Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Максимов Алексей Борисович
Должность: директор департамента по образовательной политике
Дата подписания: 13.04.2026 15:32:37
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/
"16" 02 2023

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"16" 02 2023

WORKING PROGRAM OF THE DISCIPLINE

"Basic Management"

Field of study
38.03.02 Management

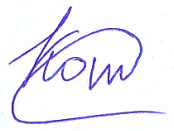
Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Half-time

Moscow 2023

Developer(s):

Senior lecturer of the Department "Management"  / I.S. Koshel/

Agreed:
Head of the Department "Management",
Candidate of Economics, Associate Professor  /E.E. Alenina/

Content

1. Goals, objectives and planned learning outcomes in the discipline 4
2. The place of discipline in the structure of the educational program 4
3. Structure and content of the discipline 4
   - 3.1. Types of educational work and labor intensity 4
   - 3.2. Thematic plan for studying the discipline 5
   - 3.3. The content of the discipline 6
   - 3.4. Topics of seminars / practical and laboratory classes 9
   - 3.5. Topics of course projects (term papers) 9
4. Educational, methodological and information support 9
   - 4.1. Regulatory documents and GOSTs 9
   - 4.2. Main literature 9
   - 4.3. additional literature 9
   - 4.4. Electronic educational resources 10
   - 4.5. Licensed and Free Software 10
   - 4.6. Modern professional databases and information reference systems 10
5. Logistics 10
6. Guidelines 10
   - 6.1. Methodological recommendations for the teacher on the organization of training 10
   - 6.2. Guidelines for students on mastering the discipline 11
7. Evaluation fund 11
   - 7.1. Methods for monitoring and evaluating learning outcomes 11
   - 7.2. Scale and criteria for evaluating learning outcomes 12
   - 7.3. Evaluation tools 12

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

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

The main tasks of mastering the discipline "Basic Management" include:

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

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

Code and name of competencies	Competence achievement indicators
OPK - 2. Able to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	IOPK-2.1. Knows the methods of collecting, processing and analyzing data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. IOPK-2.2. Able to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. IOPK-2.3. He has the skills to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems.

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

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

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

- Project activity
- Human Resource Management
- Introduction to Professional Activity
- Economic theory

3. Structure and content of the discipline

The total labor intensity of the discipline is 2 credit(s) unit(s) (72 hours).

3.1 Types of educational work and labor intensity

(according to the forms of education)

3.1.1. Half-time education

No. p / p	Type of study work	Quantity hours	Semesters	
			1	
1	**Auditory lessons**	**44**	44	
	Including:			

1.1	Lectures	20	20	
1.2	Seminars/practical classes	24	24	
2	**Independent work**	**28**	28	
3	**Intermediate certification**			
	Pass/Differential Pass/Exam	**Exam**	Exam	
	Total	**72**	72	

3.2 Thematic plan for studying the discipline

(according to the forms of education)

3.2.1. Half-time education

No. p/p	Sections/topics disciplines	Labor intensity, hour					
		Total	Classroom work				Independent work
			Lectures	Seminar / practical training	Laboratory studies	Practical training	
1.1	Topic 1. Main stages of management development.		2	2			2
1.2	Subject2. Classical schools of management.		2	2			2
1.3	Subject3. Modern approaches to management		1	2			2
1.4	Subject4. Principles of development and patterns of functioning of the organization.		1	2			2
1.5	Subject5. Organization as an open system, internal and external environment of the organization		1	2			2
1.6	Subject6. General and specific laws of the organization		1	2			2
1.7	Subject7. Life cycle of the organization.		1	1			2
1.8	Subject8. Types and types of organizations in modern conditions.		1	1			2
1.9	Subject9. Roles, functions and tasks of a manager in a modern organization		1	1			2
1.10	Subject10. The internal environment of the organization. Methods for analyzing the state of the organization.		1	1			2
1.11	Subject11. Structure of the organization. Main types.		1	1			1
1.12	Subject12. The external environment of the organization. Factors of indirect influence.		1	1			1
1.13	Subject13. The external environment		1	1			1

	of the organization. Direct Impact Factors						
1.14	Subject14. Mission, goals and objectives of the organization. Fundamentals of goal setting. Goal tree.		1	1			1
1.15	Subject15. Social responsibility of management		1	1			1
1.16	Subject16. Time management. Fundamentals of effective labor organization.		1	1			1
1.17	Subject17. Management functions. Planning and forecasting.		1	1			1
1.18	Subject18. The function of the organization.		1	1			1
	Total		**20**	**24**			**28**

3.3 The content of the discipline

Topic 1. Main stages of management development.

