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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"30" 05 2022

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

WORKING PROGRAM OF THE DISCIPLINE

"Enterprise Life Circle Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline

The main goals of mastering the discipline "Management of the life cycle of an organization" include deepening the knowledge of bachelors on the problems of development and management of the organization's development, which are one of the main components of the professional cycle.

To the main tasksmastering the discipline "Management of the life cycle of an organization" should include:

– Get an idea of the fundamentals of the development of the organization in the internal and external environment.

– Describe the foundations of sustainable development of the organization and the conditions for the implementation of this concept.

– To form ideas on the 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 the scientific, industrial, social and public spheres of activity.

– Develop elementary skills in economic analysis and the ability to apply them to understand the socio-economic processes of evaluating economic, social and environmental policies.

– To teach how to competently carry out activities for planning the development of the organization.

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

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

The discipline "Management of the life cycle of an organization" is interconnected logically and content-methodologically with the following disciplines and practices of the EP:

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

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

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

Competency code	As a result of mastering the educational program, the student must have	List of planned learning outcomes by discipline
OPK-3	Able to develop sound organizational and managerial decisions taking into account their social significance, promote their implementation in a complex and dynamic environment and evaluate their consequences	**Know:** - the main factors in the development of the organization, - principles and methods of organization development, - the basis of sustainable development of the organization. **Be able to:** - use the basic methods of managing the level of development of the organization **Own:** - methods of implementation of the main management functions for the development of the organization, - ability and readiness for practical activities in the field of sustainable development.

4. Structure and content of the discipline

Part-time education:

The total labor intensity of the discipline is 5 credit units, i.e. 180 academic hours (of which 108 hours are independent work of students).

Sections of the discipline "Management of the life cycle of an organization" are studied in the second year.

Third semester: lectures - 18 hours, seminars - 18 hours, form of control - test.

Fourth semester: lectures - 18 hours, seminars - 18 hours, form of control - exam.

The structure and content of the discipline "Management of the life cycle of an organization" in terms of terms and types of work are reflected in the appendix.

The content of the sections of the discipline

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

The topic “Basic aspects of the life cycle of an organization” is a review topic, therefore it includes a review of the basic rules for creating and principles that determine the viability of socio-economic systems, the patterns of their development. The main functions of management in the framework of managing socio-economic systems, tasks and goals are considered. management. The process of the birth of a business idea, ways of working on the development of a business idea and the "growing" of a business idea into an organization as an economic unit of business are also considered.

Topic 2: The inception stage of an organization

In this topic, the main organizational processes of the origin of the organization are considered, the influence of the effectiveness of these processes on the further development of the organization, as well as on the formation of the management style, image of the organization, and business reputation is substantiated. Also in this topic, the basics of the theory of organization, the laws of development of the organization are considered, the main mechanisms for successfully passing the stage of origin for an effective transition to the stage of infancy 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 development of the organization according to the life cycle model of I. Adizes is presented, an analysis of their possible course and influence on the development of the organization is carried out, the main parameters for assessing success, passing through 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: High activity stage of the organization

This topic considers the main characteristics of the 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 the sphere of influence, etc.), and in the form of destructive consequences (decrease in profits, loss of competitiveness, etc.) Considered such a phenomenon, which I. Adizes called "the founder's traps" and the impact of possible negative consequences of this phenomenon on the process of further development of the organization

Topic 5: Stage of "youth"

The stage of youth is practically the middle of the model of the life cycle of the development of the organization by I. Adizes, therefore, its correct passage depends on whether the organization can hold out for a long time at the stage of youth and prosperity, or the resources of the organization are not sufficient for long-term prosperity. Since at the stage of youth 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: Heyday of an organization

This topic discusses the main characteristics of the course of the stage, 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. Also in this topic, the need for constant growth and organizational change is substantiated.

Topic 7: Organizational Stability Stage

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

Topic 8: The "aristocratic" stage of the organization

This topic discusses the main characteristics of an organization that is at the stage of aristocracy, analyzes the typical reasons why an organization enters this stage of development. Also in this topic, errors in the management of the organization that the management makes are analyzed, as a result of which the organization loses the flexibility necessary for a timely and quick response to changes in the competitive environment.

Topic 9: Stage of reorganization of the organization

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

5. Educational technologies

The methodology for teaching the discipline "Management of the life cycle of an organization" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting group, individual, classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

– lectures;

- preparation for seminars;

– preparation, presentation and discussion of reports at seminars;

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

The proportion of classes conducted in interactive forms is determined by the main goal of the educational program, the peculiarity of the contingent of students and the

content of the discipline"Management of the life cycle of an organization" and in general for the discipline is at least 50% of the classroom.

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

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

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

When performing current control, it is possible to use test material. Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://online.mospolytech.ru/course/view.php?id=7194).

