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ФИО: Ястребов Олег Александрович
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**Federal State Autonomous Educational Institution for Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA
RUDN University**

Higher School of Management

educational division (faculty/institute/academy) as higher education programme developer

COURSE SYLLABUS

Management Organization Theory

course title

Recommended by the Didactic Council for the Education Field of:

38.04.02 Management

field of studies / speciality code and title

The course instruction is implemented within the professional education programme of higher education:

Engineering Management

higher education programme profile/specialisation title

1. COURSE GOAL(s)

Possible wording

The goal of mastering the *Management Organization Theory* discipline is to master knowledge about the science and practices of a modern organization management.

2. REQUIREMENTS FOR DISCIPLINE OUTCOMES

The mastering of the *Management Organization Theory* discipline envisages building the following competencies (parts of competencies) in students:

Table 2.1. The list of competencies acquired by students in the course of the discipline (outcomes of the discipline)

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
GC-2	Ability to manage a project at all lifecycle stages	GC-2.1 Specifies a problem, the solution of which is linked to the achievement of the project goal
		GC-2.2 Defines the links between the tasks set and the expected outcomes of their solution
		GC-2.3 Determines the available resources and limits, the valid legal norms within the framework of the tasks
		GC-2.4 Analyzes the project implementation schedule and chooses the best way to solve the tasks, based on the current legal norms and available resources and limitations
		GC-2.5 Monitors the progress of the project, adjusts the schedule in accordance with the results of the control
GC-3	Ability to perform critical analysis of problematic situations based on the systemic approach and develop a plan of action.	GC-3.1. Know: - economic and mathematical models of the modern market economy; - methods of analysis, synthesis and generalization;
		GC-3.2. Be able to: - gather and systematize the necessary economic information efficiently; - analyze economic phenomena and processes in their correlation; - to make logical thoughts necessary for effective management decision-making;
		GC-3.3. Master: - modern methods of economic analysis; - computer technologies for data collection, systematization and processing; - the ability of self-knowledge, self-actualization, self-reflection;
GC-6	Capability to determine and implement the priorities of his/her own activities and ways to improve it based on self-assessment.	GC-6.1 Controls the amount of time spent on specific activities GC-6.2 Develops tools and time management techniques when performing specific tasks, projects, goals GC-6.3 Analyzes its resources and their limits (personal, situational, temporary, etc.) for the successful completion of the task

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
		GC-6.4 Allocates tasks for long-, medium- and short-term with justification of relevance and analysis of resources for their implementation
GPC-1.	Capability to solve professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices.	GPC-1.1 Has fundamental knowledge in management GPC-1.2 Can apply the fundamental knowledge of economic, organizational and managerial theory for the successful work GPC-1.3 Applies innovative approaches to solve management tasks, considering the generalization and critical analysis of best management practices GPC-1.4 Has the skills of an informed choice of methods for solving practical and research problems
GPC-3.	Capability to make reasonable organizational and managerial decisions independently, evaluate their operational and organizational efficiency, and social significance, ensure their implementation in terms of a complex (cross-cultural) and dynamic environment.	GPC-3.1 Masters the methods of making the best possible management decisions in a dynamic business environment GPC-3.2 Makes reasonable organizational and managerial decisions GPC-3.3 Evaluates the operational and organizational efficiency and social significance of organizational and managerial decisions GPC-3.4 Ensures the implementation of organizational and managerial decisions in a complex (cross-cultural) and dynamic environment
GPC-5.	Capability to generalize and evaluate critically scientific research in management and related fields, to carry out research projects.	GPC-5.1 Can draft a plan of scientific research in the management based on the evaluation and generalization of the results of scientific works of national and foreign scientists GPC-5.2 Uses modern methods, technologies and tools for gathering the information, processing it and critically evaluating the results of scientific research in management GPC-5.3 Masters the skills to generalize and formulate conclusions, develop recommendations based on the results of scientific research in management GPC-5.4 Participates in the implementation of R&D projects in management and related industries

3.COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The *Management Organization Theory* is a mandatory block formed by students of the B1 unit of the higher education program.

Within the higher education program students also take other disciplines and/or internships that contribute to the achievement of the expected learning outcomes as results of mastering the *Management Organization Theory* program.

Table 3.1. The list of the higher education program components that contribute to the achievement of the expected learning outcomes as the disciplines results.

