O. Staroverova. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2024. - 269 p. - (Higher education). — ISBN 978-5-534-09017-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/538105.

2. Management: textbook and workshop for universities / I. N. Shapkin [et al.]; under the general editorship of I. N. Shapkin. — 5th ed., revised. and additional - Moscow: Yurayt Publishing House, 2024. - 589 p. - (Higher education). — ISBN 978-5-534-09158-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/544945.

4.3 Software and Internet resources:

- Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.4 Electronic educational resources

An electronic educational resource on the discipline is under development.

4.5. Licensed and freely distributed software.

Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.5. WITHModern professional databases and information reference systems

1. http://www.gov.ru WITHServer of state authorities of the Russian Federation.
2. http://www.mos.ru Official server of the Moscow Government. 3. http://www.minfin.ru Ministry of Finance of the Russian Federation.
4. http://www.gks.ruFederal State Statistics Service.
5. http://www.ereport.ru World economy.
6. http://uisrussia.msu.ruUniversity information system of Russia.
7. http://www.fin-izdat.ru Publishing house "Finance and Credit" 8. http://economist.com.ru The Economist magazine.
9. http://www.mevriz.ru Zhurnal "Management in Russia and abroad"
10. http://minpromtorg.gov.ru/ Ministry of Industry and Trade Russian Federation.

5. Material and technical support of discipline.

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

6. Methodological recommendations

6.1. Methodological recommendations for teachers on organizing training.

Current control (carried out by the lecturer and teacher): correctness of answers to questions on the topics covered; assessment of existing opinions and approaches to solving specific problems; essay preparation; intermediate testing in individual sections of the discipline.

When performing routine monitoring, it is possible to use test material. Samples of control questions and tasks for conducting ongoing monitoring are given in the appendix. When implementing a bachelor's degree program, an organization has the right to use e-learning and distance learning technologies. All materials are posted in the Moscow Polytechnic Library.

When training people with disabilities, e-learning and distance educational technologies must provide for the possibility of receiving and transmitting

information in forms accessible to them.

6.2. Guidelines for students on mastering the discipline.

Lecture is a systematic, consistent, monologue presentation by the teacher of educational material, usually theoretical character. 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 later recall the studied educational material and supplement the content when working independently with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientificconclusions and practical recommendations, positive experience in public speaking. 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.

Methodological instructions for students when working at the seminar. Seminars are implemented in accordance with the working curriculum with consistent study of discipline topics. 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.

Methodical instructions for students by 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. 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.

At onlIchii aboutatexpectant from hisla persons With OGlimited health capabilities, they will be provided with printed and (or) electronic educational resources in forms adapted to
restrictions on their health.

Guidelines for making presentations. 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" (sometimesthey say, “slide film”) is associated primarily with the information and advertising functions of pictures, which 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 between the speaker and the demonstration material;
- mobility and compactness of information media and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for designing computer presentations General design rules

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

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

Font design rules:

- Serif fonts are easier to read than sans serif fonts;
- It is not recommended to use capital letters 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

To ensure that the presentation is well received by the audience and does not evoke negative emotions (subconscious or fully conscious),
it is necessary to follow the rules of its registration.

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 specificscombining 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.

Let's consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- Rfont size: 24–54 points (heading), 18–36 points (plain text);
- tsThe font color and background color should contrast (the text should be easy to read), but not hurt the eyes;
- font type: for the main text a smooth sans-serif font (Arial, Tahoma, Verdana), for the title you can use a decorative font if it is easy to read;
- Italics, underlining, bold font, and capital letters are recommended to be used only for semantic highlighting of a text fragment.

– Design of graphic information:
– • Rdrawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
– • It is advisable to avoid drawings in the presentation that do not carry a semantic load, if they are not part of the style;
– • tsThe color of graphic images should not sharply contrast 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 text
– against this background it should be clearly readable.
– Contents and arrangement of information blocks on the slide:• Andthere should not be too many information blocks (3-6);
– • RThe recommended size of one information block is no more than 1/2 the size of the slide;
– • It is desirable to have blocks with different types of information on the page (text, graphs, diagrams, tables, pictures) that complement each other;
– • Key words in the information block must be highlighted;
– • AndIt is better to place information blocks horizontally, blocks related in meaning - from left to right;
– • nThe most important information should be placed in the center of the slide;
– • the logic for presenting information on slides and in a presentation should correspond to the logic of its presentation.