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

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

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

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

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

Competency code	As a result of mastering the educational program, the student must have
OPK-3	Able to develop sound organizational and managerial decisions taking into account their social significance, promote their implementation in a complex and dynamic environment and evaluate their consequences

In the process of mastering the educational program, this competence, including their individual components, is formed in stages during the development of disciplines

(modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

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

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

OPK-3 -Able to develop sound organizational and managerial decisions taking into account their social significance, promote their implementation in a complex and dynamic environment and evaluate their consequences				
Index	**Evaluation criteria**			
	2	**3**	**four**	**5**
know: - the main trends in the development of small forms of entrepreneurship; use.	The student demonstrates the complete absence or insufficient compliance of the following knowledge: the basics of business processes and business communications.	The student demonstrates incomplete compliance with the following knowledge: the basics of business processes and business communications. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: the basics of business processes and business communications, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: the basics of business processes and business communications. Freely operates with acquired knowledge.
be able to: - collect, summarize and analyze the necessary economic information, including the results of the latest research by domestic and foreign economists on the problems of creating and managing a small business;	The student does not know how or insufficiently knows how to establish effective relationships between participants in business processes and manage them.	The student demonstrates incomplete compliance with the following skills: is able to establish effective relationships between participants in business processes and manage them. Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences	The student demonstrates partial compliance with the following skills: he is able to establish effective relationships between participants in business processes and manage them, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard	The student demonstrates full compliance with the following skills: he is able to establish effective relationships between participants in business processes and manage them. Freely operates with acquired skills, applies them in situations of increased complexity.

		significant difficulties in operating with skills when transferring them to new situations.	situations are allowed.	
own: - categorical and lexical apparatus of economic sciences at the level of knowledge and free	The student does not own or insufficiently owns the categorical and lexical apparatus of economic sciences at the level of knowledge and free use.	The student partially owns the categorical and lexical apparatus of economic sciences at the level of knowledge and free use. The learner experiences significant difficulties in applying skills in new situations.	The student owns the categorical and lexical apparatus of economic sciences at the level of knowledge and free use, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student fully owns the categorical and lexical apparatus of economic sciences at the level of knowledge and free use, freely applies the acquired skills in situations of increased complexity.

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

Form of intermediate certification in the third semester: credit.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. According to the results of the intermediate certification, “pass” or “not pass” is set.

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

Evaluation scale	**Description**
Passed	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Not credited	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, lack of knowledge, skills, skills is manifested in a number of indicators, the student

	experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

Form of intermediate certification in the fourth semester: exam.

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

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

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

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

7. Educational, methodological and information support of the discipline "Management of the life cycle of an organization"

a) basic 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 (date of access: 11/14/2022).

b) additional literature:

1. Frolov, Yu. V. Theory of organization and organizational behavior. Methodology of organization: textbook for universities / Yu. V. Frolov. — 2nd ed., corrected. 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 (date of access: 11/14/2022).

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 (date of access: 11/14/2022).

The possibility of using e-learning, distance learning technologies is provided. All materials are placed in the LMS of the Moscow Poly. (https://online.mospolytech.ru/course/view.php?id=7194)

eight. Logistics support of discipline.

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

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

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

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations,

positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

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

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

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

Guidelines for students on the organization of independent work

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

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

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

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;

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

Rules for the design of computer presentations

General Design Rules

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

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

Font design rules:

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

Presentation design guidelines

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

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

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

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);

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

Formatting graphic information:

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

The content and location of information blocks on the slide:

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

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

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

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

The program was made by:
Art. teacher of the department "Management" / Koshel I.S. /
The program was approved at a meeting of the department "Management"
August 29, 2022, Protocol No. 1

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

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

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Vice-President
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_____ /Yu.D. Davydova/
"30" 05 2022

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

WORKING PROGRAM OF THE DISCIPLINE

"Enterprise Life Circle Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

Attachment 1

Structure and content of the discipline
"Managing the life cycle of an organization"
in the direction of preparation 38.03.02 "Management" (bachelor)
educational program "Business Process Management"
Part-time education

Chapter	Semester	A week semester	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students					Forms of attestation	
			L	F/N	Lab	SRS	DAC	K.R.	K.P.	K/R	T	DC	E	Z
Topic 1: Key aspects of the life cycle of an organization	3		four	four		12						+		+
Topic 2: The inception stage of an organization	3		four	four		12						+		+
Topic 3: The infancy stage of an organization	3		four	four		12								+
Topic 4: High activity stage of the organization	3		four	four		12						+		+
Topic 5: Stage of "youth"	3		four	four		12						+		+
Topic 6: Heyday of an organization	four		four	four		12						+	+	
Topic 7: Organizational Stability Stage	four		four	four		12						+	+	
Topic 8: The "aristocratic" stage of the organization	four		four	four		12						+	+	
Topic 9: Stage of reorganization of the organization	four		four	four		12							+	
Appraisal Form												one	**E**	Z
Total hours per discipline			36	36		108								

Appendix 2 to
work program

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION

FEDERAL STATE BUDGETARY EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"

(MOSCOW POLYTECH)

Direction of training: 38.03.02 "Management"

EP (educational program): "Business Process Management"

Form of study: full-time, part-time

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

Department: "Management"

VALUATION FUND

BY DISCIPLINE

"Managing the life cycle of an organization"

Composition: 1. Passport of the fund of appraisal funds

2. Description of evaluation tools

Compiled by:

Art. teacher Co.shel I.S.