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

Formation of management as a science. Development of exercises and activities.

Topic 2. Classical schools of management.

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

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

Topic 3. Modern approaches to management

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

Process, system and situational approaches to enterprise management.

Topic 4. Principles of development and patterns of functioning of the organization.

Object, subject and functions of organization theory. The role of organizations in society. The theory of organization is a related field of scientific knowledge. General and special in the relationship between the concepts of "organization" and "system". Functionality as the main property of the organization. Description of the organization as an object of management. The main features of the organization. The problem of identifying aspects of the organization and establishing their significance. Structural, dynamic, regulatory and informational aspects of systems organization.

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

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

Functions of the goals of the organization. About the main properties of organizational systems as a holistic education: the ability to self-development, hierarchy, non-additivity, emergence, relevance. On the main properties of organizational systems in relation to the external

environment: adaptability, stability. Dynamic balance as a characteristic of stability. Differentiation and lability as a means of ensuring sustainability. Maneuverability and flexibility as components of adaptability. On the specific properties of organizational systems: purposefulness, manageability, self-organization.

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

Topic 6. General and specific laws of the organization

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

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

Topic 7. Life cycle of the organization.

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

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

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

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

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

Topic 9. Roles, functions and tasks of a manager in a modern organization

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

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

Topic 10. The internal environment of the organization. Methods for analyzing the state of the organization.

Consideration of the mechanism for converting resources into the final product as the basis for the existence of the organization. Consideration of the resources necessary for the organization to carry out production and non-production activities.

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

Topic 11. Structure of the organization. Main types.

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

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

Topic t12. The external environment of the organization. Factors of indirect influence.

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

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

Topic 13. The external environment of the organization. Direct Impact Factors

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

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

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

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

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

Topic 15. Social responsibility of management

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

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

Topic 16. Time management. Fundamentals of effective labor organization.

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

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

Topic 17. Management functions. Planning and forecasting.

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

Identification of the necessary resources and them sources. Identification of direct executors and bringing plans to them. Planning your own career. forecasting methods. Correlation of plans and forecasts.

Topic 18. The function of the organization.

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

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

3.4 Topics of seminars / practical and laboratory classes

3.4.1. Seminars/practical classes

Topic 1. Main stages of management development.	Workshop 1
Topic 2. Classical schools of management.	Workshop 2
Topic 3. Modern approaches to management	Workshop 3
Topic 4. Principles of development and patterns of functioning of the organization.	Workshop 4
Topic 5. Organization as an open system, internal and external environment of the organization	Workshop 5
Topic 6. General and specific laws of the organization	Workshop 6
Topic 7. Life cycle of the organization.	Workshop 7
Topic 8. Types and types of organizations in modern conditions.	Workshop 8
Topic 9. Roles, functions and tasks of a manager in a modern organization	Workshop 9
Topic 10. The internal environment of the organization. Methods for analyzing the state of the organization.	Workshop 10
Topic 11. Structure of the organization. Main types.	Workshop 11
Topic 12. The external environment of the organization. Factors of indirect influence.	Workshop 12
Topic 13. The external environment of the organization. Direct Impact Factors	Workshop 13
Topic 14. Mission, goals and objectives of the organization. Fundamentals of goal setting. Goal tree.	Workshop 14
Topic 15. Social responsibility of management	Workshop 15
Topic 16. Time management. Fundamentals of effective labor organization.	Workshop 16
Topic 17. Management functions. Planning and forecasting.	Workshop 17
Topic 18. The function of the organization.	Workshop 18

4. Educational, methodological and information support

4.1 Main literature

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

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

4.2 Additional literature

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

2. 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

4.3 Electronic educational resources

Electronic educational resource for the discipline is being developed.

5. Logistics

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.

6. Guidelines

6.1 Methodological recommendations for the teacher on the organization of training

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).

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.

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.

6.2 Guidelines for students on mastering the discipline

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.