Competence Code	Competence Descriptor	Previous Disciplines/Modules, Practices*	Subsequent Disciplines/Modules, Practices*
GC-2	Ability to manage a project at all lifecycle stages		Strategic Management in Industrial Companies Pre-graduation Practice
GC-3	Ability to perform critical analysis of problematic situations based on the systemic approach and develop a plan of action.	Managerial Economics	Organization and Production Management Economics and Management of Energy & Environment Commercial Law and Legal Engineering Pre-graduation Practice
GC-6	Capability to determine and implement the priorities of his/her own activities and ways to improve it based on self-assessment.	Managerial Economics	Innovation Management Marketing and Competitiveness Management Data Mining and Decision Making
GPC-1.	Capability to solve professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices.	Managerial Economics	Enterprise Finance and Investment in Engineering Management Methodology of Management Problems Research Pre-graduation Practice
GPC-3.	Capability to make reasonable organizational and managerial decisions independently, evaluate their operational and organizational efficiency, and social significance, ensure their implementation in terms of a complex (cross-cultural) and dynamic environment.	Modern Strategic Analysis	Innovation Management Organization and Production Management Marketing and Competitiveness Management
GPC-5.	Capability to generalize and evaluate critically scientific research in management and related fields, to carry out research projects.	Managerial Economics	Evaluation of Labor Efficiency and Personnel Management Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis

4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

Possible wording

The total workload of the *Management Organization Theory* discipline is 3 credits

*Table 4.1. Types of educational work according to the periods of mastering the higher education program for **FULL-TIME** students*

Type of Educational Work		TOTAL, academic hours.	Semester(s)			
			1	2	3	4
<i>Contact Work, academic hours.</i>		36	36			
Lectures (LC)		18	18			
Laboratory Work (LR)						
Practical/seminar classes (PC)		18	18			
<i>Autonomous Work of students, academic hours.</i>		45	45			
<i>Control (exam /graded credit), academic hours.</i>		27	27			
Total Workload of the Discipline	academic hours	108	108			
	credits	3	3			

5. DISCIPLINE CONTENT

5.1. Content of the Section of the Discipline

Table 5.1. The content of the discipline (module) by type of academic work

Name of the Discipline Section	Content of the Section	Type of Educational Work*
Subject 1. Evolution of Managerial Thought	<i>Stages of management development. Scientific schools of management. Classical and administrative schools. 14 principles of management by H. Fayol. Behaviorism. School of Management Science. Management approaches: system, process, situational. Russian science and management practice: stages of development. Scientific organization of labor and scientific management of socialist production.</i>	Lecture, self study
Subject 2. Theoretical and Methodological Foundations of Management	<i>Management Definition. Management methods: organizational and administrative, economic, socio-psychological. The concept of management functions: planning, organization, coordination, control, motivation. Managers, their competencies, management levels. Types of managers.</i>	Lecture, self study
Subject 3. Organization as an Object of Management	<i>The concept of an organization, its key features. Open and closed systems. The 7-S concept by T. Peters and R. Waterman. The mission of the organization. The external environment of the organization, its main characteristics. External situational analysis. PEST analysis. Analysis of M. Porter's competitive environment. Internal environment and internal</i>	Lecture, self study

	<i>situational analysis, SWOT analysis. Organizational culture and its key elements. Forms, functions and types of organizational culture.</i>	
Subject 4. Planning and Forecasting in the Management System	<i>The concept of planning. Strategic planning, goal setting and correlation with the organization mission. Organization strategies for different stages of the life cycle. Methods of strategic planning. Models and methods of strategic analysis. The McKinsey matrix, the Ansoff matrix. Types of plans.</i>	Lecture, self study
Subject 5. Organization as a Management Function.	<i>The content of the "organization" function. Organizational relations: delegation, responsibility, authority. Organizational management structures, factors of their efficiency. Typical management structures: linear, linear-staff, functional, matrix, focused on the search for new things.</i>	Lecture, self study
Subject 6. Coordination and Control in the Management System.	<i>The main forms of coordination in the enterprise. Control: purpose, subject and implementation tools. The need for control: determining factors. Principles of efficient control. Types of management control: preliminary, current, final and selective control. Stages of management control.</i>	Lecture, self study
Subject 7. Motivation in Management.	<i>The concept of motivation, needs, motives and incentives. Evolution of motivation concepts. Traditional approach, approach from the point of view of human relations, approach from the point of view of human resources, a modern approach. Modern theory of motivation. Content theories: the theory of hierarchical needs by A. Maslow, two-factor theory of motivation by F. Herzberg, D. McClelland's theory of acquired needs, Alderfer's theory of ERG. Procedural theories: the theory of expectation by V. Vroom, the theory of equity by J. Adams. Motivational theory of reinforcement by B.F. Skinner.</i>	Lecture, self study

Subject 8. Managerial Decisions, their Essence and Types	<i>The essence and types of managerial decisions, their properties. Basic requirements and principles of managerial decision-making. Quality factors of managerial decisions. Forms of development and implementation of managerial decisions.</i>	Lecture, self study
Subject 9. The Process of Making and Implementing Managerial Decisions	<i>The algorithm of managerial decision-making. Stages of managerial decision-making. Models of managerial decision-making. Efficiency factors of managerial decisions.</i>	Lecture, self study