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

ByAfter 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.

7. Fund of assessment funds

Codeand name of competence	**Code And content indicator achievementscompetencies**	**Form of assessment tool**	**Degrees of levels of**

PC-4.Able to prepare for implementation , monitor parameters and assess the success of changes carried out in the organization	**IPK-4.1**.Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. **ANDPC-4.2**.Able to plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder participation; explain the need for work Bybusiness analysis; make changes in accordance with the chosen solution; assess the organization's readiness to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target indicators; analyze the organization's activities; model the scope and boundaries of work; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria. **ANDPC-4.3**. Possess analysis skillsthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed solution targets; management of interaction with stakeholders (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the development of ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of ways to adapt the organization to the use of a new solution.		**Baselevel** - capablea nalyze, apply skills and functions of compete nce in educatio nal and prepared situation s **Elevatedle vel** - capable analyze, applyskill s and functions of competen ce in practice and in non-standard situations

7.1. Methods for monitoring and assessing learning outcomes

In the process of mastering this discipline, the student develops and demonstrates the following competencies:

7.2. Scale and criteria for assessing learning outcomes

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

Bythe indicator for assessing competencies at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

PC-4. Able to prepare for implementation, monitor parameters and assess the success of cl in the organization				
Index	Criteria assessments			
	2	3	4	5

ANDPC-4.1. Knowsvisual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques,	studentdemonstrates a complete absence or insufficient compliance with the following knowledge: languagesvisual modeling; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group	studentdemonstrates incomplete compliance with the following knowledge: languagesvisual modeling; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; theory systems;subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business	studentdemonstrates partial compliance with the following knowledge: languagesvisual modeling; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory;	studentdemo compliance following k languagesvi collection, a systematizat and mainten business ana information technologie used in the the extent n business ana purposes; sy subject area of the organ activities to sufficient to analysis pro of interpers communicat interaction; theory; requ managemen techniques, tools; risk m theory;

processesand requirements management tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions.	communicationsin business interaction; conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions.	interaction;conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. Allowedsignificant errors, insufficient knowledge is manifested, according to a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	methods,requirements management techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. studentdemonstrates partial compliance with the following skills	methodsplanning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. Educationaloperates freely with acquired knowledge.	
IPK-4.2. Able to plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats	student Notable or insufficiently able plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them;	studentdemonstrates incomplete compliance with the following skills: plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them;	studentDemonstrates partial compliance with the following skills: to plan,organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a complex	studentdemonstrates full compliance with the following skills: to plan,organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; introduce	

for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization’s activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization’s readiness to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target indicators; analyze the organization's activities; model	present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization’s activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization’s readiness to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target	present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization’s activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization’s readiness to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target indicators; analyze the organization's activities; model the scope and	eventsPOtheir minimization; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization’s activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization’s readiness to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target indicators; analyze the organization's activities; model the scope and	informationbusiness analysis in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization’s activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization’s readiness to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected target indicators; analyze the organization's activities; model the scope and boundaries of work; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with

stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria.	in accordance with the chosen approaches; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria.	stakeholder requirements in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria.	systematize Andensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in	requirementsstakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria.

ANDPC-4.3. Ownskills in analyzing the organization’s readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators	student Notowns or lacks ownsskills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring of ongoing	studentdoes not have enough skills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed	studentpartially possesses skills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed	studentfully masters the skills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed solution targets; management of interaction with

solutions;management of interaction with stakeholders and parties (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the reasons and developing ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of ways to adapt the organization to the use of a new solution.	changes Withfrom the point of view of achieving the developed solution targets; management of interaction with stakeholders and parties (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the reasons and developing ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of	targeted indicatorssolutions; management of interaction with stakeholders (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the reasons and developing ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of ways to adapt an organization to use a new solution	targeted indicatorssolutions; management of interaction with stakeholders (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the causes and developing ways to finalize the solution if the solution fails to achieve the set goals business goals; analysisand developing ways to adapt the organization to use the new solution	interestedparties (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the reasons and developing ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of ways to adapt an organization to use a new solution

Interim certification form: test.