7. Evaluation fund

7.1 Methods for monitoring and evaluating learning outcomes

Competence level indicator

Basic Management					
FGOS VO 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following **General professional competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
OPK-2	The ability to collect, process	**IOPK-2.1:** Know the methods of collecting,	lecture, independent	DS, E, T	**A basic level of** - capableunderstand

	and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems	processing and analyzing the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems. **IOPK-2.2:** Be able to collect, process and statistically analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems. **IOPK-2.3:** Possess the skills of collecting, processing and analyzing data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems.	work, seminars		the essence of socio-economic phenomena, the laws of the functioning of organizations **Enhanced level** -own methods of analysis of economic and social processes.

7.2 Scale and criteria for evaluating learning outcomes

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

Form of intermediate attestation: test.

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. Based on 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 "Fundamentals of Management" 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: exam.

Intermediate certification of students in the form of an exam is carried out based on the results of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the

semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate attestation for the discipline (module), the mark "excellent", "good", "satisfactory" or "unsatisfactory" is given.

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

Evaluation scale	Description
Great	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.
Fine	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.

7.3 Evaluation tools

List of assessment tools by discipline
"Basic Management"

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
1	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
4	Exam (E)	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the exam

7.3.1. Current control

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

1. Japanese management model.
2. American model of management.
3. Influence of national characteristicsto the management model.
4. Classical (Administrative) School of Management
5. Behavioral School of Management.
6. Motivation: types, process and elements. Properties of the human psyche
7. Two-factor theory of motivationHerzberg.
8. Maslow's theory of human needs.
9. Theoryexpectations and the theory of justice.
10. The concept of management. History of development.
11. Marketing management model
12. School of Scientific Management
13. Situational approach to management.
14. System approach to management.
15. Types of planning, the essence of strategic planning
16. Mission concept. Essence and purpose
17. Goals and objectives of the organization. "Tree of Goals"
18. The external environment of the organization: characteristics, impact.
19. Analysis of the external environment of the organization: factors of indirect influence (PEST-analysis)
20. Analysis of the external environment of the organization: factors of direct impact (competitive analysis)
21. Analysis of the internal environment of the organization.
22. Identification of the strengths and weaknesses of the organization, threats and opportunities (SWOT analysis, SNW analysis)
23. Types of competitive strategies (costs, differentiation, focused)
24. Management functions
25. offensive functional strategies.
26. Defensive functional strategies.
27. Competitive advantage. Classification of participants in the market.
28. The main organizational and legal forms of the enterprise
29. Organizational structures.
30. Characteristics of bureaucratic and adaptive organizational structures.
31. Characteristics of the linear-functional and staff organizational structure
32. Divisional structure, built on a product basis.
33. Divisional structure focused on consumers.
34. Divisional structure, built on a geographical basis.

35. Matrix organizational structure
36. Project and team organizational structure
37. Communications in management. Types and elements.
38. Function of coordination in management. Delegation of powers.
39. The concept of working time, work schedule.
40. Photo of working hours. Timing
41. Problems of optimal use of working time. Pareto and Eisenhower principles.
42. Leadership and power. Theories and types.
43. Leadership, leadership styles.
44. Functionsmanager's self-management.
45. The authority of the head of the company, its types, characteristics.
46. Conflicts. Views, elements and stages
47. Conflict Management.
48. The content of the work of the leader to neutralize conflicts.
49. The concept of control and its types.
50. Controlling system
51. Inventory Management. Types of demand for stocks, classification of stocks (ABC).
52. Inventory management models
53. Career growth and staff rotation.Career chart.
54. Information management in management.
55. Innovation management.
56. Business ethics and etiquette of the head.
57. Social responsibility of the organization
58. new generation managers. Team management.
59. The life cycle of an organization.
60. Main types and types of organizations
61. Reasons for organizational change
62. Organizational Change Methods
63. Resistance to organizational change. Reasons and types.
64. Methods for overcoming resistance to organizational change.
65. Organizational culture
66. group dynamics
67. Problems of modern organizational structures.
68. Management decisions. Classification, principles and methods of adoption.
69. Stages of development and adoption of managerial decisions
70. Personnel planning and its importance.
71. Planning for the recruitment of personnel and the release of personnel.
72. Personnel selection criteria. Basic methods of collecting information.
73. Efficiency of management, factors of its formation.
74. Production types. Productive capacity. Calendar planning.
75. Quality control. Foreign experience (control chartsShewhart, Ishikawa schemes)