Moscow, 2022

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

Organization Lifecycle Management					
GEF VO 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following **competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
OPK-3	Able to develop sound organizational and managerial decisions taking into account their social significance, promote their implementation in a complex and dynamic environment and evaluate their consequences	Know: - the main factors in the development of the organization, - principles and methods of organization development, - the basis of sustainable development of the organization. Be able to: - use the basic methods of managing the level of development of the organization Own: - methods of implementation of the main management functions for the development of the organization, - ability and readiness for practical activities in the field of sustainable development	lecture, independent work, seminars	DS, T, E, Z	**A basic level of** reproduction of acquired knowledge in the course of current control **Enhanced level** **-**is able to analyze socially significant problems and principles of the development of the organization, identify the most promising directions for the development of the organization and justify his choice

Appendix 3
to work program

List of assessment tools by discipline

Organization Lifecycle Management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Report, message (DS)	The product of the student's independent work, which is a public performance on the presentation of the results of solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages
2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Fund of test tasks
3	Pass (D)	The final form of knowledge assessment. In higher education institutions are held during examination sessions.	Questions for offset
four	Exam (E)	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the exam

Questions for the exam in the discipline "Managing the life cycle of an organization" (formation of competence OPC-3)

1. What is the object of study of the theory of organizations as a management discipline?
2. What is the subject of study of the theory of organizations as a management discipline?
3. What two subsystems is the organization divided into?
4. The functioning of the organization consists in the implementation of three main processes - list them.
5. Describe the evolutionary and revolutionary form of system development.
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 formal and informal components of management?
10. Name three main types of joint activity.
11. What is the first stage in the organization life cycle model?
12. What is the fundamental concept at the courtship stage?
13. Who bears the risks that the courtship stage entails?
14. What do the goals and mission of the organization depend on and at what stage do they form?

15. What happens to an organization in its infancy?
16. What are the main causes of death of the organization at the stage of infancy.
17. Define the concepts of "method" and "methodology" in relation to management.
18. List 3 main management methods.
19. List socio-psychological methods of management.
20. Define the principles of collegiality and unity of command in management.
21. What determines 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 in the rapid growth stage?
24. What behavior of the leader (founder) is characterized by the "founder's trap"?
25. What is "gull syndrome"?
26. Define the term "delegation".
27. What can be delegated and what cannot?
28. What are the main risks for an organization in its youth stage?
29. What is "revolving door syndrome"?
30. What is the main purpose of the reorganization of the organization at the stage of "youth"?
31. Why is the stage of "youth" called the second birth of the organization?
32. What is the reason for the change of leadership at the stage of adolescence?
33. What is the importance of self-control for the organization at the stage of "flourishing"?
34. What is meant by organizational flexibility? What is the relationship between flexibility and organizational maturity?
35. What is the biggest problem any business has in its "flourishing" stage?
36. Define the term "entrepreneurial activity".
37. What does the “Stability” stage mean for an organization?
38. What characteristics does the organization begin to lose at the stage of stability?
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 stage of aristocracy.
42. What happens to entrepreneurship at the stage of aristocracy?
43. In what ways can the crises of the stage of aristocracy be eliminated or minimized?
44. What are the two parts of the stage of "bureaucratization"? Name them.
45. What is the "managerial paranoia" at the stage of bureaucratization?
46. What is the "witch hunt" at the stage of bureaucratization?
47. Describe the 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 organizational culture of the organization.

50. Describe the structural and personnel approaches of the concept of organizational development.

Exam ticket form

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
"MOSCOW POLYTECHNICAL UNIVERSITY"
(MOSCOW POLYTECH)
Graduate School of Printing and Media Industry

Faculty of Economics and Management _____ Department of Management
Discipline: Organization lifecycle management
Direction of training: 38.03.02 "Management"
Course: 2, group _____, form of education: full-time

EXAMINATION TICKET No. 1.

1. Question assessing the competence of OPC-3.
2.Question assessing competence OPC-3

Approved at the meeting of the department "___" _____ 2022, protocol No. __.

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

Topics of reports/messages by discipline "Managing the life cycle of an organization" (formation of competence OPC-3)

1. The concepts of crisis, anti-crisis management of an enterprise
2. Management remuneration risks
3. United Nations Millennium Development Goals.
4. Systems of indicators of environmentally sustainable development.
5. Indicator systems.
6. Modern ideas about the innovative development of the economy.
7. Drawing up a balance of non-waste production of a chemical complex
8. Strategy for sustainable development. Principles of sustainable economic development.
9. Technologies for sustainable development

10. Financial and economic assessment of environmental risks and environmental damage at the enterprises of the chemical complex
11. Greened HDI and state of the environment 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 the probability of bankruptcy of an enterprise;
16. Scheme of profit distribution of the enterprise (on the example of the selected enterprise);
17. Financial and economic analysis of the enterprise (on the example of the selected enterprise);
18. Basic theories of motivation and stimulation.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
one	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under consideration and the main results obtained.	The content does not fully reflect the essence of the problem under consideration or the main results obtained.	The content does not fully reflect the essence of the problem under consideration and the main results obtained.	The content does not reflect the essence of the problem under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
four	Relevance to the topic	The presented material is fully consistent with the stated topic.	The material presented 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 in the discipline "Management of the life cycle of an organization" (formation of competence OPC-3)

The object of study of which discipline are socio-economic systems:
A) organization theory;
B) management theory;
C) marketing theory.