ANDCommercial 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 intermediate certification for the discipline (module), a grade of “pass” or “fail” is assigned.

Only students who have completed all types of academic work provided

for by the work program in the discipline “Sales and Customer Relationship Management” are allowed to take the final certification.

Grading scale	***Description***
Passed	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance with the knowledge atmenius, skillOV privedaytime V TAblitz of indicators, Ohandles acquired knowledge, skills, abilities, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, costatdays PRand analytical operations, transfer knowledge Andachanges to new, non-standard situations.
Nit is accepted	None or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7.3. Evaluation tools for the discipline “Management and assessment of the effectiveness of business processes”

No .OS	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal
1	Report, message (DS)	The product of the student’s independent work, which is pubpersonal presentation to present 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 (W)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Test questions for testing

7.3.1. Current control

Topics of reports in the discipline "Management and assessment of the effectiveness of business processes"

(formation of competence PC-4)

1. Assessment of management effectiveness and professionalism 2. Management by results: analysis and evaluation
3. Change Management: Innovation
4. Regulatory reform in Russia: analysis and evaluation of effectiveness
5. Analysis and assessment of the effectiveness of government decisions
6. Efficiency of public administration in the region
7. Multidimensionality and dynamism of management effectiveness assessment
8. Efficiency of the civil service: analysis and assessment
9. Risk analysis and management
10.Analysis and evaluation of government programs
eleven.Efficiency of the state's rule-making activities
12.Organizational development and the problem of bureaucracy
13.Management Effectiveness and Multidimensional Intervention
14.Structural changes and management effectiveness
15.Total quality management: analysis and evaluation
16.Performance Management in the Public Sector
17.Management performance assessment and strategic behavior
18.Mechanistic management model and organizational effectiveness
19.Decentralization of management: analysis and evaluation of effectiveness
20.Target approach in management: performance assessment
21.Factors of transformation in an organization: analysis and evaluation of effectiveness
22.Power structures and management efficiency
23.Informal environment of the organization and management effectiveness
24.Intervention effectiveness and organizational development
25.Socio-economic efficiency: analysis and assessment
26. Krmanagement efficiency iterations
27.Government Productivity and Efficiency
28.Trust, interaction and efficiency
29.Performance assessment and command-and-control approach
thirty.Control and monitoring in the organization
31.Management information support
32.The essence of integration in management
33.Efficiency and quality of public administration

Report evaluation criteria

No.	Criterion	ABOUTprice			
		ex.	chorus	atdovl.	unsatisfactory
1	Structure of the report	The report contains semantic parts balanced in volume	The report contains three semantic parts, unbalanced in volume	ABOUTthe bottom of the semantic parts is missing in 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, is problem oriented, and answers questions freely	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem
4	Matching theme	ANDthe angry material fully corresponds to the stated topic	ANDangry 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.	ANDangry material is slightly relevant to the theme

Testing in the discipline "Management and assessment of the effectiveness of business processes" (formation of PC-4 competence)

1. What is a business process?
a) It is a set of actions aimed at achieving a specific business goal
b) It is the process of managing an organization
c) It is a process that converts inputs into outputs
d) It is a process of creating value for the customer

2. What are the main types of business processes?
a) Basic, supporting, management
b) Operating activities, investing activities, financing activities
c) Incoming, internal, outgoing
d) Primary, secondary, tertiary
3. What is business process efficiency?

a) The relationship between results and resources spent
b) The ability of the process to achieve its objectives
c) Number of operations performed per unit of time
d) Difference between revenues received and costs incurred

4. How can you evaluate the effectiveness of a business process?
a) Through productivity and quality indicators
b) Using cost-benefit metrics
c) By analyzing data about the process and its environment
d) All answers are correct

5. What methods of assessing the effectiveness of business processes are most common?
a) ABC analysis, benchmarking, functional cost analysis
b) SWOT analysis, PESTLE analysis, value chain analysis
c) Pareto analysis, Ishikawa diagram, “5 whys” method
d) All listed methods

6. What is ABC analysis?
a) Method for determining the most significant activities
b) Analysis of the influence of various factors on the process
c) Method for determining priority areas for development
d) Method for assessing process effectiveness

7. What is benchmarking?
a) Compare your process with competitors' processes
b) Compare your process with best practices
c) Comparison of processes within the organization
d) Determining the best way to carry out the process