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
1	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
4	Relevance to the theme	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 by discipline
"Basic Management"
(formation of competence OPK-2)

The internal environment of an organization includes:
A) goals and mission of the organization, its tasks
B) tax, labor and civil legislation, suppliers and customers, competitors, partners
C) set of characteristics and internal actors (people, technologies, resources)
ANSWER: C
The organization's external environment includes:
A) goals and mission of the organization, its tasks
B) tax, labor and civil legislation, suppliers and customers, competitors, partners
C) set of characteristics and internal actors (people, technologies, resources)
ANSWER: B
Environmental factors are divided into:
A) open and closed
B) direct and indirect
C) subjective and objective
ANSWER: B
The environmental factors of indirect impact include:
A) Financial Institutions, Customers, Suppliers, Competitors, Labor

B) economic factors, demographic, scientific and technical, sociocultural, natural and geographical factors, international

C) state and legislation

ANSWER: B

External environmental factors of direct impact include:

A) Financial Institutions, Customers, Suppliers, Competitors, Labor

B) economic factors, demographic, scientific and technical, sociocultural, natural and geographical factors, international

C) state and legislation

ANSWER: C

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

A) economic

B) political

C) sociocultural

ANSWER: A

What environmental factors include political stability, the impact of authorities on business development, including the establishment of benefits and duties, lobbying interests, interethnic relations, etc.?

A) economic

B) political

C) sociocultural

ANSWER: B

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

A) economic

B) political

C) sociocultural

ANSWER: C

The objectives of the organization depend primarily on:

A) legislation

B) cultural characteristics

C) kind of activity

ANSWER: C

The tasks of the organization are actions aimed at:

A) earning income

B) formation of the mission of the organization

C) realizing the goals of the organization

ANSWER: C

The Organizational Life Cycle Model, called Management Participation, is the brainchild of:

A) Itzhak Adizes

B) Lippitt and Schmidt

C) A. Downson

D) D. Katz and R. Kahn

ANSWER: B

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

A) Itzhak Adizes

B) Lippitt and Schmidt

C) A. Downson

D) D. Katz and R. Kahn

ANSWER: D

The Organizational Life Cycle Model, called the Drivers of Growth, is the brainchild of:

A) Itzhak Adizes

B) Lippitt and Schmidt

C) A. Downson

D) D. Katz and R. Kahn

ANSWER: C

The organizational life cycle model, called Organizational Life Cycle Theory, is the brainchild of:

A) Itzhak Adizes

B) Lippitt and Schmidt

C) A. Downson

D) D. Katz and R. Kahn

ANSWER: A

I. Adizes built his organization life cycle model by analogy with:

A) the development of human life and the comparison of the stages of the human life cycle with the stages of the life cycle of the organization

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

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

ANSWER: A

According to I. Adizes, the stage of starting the implementation of a business idea begins at the stage:

A) starting a business

B) infancy

C) youth

D) aristocracy

ANSWER: A

According to I. Adizes, the second stage of the life cycle of an organization is:

A) starting a business

B) infancy

C) youth

D) aristocracy

ANSWER: B

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

A) starting a business

B) infancy

C) youth

D) aristocracy

ANSWER: D

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

A) starting a business

B) infancy

C) youth

D) aristocracy

ANSWER: C

How many variants of the crisis are considered in the model "Problems of Leadership at the Stages of Evolution and Revolution" by L. Greiner?

A) 7
B) 6
C) 5
ANSWER: C

How many variants of the stages of growth are considered in the model "Problems of Leadership at the Stages of Evolution and Revolution" by L. Greiner?

A) 7
B) 6
C) 5
ANSWER: C

The set of methods and techniques of influence responsible for the implementation of the goals set is:

A) management tools
B) management tasks
C) management objectives
ANSWER: A

The set of methods and techniques of influence responsible for the implementation of the goals set is:

A) management tools
B) management tasks
C) management objectives
ANSWER: A

Management tools can be divided into:

A) management methods and models
B) rules and principles of management
C) control systems and subsystems
ANSWER: A

The ability to use a set of techniques and methods, due to which not only the time and other resources are reduced, but also the effective management of both the activities of the organization itself and its constituent units, production and technological processes, is provided by:

a) control methods
B) management models
C) management principles
ANSWER: A

The ability to represent the key elements of the organization's management process, describe the most significant parameters responsible for the external and internal relations of the organization, and also obtain the necessary information about the object under study, give:

a) control methods
B) management models
C) management principles
ANSWER: B

A management method aimed at both predicting possible options for implementing projects and planning ways to implement these projects is:

A) target management
B) deviation control
C) situational management
D) product management
ANSWER: A

The method of management, which consists in the organization of bodies designed to perform the necessary operations (design, production and marketing), is:

A) target management

B) deviation control
C) situational management
D) product management
ANSWER: D

The method of management, during which deviations from the project or the intended goals are determined, is:
A) target management
B) deviation control
C) situational management
D) product management
ANSWER: B

Management methods based on decision-making about problems that arise in the course of changing economic, social, and other situations are:
A) target management
B) deviation control
C) situational management
D) product management
ANSWER: C

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

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

Modeling methods that use mathematical models of real processes include:
A) evolutionary modeling
B) conceptual modeling
C) simulation
D) heuristic modeling
ANSWER: C

The exchange of information, the transfer of information through interactions or counteractions in the system, is:
A) communication
B) communications planning
C) communication in the organization
ANSWER: A

The process of identifying the needs of stakeholders for information and determining the approach to communications is:
A) communication
B) communications planning
C) communication in the organization
ANSWER: B

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

A) communication

B) communications planning

C) communication in the organization

ANSWER: C

Which of the main communication channels can be attributed to facial expressions (facial expression), micromimicry (for example, eye twitching), pantomime (body posture), gestures, etc.)?

A) non-verbal channel

B) verbal channel

C) paralinguistic channel

D) tactile channel

ANSWER: A

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

A) non-verbal channel

B) verbal channel

C) paralinguistic channel

D) tactile channel

ANSWER: C

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

A) non-verbal channel

B) verbal channel

C) paralinguistic channel

D) tactile channel

ANSWER: D

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

A) external

B) internal

C) horizontal

D) informal

ANSWER: A

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

A) external

B) internal

C) horizontal

D) informal

ANSWER: B

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

A) external

B) internal

C) horizontal

D) informal

ANSWER: C

Types of communications, which include everything based on personal and non-official relationships (rumors, gossip, personal opinion, conversations between work, etc.), are called:

A) external
B) internal
C) horizontal
D) informal
ANSWER: D
The effectiveness of communication in an organization is the ratio between:
A) the result obtained and the costs spent on obtaining this result
B) achieved and planned result
C) both definitions are correct
ANSWER: C
Which of the functions of management is the choice of possible options for the direction of activity, which are determined on the basis of the goals of the activity and all the tasks facing the organization, as well as depending on the expected results of this activity?
A) forecasting
B) goal setting
C) planning
D) control
ANSWER: A
Which of the functions of management is the process of determining the objectives of the activities of this organization?
A) forecasting
B) goal setting
C) planning
D) control
ANSWER: B

7.3.2. Intermediate certification

Questions for the test in the discipline
"Basic Management"
(formation of competence OPK-2)

1. Manager: his place and role in the organization, features of managerial work.
2. The main stages of management development.
3. School of scientific management (rationalistic school): essence, basic principles, F. Taylor's management system.
4. Essence of management activity, object and subject of management. Division of labor.
5. The essence and content of the principles of management.
6. Administrative (classical) school: causes, principles, development of A. Fayol's concept.
7. School of Psychology and Human Relations: Core Concepts,E. Mayo's Hawthorne experiments, A. Maslow's pyramid of needs, D. McGregor's theories.
8. Quantitative school (school of management science): main directions, process, system and situational approaches in management.
9. Organizational communications.
10. Organizational culture: concept and functions.
11. Organizational culture: elements and types.
12. Communications in management and their role. Types of management information.