ANSWER: A
The subject of study of which discipline are organizational relations:
A) organization theory;
B) management theory;
C) marketing theory.
ANSWER: A
A living being that has a certain organization of all life processes within a single organism (system) is:
A) an organ;
B) an organism;
C) an animal.
ANSWER: B
People and resources are the main components:
A) organizations;
B) a living organism;
C) a systematic approach.
ANSWER: A
The goals and mission of the organization, the resource and personnel base, the totality 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 passed 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 passed 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 passed 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 passed forms, processes, structures, etc.;
D) quantitative and qualitative changes in the system.
ANSWER: C
Control and creation of rules by which the organization operates and implements its activities provides:
A) external environment;
B) internal environment;
C) both external and internal.
ANSWER: B

The organization's external environment includes:
A) the process of aging and wear and tear of fixed and working capital of the organization;
B) creating a new product, changing the number of employees, introducing new technologies, changing the culture of leadership, etc.;
C) changing environmental needs, eg use of recyclable materials, limiting air emissions, recycling of own production waste.
ANSWER: C
The internal environment of an organization includes:
A) the process of aging and wear and tear of fixed and working capital of the organization;
B) creating a new product, changing the number of employees, introducing new technologies, changing the culture of leadership, etc.;
C) changing environmental needs, eg use of recyclable materials, limiting air emissions, recycling of own production waste.
ANSWER: B
The principle of priority development is:
A) implementation of the goal of ensuring its optimal development, achieved as a result of the transfer of material resources of the organization from less significant to more significant areas of development of activities;
B) increasing the capacity of the organization has an impact on the capacity of the organization itself;
C) a change in the potential of the system, which causes and determines the development of the organization, occurs 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 incentives, softer and less traumatic for the organization, which will help maintain its sustainability.
ANSWER: A
The principle of independence is:
A) implementation of the goal of ensuring its optimal development, achieved as a result of the transfer of material resources of the organization from less significant to more significant areas of development of activities;
B) increasing the capacity of the organization has an impact on the capacity of the organization itself;
C) a change in the potential of the system, which causes and determines the development of the organization, occurs 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 incentives, 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) implementation of the goal of ensuring its optimal development, achieved as a result of the transfer of material resources of the organization from less significant to more significant areas of development of activities;
B) increasing the capacity of the organization has an impact on the capacity of the organization itself;
C) a change in the potential of the system, which causes and determines the development of the organization, occurs 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 incentives, softer and less traumatic for the organization, which will help maintain its sustainability.
ANSWER: C
The principle of adaptation (principle of elasticity) is:
A) implementation of the goal of ensuring its optimal development, achieved as a result of the transfer of material resources of the organization from less significant to more significant areas of development of activities;
B) increasing the capacity of the organization has an impact on the capacity of the organization itself;
C) a change in the potential of the system, which causes and determines the development of the organization, occurs 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 incentives, softer and less traumatic for the organization, which will help maintain its sustainability.

ANSWER:D
If we consider the 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 makes it impossible to maintain viability in a market environment, include:
A) open;
B) closed;
C) inefficient.
ANSWER: B
Organizations that are focused on external processes and trends in the external environment include:
A) open;
B) closed;
C) inefficient.
ANSWER: A
The composition of any viable organization with the resources to develop is something like this:
A) the predominance of the formal component of management;
B) the predominance of the informal component of management;
C) symbiosis of formal and informal components.
ANSWER: C
The formal component of management includes:
A) the duties of a professional manager, which determine the processes for developing and adopting goals, as well as the tasks of the organization, the adoption of SD and monitoring their implementation, the processes for stimulating and remunerating employees, the implementation of control, monitoring and other processes;
B) all processes that are solved with the help of managerial 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 duties of a professional manager, which determine the processes for developing and adopting goals, as well as the tasks of the organization, the adoption of SD and monitoring their implementation, the processes for stimulating and remunerating employees, the implementation of control, monitoring and other processes;
B) all processes that are solved with the help of managerial 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 the organization.
ANSWER: B
The following is based on the division of labor according to the elements of work and the regulation of their job description:
A) horizontal division of labor in the organization;
B) vertical division of labor in the organization;
C) radial division of labor in the organization.
ANSWER: A
The stage prior to the creation of an organization, in which the organization is an idea waiting to be realized, is called:
A) courtship stage;

B) stage of infancy;
C) stage of aristocracy.
ANSWER: A
The organization builds relations with suppliers, business partners and credit organizations, as well as the tax office, pension fund, social and medical insurance funds on:
A) the 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 head, founders and organizational and legal form, create a management structure for the organization; conduct marketing research of the potential market, as well as analysis of the external environment and competitors; define the goals and mission of the organization to:
A) the 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 charter of the organization, as well as the memorandum of association (if necessary); approve a package of all constituent and title documents by the founders (creators) of the organization; it is necessary to determine the legal address and determine the office premises on:
A) the 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
The provision of the organization with the necessary personnel, the provision of information resources and flows, the creation and coordination of interactions of all organizational and managerial structural elements of the organization are necessary for organizations to:
A) the 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 are the goals and mission of the organization?
A) on its organizational and legal form;
B) from the specifics of its commercial activities;
C) from a legal requirement;
D) from the field of activity.
ANSWER:D
For which of the stages of sales are a strategic resource for the existence of the organization, therefore it is especially important to increase sales and form regular cash flows?
A) courtship stage;
B) stage of infancy;
C) stage of aristocracy.
ANSWER: B
Which of the sales stages is characterized by the absence or being at the stage of development and formation of an organizational culture, the absence of a service hierarchy, the embryonic state of all organizational processes?
A) courtship stage;
B) stage of infancy;
C) stage of aristocracy.
ANSWER: B
At the stage of infancy, it becomes necessary to turn to venture capital for help. The rapid influx of new investment funds, the growth in the value of shares and the weight of goodwill due to the presence of large investors are:
A) the benefits of venture capital to the organization;