8. What is functional cost analysis?
a) Analysis of process functions and their costs
b) Determine the cost of each process function
c) Determine the most expensive process functions
d) All of the above

9. What key indicators are used to assess the operational efficiency of a business process?
a) Productivity, quality, costs
b) Process execution time, process cost, number of errors
c) Profit, profitability, turnover
d) All specified indicators

10. What is the process approach to managing an organization?
a) Managing an organization based on dividing it into processes
b) Management of the organization through coordination and control of processes
c) Managing the organization by optimizing processes

d) All of the above

7.3.2. Interim certification

Questions for testing in the discipline "Management and assessment of the effectiveness of business processes" (formation of competence PC-4)

1. Effectivenawn: general principles, concepts and types.
2. TOritSeries of organizational performance efficiency: different approaches.
3. WITHatpower of control system analysis.
4. MethodsAanalysis of the control system.
5. Etcprinciples of control system analysis.
6. WITHatpower and types of performance assessment.
7. Effectivenity of public administration: problems, general approaches and ways to improve.
8. Stateatgift pricing programs and services.
9. Ananalysis and evaluation of public policy.
10. Effectivenity of the rule-making activities of the state.

eleven. "Bureaucratic delays" in society, ways to reduce them.

12. Continuing professional education and management effectiveness in organizations.

13. At changes in the organization, in which case it is necessary to use: the use of power, reasonable calculations, retraining of specialists.

14. WhyP Do problems arise in organizations when using external-internal consultants?

15.What reduces the effectiveness of an organization more - violations in behavior or in processes?

16.What factors must be taken into account as limitations when drawing up an organizational development program?

17.Theory of organizational development. 18.

Total quality management.

19.Efficiency: general principles, concepts and types. 20.

Methods for assessing effectiveness.

21.Analysis of the effectiveness of the public service system.

22.Efficiency of management bodies.

23. KrIterations of organizational effectiveness: different approaches.

24.The essence of control system analysis.

25.Methods for analyzing control systems.

26.Principles of control system analysis.

27.Analysis of organizational management structure.

28.Analysis of control system elements and management process. 29. The essence and types of performance assessment.

thirty.Methods for assessing effectiveness.

31.Efficiency of management bodies.

32.Efficiency of public administration: problems, general approaches and ways to improve.
33.Analysis of the effectiveness of the public service system.
34. Ggovernment pricing programs and services.
35.Analysis and evaluation of public policy.
36.Efficiency of rule-making activities of the state.
37.Development of new state regulation standards: qualitative aspect.
38.Analysis, assessment and revision of existing regulations. National regulatory system.
39.Management effectiveness in organizations and organizational development.
40. Basicsny forms of influence on organizational changes.
41.Organizational development management model.
42.Analysis and assessment of the effectiveness of public administration: global experience.
43.Human factor in the context of public administration effectiveness.
44.Organizational development and the non-formal sphere of organizations.
45.Reasons for rethinking the role and place of power structures at all
atlevel. Public service efficiency?
46.The development and implementation of government decisions should contribute to achieving the goals of public administration in an effective, transparent and responsible manner. Explain this expression.
47.The "public message - comment" method. Is it effective in improving the quality of regulations?
48.The complex nature of the results of public administration.
49.Current aspects of improving the efficiency of public administration.
50.Control system analysis.
51.Efficiency of public administration.
52.Development of new state regulation standards: qualitative aspect.
53.Analysis, assessment and revision of existing regulations. National regulatory system.
54.Management effectiveness in organizations and organizational development.
55.Analysis of organizational management structure.
56.Analysis of control system elements and management process.
57.Management by objectives as the most effective method of organizational development.
58.Managing for results in the public sector.
59.General social efficiency of public administration.
60.Kriterations of social efficiency of public administration.
61.Managing public policy changes: etcinnovation process.
62.Kontrole and monitoring in public administration.
63.Evaluating and modifying public policies.
64.Analysis and evaluation of government programs.
65.Efficiency and quality of public administration.
66.The essence of reengineering concepts.
67.Risk analysis and management.
68.Analysis and selection of alternatives in the implementation of public

administration.
69.Managing changes in public policy: reform, the essence of integration in management.
70.Information support for management. 71. The role
of organizational management structures.