13. Internal variables of the organization: goals, objectives, structure, technology, personnel.
14. Delegation of authority and its role in the activities of organizations.
15. Intraorganizational conflicts and their prevention.
16. Strategies of behavior in a conflict situation.
17. The nature of stress. Phases of stress. Stress management methods.
18. The essence and basic concepts of motivation as a function of management
19. Social and economic efficiency of management in the organization.
20. Communication process and its structure.
21. Authority and responsibility. Types of powers.
22. Features of the content and process approach to motivation, basic theories.
23. The concept of leadership and guidance. Leadership styles.
24. Power and influence: concepts, forms. Sources of power. The balance of power in an organization.
25. Barriers in communications and ways to overcome them.
26. Features of the development of management in Russia.
27. Features of economic organizations.
28. Self-organization and self-management.
29. National models of modern management (European, Japanese, American).
30. Features of the development of management in Russia.
31. Features of the development of the organization's management.
32. Types of organizational structures.
33. The external environment of the organization and its characteristics.
34. Organization structure: definition and elements. Rigid and flexible structures. Vertical and horizontal structures.
35. Organization management system: concept, structure. Functional and structural approaches. The main elements of the control system.
36. Prospects for the development of modern management. Management efficiency.
37. The term "organization" as a process and as a phenomenon. Features and properties of the organization.
38. Theory of systems as the basis of the theory of organization: concept, features, properties of systems. Classification of systems, features of social systems.
39. Fundamental laws of the organization of the first level: synergy, self-preservation, development.

Questions for the exam in the discipline
"Basic Management"
(formation of competence OPK-2)

1. Manager: his place and role in the organization, features of managerial work.
2. The main stages of management development.
3. School of scientific management (rationalistic school): essence, basic principles, F. Taylor's management system.
4. Essence of management activity, object and subject of management. Division of labor.
5. The essence and content of the principles of management.
6. Administrative (classical) school: causes, principles, development of A. Fayol's concept.
7. School of Psychology and Human Relations: Core Concepts,E. Mayo's Hawthorne experiments, A. Maslow's pyramid of needs, D. McGregor's theories.

8. Quantitative school (school of management science): main directions, process, system and situational approaches in management.
9. Organizational communications.
10. Organizational culture: concept and functions.
11. Organizational culture: elements and types.
12. Communications in management and their role. Types of management information.
13. Internal variables of the organization: goals, objectives, structure, technology, personnel.
14. Delegation of authority and its role in the activities of organizations.
15. Intraorganizational conflicts and their prevention.
16. Strategies of behavior in a conflict situation.
17. The nature of stress. Phases of stress. Stress management methods.
18. The essence and basic concepts of motivation as a function of management
19. Social and economic efficiency of management in the organization.
20. Communication process and its structure.
21. Authority and responsibility. Types of powers.
22. Features of the content and process approach to motivation, basic theories.
23. The concept of leadership and guidance. Leadership styles.
24. Power and influence: concepts, forms. Sources of power. The balance of power in an organization.
25. Barriers in communications and ways to overcome them.
26. Features of the development of management in Russia.
27. Features of economic organizations.
28. Self-organization and self-management.
29. National models of modern management (European, Japanese, American).
30. Features of the development of management in Russia.
31. Features of the development of the organization's management.
32. Types of organizational structures.
33. The external environment of the organization and its characteristics.
34. Organization structure: definition and elements. Rigid and flexible structures. Vertical and horizontal structures.
35. Organization management system: concept, structure. Functional and structural approaches. The main elements of the control system.
36. Prospects for the development of modern management. Management efficiency.
37. The term "organization" as a process and as a phenomenon. Features and properties of the organization.
38. Theory of systems as the basis of the theory of organization: concept, features, properties of systems. Classification of systems, features of social systems.
39. Fundamental laws of the organization of the first level: synergy, self-preservation, development.
40. The concept of "dependence", "regularity", "law": definition, classification.
41. The relationship of the laws of the organization.
42. Control: definition, functions, types. Features of the main stages of the control process.
43. The effectiveness of the organization's management.
44. Formal and informal organizations.
45. Planning as the main function of management: definition, types, stages of the planning process.
46. Organizational change management.
47. Control functions.
48. Design of organizational structures.

49. Management decisions and their types. Management decision-making methods.
50. Management structure: definition, main elements. Rule of control.
51. Fundamental laws of the organization of the first level: synergy.
52. Fundamental laws of the organization of the first level: self-preservation.
53. Fundamental laws of the organization of the first level: development.
54. Laws of organization of the second level: awareness and order).
55. Laws of organization of the second level: unity of analysis and synthesis.
56. Laws of organization of the second level: composition and proportionality (harmony).
57. External environment and organizational behavior.
58. The laws of organization of the second level: awareness and orderliness, unity of analysis and synthesis, composition and proportionality (harmony).
59. Design of organizational structures.

Exam ticket form

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

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

EXAMINATION TICKET No. 1.

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

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

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