B) the disadvantages of venture capital for the organization;
C) are irrelevant to the organization.
ANSWER: A
At the stage of infancy, it becomes necessary to turn to venture capital for help. Intervention of investors in the affairs of the organization and control from the outside, as well as the need to agree with investors on management decisions are:
A) the benefits of venture capital to the organization;
B) the disadvantages of venture capital for the organization;
C) are irrelevant to the organization.
ANSWER: B
Ensuring high efficiency of labor activity of the organization's personnel is the main task:
A) management methods;
B) management functions;
C) communication tools.
ANSWER: A
Economic methods of management 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 the 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 the social mechanism that operates in the team of employees of the organization.
ANSWER: C
The organizational and administrative methods of management 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 the social mechanism that operates in the team of employees of the organization.
ANSWER: B
Remuneration of labor and material incentives for labor (additional payment, bonuses, etc.) include:
A) to economic methods of management;
B) to social methods of management;
C) to organizational and administrative methods of management.
ANSWER: A
Workplace learning (need for professional development) or team building technology (need for affiliation) include:
A) to economic methods of management;
B) to social methods of management;
C) to organizational and administrative methods of management.
ANSWER: B
The working day regulations, job description, safety instructions at the workplace include:
A) to economic methods of management;
B) to social methods of management;
C) to organizational and administrative methods of management.
ANSWER: C
At what stage in the development of an organization can we say that the organization feels confident in its niche, and the main interest of the founder of the organization 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) "Nurturing" or "Origination";
C) "wild years" or "Go-go" (Go-Go).
ANSWER: C
If an organization does not find the ability and resources for the development and implementation of administrative management systems, then a phenomenon develops, which is called:
A) "resident error";
B) the founder's trap;
C) "effective management".
ANSWER: B
Delegation of authority is:
A) conflict resolution through mutual concessions;
B) the final rupture of relations;
C) transfer of part of the rights and obligations (functions).
ANSWER: C
At what stage of the development of the organization 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) youth stage.
ANSWER: C
Another option for the name of the stage of youth according to I. Adizes can 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 senior staff in the organization, which consists in the replacement of one manager by another, is called:
A) "revolving door syndrome";
B) the founder's trap;
C) "gull syndrome".
ANSWER: A
Poor or insufficiently adjusted internal communication, inconsistency of many organizational processes in the organization at the stage of youth affect:
A) the process of changing the goals of the organization;
B) separation process;
C) delegation process.
ANSWER: A
Creation of an organizational structure focused on the effective implementation of production tasks is:
A) the main purpose of the existence of the organization;
B) the main purpose of the reorganization of the organization at the stage of adolescence;
C) the main business purpose of the organization.
ANSWER: B
At what stage in the development of an organization are its characteristics the achievement of the highest degree of development and optimal conditions for achieving a balance between the self-control of the organization and the flexibility of organizational processes?
A) flowering stage;
B) youth stage;
C) stage of aristocracy.
ANSWER: A
Assessment of the quality of work performed, assessment of the feasibility of time spent on performing a certain type of work, assessment of the effectiveness of the methods used to perform 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 impact of external and internal environment factors is characterized by:
A) the maturity of the organization;
B) the flexibility of the organization;
C) competitiveness of the organization.
ANSWER: B
Improving the quality and liquidity of products (services, goods), the possibility of changing or supplementing the content of functional tasks, the possibility of changing the value orientations of the organization provides:
A) maturity;
B) flexibility;
C) competitiveness.
ANSWER: B
The temptation to keep everything as it is and not change anything is:
A) the biggest problem of any business at the “flourishing” stage;
B) the biggest advantage of any business at the "flourishing" stage;
C) the main characteristic of the flexibility of the organization.
ANSWER: A
The temptation to leave everything as it is and do not change anything, do not take risks, leads the organization to:
A) stagnation;
B) degradation;
C) super 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, respecting the balance of its commercial interests - the main characteristics of the organization at the stage:
A) early flowering;
B) late flowering;
C) aristocracy.
ANSWER: A
The organization gradually, without noticing it yet, begins to lose the characteristics of the "flourishing" stage, the loss of creativity and flexibility - the main characteristics of the organization at the stage:
A) early flowering;
B) late flowering;
C) aristocracy.
ANSWER: B
The culture of the organization, its reputation, staff loyalty and product quality at the stage of "early flowering":
A) is generally average, could be better;
B) has generally rather low rates;
C) has a high score.
ANSWER: C
At the stage of "late flowering", 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 is stable in the organization - sales, income, and profits, 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 stage of courtship;
C) at the stage of stability.
ANSWER: C
At what stage of the life cycle is it characteristic that the movement of the organization along the trajectory of the life cycle model is directed towards a decrease in all the main indicators of viability, that is, towards aging?
A) at the stage of aristocracy;

B) at the stage of courtship;
C) at the stage of stability.
ANSWER: A
At what stage of the life cycle is the predominance of short-term goals and objectives in the organization, the reduction of investments and the introduction of new technologies, the slowdown in response to market changes, to external and internal environmental factors typical?
A) at the stage of aristocracy;
B) at the stage of courtship;
C) at the stage of stability.
ANSWER: C
At what stage of the life cycle does the relationship between the employees of the organization, who are the bearers of its organizational culture and its core values, become the main key parameter of the viability of an organization?
A) at the stage of aristocracy;
B) at the stage of courtship;
C) at the stage of stability.
ANSWER: A
Which of the stages of development of the organization refers to the aging process?
A) the stage of aristocracy;
B) courtship stage;
C) stage of stability.
ANSWER: A
At what stage in the life cycle of an organization is a focus on past achievements and a lack of vision for its future, a risk avoidance strategy associated with business development, an interest in calm interpersonal relationships?
A) at the stage of aristocracy;
B) at the stage of courtship;
C) at the stage of stability.
ANSWER: A
According to I. Adizes, the stage of "bureaucratization" is divided into two parts:
A) "early bureaucratization" and "witch hunt";
B) "nursing" and "genesis";
C) "wild years" and the stage of rapid growth.
ANSWER: A
According to I. Adizes, the stage of "managerial paranoia" is characteristic of the stage:
A) "witch hunts";
B) "early bureaucratization";
C) fast growth.
ANSWER: B
At what stage of the life cycle is the 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, with the help of medical methods and technologies?
A) at the stage of aristocracy;
B) at the stage of bureaucratization;
C) at the stage of stability.
ANSWER: B
After the stage of "bureaucratization" usually comes:
A) the rebirth of the organization;
B) bankruptcy of the organization;
C) the 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 responsible for the deplorable state of the organization, but no one wants to take responsibility, and then the responsible one is “appointed”, received the name:
A) "witch hunt";
B) "early bureaucratization";
C) fast growth.

ANSWER: A
At what stage of the life cycle is the organization characterized by the negative processes of "fermentation" and "decomposition"?
A) at the stage of aristocracy;
B) at the stage of bureaucratization;
C) at the stage of stability.
ANSWER: B
The influence of the founder at the stage of "bureaucratization" on all stages of the life of the organization in comparison with the previous stages:
A) minimum;
B) maximum;
C) does not change significantly.
ANSWER: A
The departure from the team of the most caring and creative employees at the stage of "bureaucratization" affects the qualifications of the management team:
A) negative, it falls;
B) positively, it grows due to the influx of new blood;
C) does not change significantly.
ANSWER: A
What measures can be taken by senior management to resuscitate the organization at the stage of "bureaucratization"?
A) develop stricter rules and regulations to control the situation;
B) to tighten control standards for decision-making and monitoring of the development of the situation;
C) connect state 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 the legislation in the field of entrepreneurship;
B) because of the stupidity of leadership and effective managers;
C) because all "organisms" have their own resource, which is eventually exhausted.
ANSWER: C
The joint-interacting type of joint activity is characterized by:
A) the obligatory participation of each member in the development and adoption of a decision regarding the solution of a common problem or task;
B) the temporary distribution of labor functions and duties and the sequence (order) of the participation of each member of the labor process in the 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 obligatory participation of each member in the development and adoption of a decision regarding the solution of a common problem or task;
B) the temporary distribution of labor functions and duties and the sequence (order) of the participation of each member of the labor process in the 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 obligatory participation of each member in the development and adoption of a decision regarding the solution of a common problem or task;
B) the temporary distribution of labor functions and duties and the sequence (order) of the participation of each member of the labor process in the work;
C) the fact that interactions between participants in the labor process are minimized.
ANSWER: C
The doctrine of methods, principles, strategies for researching the subject of study, as well as the forms and methods of managerial activity in an organization, is:
A) methodology;
B) management;
C) delegation.
ANSWER: A

A purposeful change in the course of socio-economic processes in order to obtain the desired results or avoid unwanted ones is:
A) methodology;
B) management;
C) delegation.
ANSWER: B
The methods in management are:
A) the purpose in itself of the existence of the organization;
B) a strategic tool for management as a process;
C) the way the organization exists.
ANSWER: B
Select the answer options that relate to the main characteristics of socio-psychological management methods:
A) help to create and manage (motivate) the labor and professional activity of employees in general and individual employees;
B) are binding on subordinates (decrees, orders, resolutions, etc.);
C) influence the harmonization of interpersonal interaction of employees of the organization in the course of the implementation of the labor process.
ANSWER: C
Select the answer options that relate to the main characteristics of organizational and administrative management methods:
A) have a direct impact on the control object;
B) are binding on subordinates (decrees, orders, resolutions, etc.);
C) harmonization of interpersonal interaction of employees of the organization in the course of the implementation of the labor process.
ANSWER: B
Select the answer options that relate to the main characteristics of economic management methods:
A) encourage employees to a certain type of behavior in the workplace and increase labor productivity indicators;
B) affect the immediate interests of the management object, creating a mechanism that works without the daily intervention of management;
C) influence the harmonization of interpersonal interaction of employees of the organization in the course of the implementation of the labor process.
ANSWER: B
Methods of social forecasting, regulation, regulation, planning include:
A) socio-psychological methods of management;
B) economic methods of management;
C) organizational and administrative methods.
ANSWER: A
Age and gender indicators, education (general educational level, qualification level), changes in the ratio of physical and mental labor relate to:
A) the main parameters on the basis of which social regulation is carried out;
B) the main parameters on the basis of which social forecasting is carried out;
C) the main parameters on the basis of which social regulation is carried out.
ANSWER: B
Moral standards are:
A) the norms formed in the consciousness and structure of the individual, they are determined by upbringing, mentality, national culture, etc.;
B) the same as social norms;
C) artificially created by society norms of behavior.
ANSWER: A
Modern management uses this principle as a defining beginning of joint activity in any socio-economic system:
A) the principle of collegiality;
B) the principle of unity of command;
C) the principle of priority development.
ANSWER: A
The principle of collegiality is:

A) management, in which decision-making on the fulfillment of the tasks set, the elimination of any problem, the organization of work and other issues is carried out at a meeting by a group of officials or authorized persons;
B) granting to the heads of various links such completeness of the rights in decision-making, which is necessary for the fulfillment of the duties assigned to them, and in establishing the personal responsibility of employees for the work entrusted to them;
C) the desire of organizational systems to ensure optimal development by switching material resources from less important to more important and promising areas.
ANSWER: A
The principle of unanimity is:
A) management, in which decision-making on the fulfillment of the tasks set, the elimination of any problem, the organization of work and other issues is carried out at a meeting by a group of officials or authorized persons;
B) granting to the heads of various links such completeness of the rights in decision-making, which is necessary for the fulfillment of the duties assigned to them, and in establishing the personal responsibility of employees for the work entrusted to them;
C) the desire of organizational systems to ensure optimal development by switching material resources from less important to more important and promising areas.
ANSWER: B
Personnel management and corporate style of the organization, culture (norms, models, etc.) of behavior and interpersonal interactions include:
A) external attributes of the organization;
B) internal attributes of the organization;
C) both external and internal.
ANSWER: B
The image and reputation of the organization, as well as stationery with the brand of the organization, refer to:
A) external attributes of the organization;
B) internal attributes of the organization;
C) both external and internal.
ANSWER: A
For the successful development of any commercial organization, values such as customers and employees must be:
A) in the first place;
B) not last place;
C) doesn't matter.
ANSWER: A
A conscious way of forming organizational culture is a way in which:
A) elements of organizational culture are established in the process of interpersonal interaction, but are not declared as rules of conduct in the organization;
B) elements of organizational culture are analyzed and consciously supported by all members of the organization, declared as rules of conduct in the organization;
C) any way of forming organizational culture is conscious.
ANSWER: B
An unconscious way of forming organizational culture is a way in which:
A) elements of organizational culture are established in the process of interpersonal interaction, but are not declared as rules of conduct in the organization;
B) elements of organizational culture are analyzed and consciously supported by all members of the organization, declared as rules of conduct in the organization;
C) any way of forming organizational culture is unconscious.
ANSWER: A
The basis for creating the organizational structure of the organization, the philosophy of the organization, its idea of the ideal, the main development of the organization's strategy is:
A) the goals and ideals of the organization;
B) mission of the organization;
C) corporate style of the organization.
ANSWER: B
You can delegate:

A) tasks only;
B) only liability;
C) both tasks and responsibilities.
ANSWER: A
When delegating the motivation of employees for professional growth, awareness of the professional growth opportunities of their employees in the workplace, the effectiveness of the time management of the head to solve strategic problems:
A) go down;
B) rise;
C) do not change.
ANSWER: B
Daily (routine) work; activities that are core for this employee according to the job description, preparatory work to collect the necessary materials, data to delegate:
A) it is possible and necessary;
B) not recommended.
ANSWER: A
Tasks containing a high degree of risk or of particular importance for the organization and its development; approval of the final decision on the development strategy and control of the results of its implementation; tasks that are confidential, delegate:
A) it is possible and necessary;
B) not recommended.
ANSWER: B
At the stage of changing the leader, the organizational culture:
A) tends to decline;
B) tends to flourish;
C) undergoes regular changes.
ANSWER: C
The conflict between the "old-timers" and new employees at the stage of youth is:
A) the need for a transfer of power for the effective development of the organization;
B) the need to change the organizational structure of the organization;
C) the need to expand the staff of professionals and hire new specialists.
ANSWER: C
The conflict between the founder and the new senior manager at the stage of youth is:
A) the need for a transfer of power for the effective development of the organization;
B) the need to change the organizational structure of the organization;
C) the need to expand the staff of professionals and hire new specialists.
ANSWER: A
The conflict of changing organizational priorities during adolescence is:
A) the need for a transfer of power for the effective development of the organization;
B) the need to change the organizational structure of the organization;
C) the need to expand the staff of professionals and hire new specialists.
ANSWER: B
How does leadership change and organizational policy change affect an organization in its adolescence?
A) positively;
B) negative;
C) has no effect.
ANSWER: A
Falling stock prices, declining sales, lack of new products in the heyday stage are the characteristics of:
A) incipient rise;
B) incipient stagnation;
C) the imminent death of the organization.
ANSWER: B
The state of organizations that fell into depression at the heyday stage is characterized by:
A) a change in the socio-psychological climate towards apathy and depression due to the lack of changes;
B) the development of violent activity, leading to costs and the absorption of a mass of energy with a minimum of useful results;
C) the absence of any pronounced signs.

ANSWER: A
The state of organizations demonstrating hyperactivity at the heyday stage is characterized by:
A) a change in the socio-psychological climate towards apathy and depression due to the lack of changes;
B) the development of violent activity, leading to costs and the absorption of a mass of energy with a minimum of useful results;
C) the absence of any pronounced signs.
ANSWER: B
Which organizations staff feel stressed in the workplace due to empty endless chores and cases devoid of production necessity, emptiness and exhaustion?
A) depressed organizations;
B) organizations experiencing a pronounced decline;
C) organizations showing hyperactivity.
ANSWER: C
The staff of which organizations feel uncertain about the future, emptiness and abandonment?
A) depressed organizations;
B) organizations experiencing a pronounced decline;
C) organizations showing hyperactivity.
ANSWER: A
Entrepreneurial activity is:
A) a tool for adaptation to the impact of external and internal environment factors;
B) one of the main resources of the organization;
C) one of the secondary resources of the organization.
ANSWER: B
Segmentation by behavior, as a rule, occurs in two main directions. Segmentation based on the intensity of product use is based on:
A) such a characteristic of consumer behavior as the frequency of use of the product;
B) customer commitment (loyalty) to a particular brand;
C) change in the pricing policy of the organization.
ANSWER: A
Segmentation by behavior, as a rule, occurs in two main directions. Brand-based segmentation is based on:
A) such a characteristic of consumer behavior as the frequency of use of the product;
B) customer commitment (loyalty) to a particular brand;
C) change in the pricing policy of the organization.
ANSWER: B
Personalization is a process that consists of:
A) in the formation of a relevant offer for each group of consumers (buyers);
B) the need to use available information about the frequency of customers' purchases to predict the frequency of purchases and the impact on their purchasing behavior in the future;
C) in making informed decisions that are aimed at effectively allocating the organization's resources in a given market segment or shifting attention to the most attractive new segments in terms of profit;
D) in monitoring changes in key consumer groups over a certain period of time in order to adequately assess the state of the business, as well as assess the compliance of consumer groups with the goals of the organization.
ANSWER: A
Prioritization is a process that consists of:
A) in the formation of a relevant offer for each group of consumers (buyers);
B) the need to use available information about the frequency of customers' purchases to predict the frequency of purchases and the impact on their purchasing behavior in the future;
C) in making informed decisions that are aimed at effectively allocating the organization's resources in a given market segment or shifting attention to the most attractive new segments in terms of profit;
D) in monitoring changes in key consumer groups over a certain period of time in order to adequately assess the state of the business, as well as assess the compliance of consumer groups with the goals of the organization.
ANSWER: C
Productivity is a process that consists of:
A) in the formation of a relevant offer for each group of consumers (buyers);
B) the need to use available information about the frequency of customers' purchases to predict the frequency of purchases and the impact on their purchasing behavior in the future;

C) in making informed decisions that are aimed at effectively allocating the organization's resources in a given market segment or shifting attention to the most attractive new segments in terms of profit;
D) in monitoring changes in key consumer groups over a certain period of time in order to adequately assess the state of the business, as well as assess the compliance of consumer groups with the goals of the organization.
ANSWER:D
Forecasting is a process that consists of:
A) in the formation of a relevant offer for each group of consumers (buyers);
B) the need to use available information about the frequency of customers' purchases to predict the frequency of purchases and the impact on their purchasing behavior in the future;
C) in making informed decisions that are aimed at effectively allocating the organization's resources in a given market segment or shifting attention to the most attractive new segments in terms of profit;
D) in monitoring changes in key consumer groups over a certain period of time in order to adequately assess the state of the business, as well as assess the compliance of consumer groups with the goals of the organization.
ANSWER: B
Creating a scheme aimed at achieving key business goals, as well as a plan for the practical implementation of measures in the field of marketing policy, is:
A) marketing strategy;
B) financial strategy;
C) management strategy.
ANSWER: A
The socio-cultural components of the external environment include:
A) demographic changes in the structure of the population;
B) market globalization processes;
C) introduction of innovative technologies.
ANSWER: A
The economic components of the external environment include:
A) demographic changes in the structure of the population;
B) market globalization processes;
C) introduction of innovative technologies.
ANSWER: B
The technological components of the external environment include:
A) demographic changes in the structure of the population;
B) market globalization processes;
C) introduction of innovative technologies.
ANSWER: C
The personnel parameters of the internal environment of the organization include:
A) organizational culture, labor process regulations, form of ownership, fixed assets and production equipment;
B) psychological characteristics of the perception of changes by employees of the organization, personal ambitions of employees and management of the organization, opportunities for professional and career growth, as well as the willingness of the team to cooperate;
C) introduction of innovative technologies.
ANSWER: A
The production parameters of the internal environment of the organization include:
A) organizational culture, labor process regulations, form of ownership, fixed assets and production equipment;
B) psychological characteristics of the perception of changes by employees of the organization, personal ambitions of employees and management of the organization, opportunities for professional and career growth, as well as the willingness of the team to cooperate;
C) introduction of innovative technologies.
ANSWER: A
A liquidity crisis means for an organization:
A) real risk of loss of solvency;
B) a significant deviation of the actual position of the organization from the planned position;
C) change of former reference points.
ANSWER: A
The crisis of success means for the organization:
A) real risk of loss of solvency;
B) a significant deviation of the actual position of the organization from the planned position;

C) change of former reference points.
ANSWER: B
The expansion of the concept of organizational development includes two main approaches: structural and personnel. The structural approach aims to:
A) global organizational changes in the organization;
B) changes in organizational regulation and improved efficiency of organizational communications that contribute to the achievement of organizational development goals;
C) changes in the organization's provision of necessary training and qualifications to the organization's employees.
ANSWER: B
The expansion of the concept of organizational development includes two main approaches: structural and personnel. The personnel approach is aimed at:
A) global organizational changes in the organization;
B) changes in organizational regulation and improved efficiency of organizational communications that contribute to the achievement of organizational development goals;
C) changes in the organization's provision of necessary training and qualifications to the organization's employees.
ANSWER: C
To carry out an effective reorganization, you need:
A) prepare and check resources;
B) draw up an action plan;
C) do nothing, everything will be decided by itself.
ANSWER: B
For reorganization, it is preferable:
A) shorter deadlines;
B) more extended time periods;
C) both situations are equivalent.
ANSWER: A
Is it useful for an organization to wait for a crisis and then reorganize? Or will it be more useful to start reorganization without waiting for the crisis?
A) yes, it happens;
B) no, it doesn't happen;
C) It all depends on the company and the situation.
ANSWER: C