6. EQUIPMENT AND TECHNOLOGICAL SUPPORT OF THE DISCIPLINE

Table 6.1. Equipment and technological support of the discipline

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)
Lecture Hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations.	no
Laboratory	A classroom for laboratory work, individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and equipment.	no
Colloquium	A classroom for conducting colloquium-type classes, group and individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and multimedia presentation equipment.	no
Computer Class	A computer classroom for conducting classes, group and individual consultations, continuous control and midterm assessment, equipped with personal computers (___ pcs.), a blackboard (screen) and multimedia presentation technical means.	no
Autonomous Work of	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and	419

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)
Students	computers with access to EIEE.	

* - the room for autonomous work of students **MUST BE** indicated!

Electronic educational materials used in the teaching process, multimedia presentations, a bank of test tasks, etc. are provided on the Web-local portal.

The following equipment is used for conducting classes:

- classroom whiteboard – 1 pc.;
- multimedia projector – 1 pc.;
- screen – 1 pc.;
- personal computers (laptops, tablets) for practical training.

Description of the classrooms where classes are held

No	Actual address of classrooms and facilities	List of main equipment
1.	Miklukho-Maklay st., 6, room 419	multimedia projector, screen, classroom whiteboard

7. INFRASTRUCTURE AND INFORMATIONAL SUPPORT NECESSARY FOR THE DISCIPLINE

a) Main Readings:

1. Kuznetsov, Yu. V. Teoria organizatsii [Theory of organization]: textbook and workshop for universities / Yu. V. Kuznetsov, E. V. Melyakova. — 3rd ed., ed. and add. — Moscow : Yurayt Publishing House, 2025. - 351 p. — (Higher education). — ISBN 978-5-534-02949-9. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/510680>
2. Teoria organizatsii [Theory of organization]: textbook and workshop for universities / G. R. Latfullin [et al.] ; edited by G. R. Latfullin, O. N. Gromova, A.V. Raichenko. — 2nd ed. — Moscow : Yurayt Publishing House, 2025. — 156 p. — (Higher education). — ISBN 978-5-534-01187-6. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/511887>

b) Additional Readings

3. Mardas, A. N. Teoria organizatsii [Theory of organization]: a textbook for universities / A. N. Mardas, O. A. Gulyaeva. — 2nd ed., ed. and add. — Moscow : Yurayt Publishing House, 2025. — 139 p. — (Higher education). — ISBN 978-5-534-06344-8. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/513011>
4. Latfullin, G. R. Teoria organizatsii [Theory of organization]: textbook for secondary vocational education / G. R. Latfullin, A.V. Raichenko. — 3rd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2022. — 448 p. — (Professional education). — ISBN 978-5-9916-8984-7. — Text : electronic // Yurayt Educational Platform [website]. — URL: <https://urait.ru/bcode/507473>
1. <http://www.creativeeconomy.ru/> Publishing house of the “Creative economy” journal
2. <http://www.finman.ru/> Financial Management Magazine
3. <http://www.imemo.ru/> MEiMO Magazine
4. <http://www.fin-izdat.ru/journal/analiz/> “Economic Analysis: theory and practice” journal

5. <http://ecsn.ru/> *Economic Sciences Journal*
6. <http://www.economist.com.ru> *The Economist Magazine*
7. <http://www.vopreco.ru> *Economic Issues Journal*
8. <http://www.rusrev.org> *Russian Expert Review Journal*

8. ASSESSMENT TOOLKIT AND GRADING SYSTEM FOR COMPETENCES LEVEL EVALUATION

The assessment materials and the grading system* to evaluate the graduate's level of competences (part of competences) formation as the results of the *Management Organization Theory* discipline are specified in the Appendix to course syllabus.

* - The assessment materials and the grading system are formed on the basis of the requirements of the relevant local regulation of RUDN University.

95-100	Excellent A
86-94	Excellent B
69-85	Good C
61-68	Satisfactory D
51-60	Satisfactory E
31-50	Conditionally unsatisfactory FX
0-30	Unsatisfactory F

DEVELOPERS:

Associate Professor of the Applied
Economics Department

Position, educational department

N.A. Diesperova

Signature

Name, surname

HEAD OF EDUCATIONAL DEPARTMENT:

Head of the Applied Economics Department

name of department

A.A. Ostrovskaya

name and surname

HEAD OF HIGHER EDUCATION PROGRAMME:

Head of the Applied Economics Department

position, department

A.A. Ostrovskaya

name and surname

Methodological guidelines for students on mastering the discipline (module)

The implementation of the course provides interactive lectures, practical classes (colloquiums) using multimedia equipment, preparation of autonomous creative projects and their subsequent presentations, testing, group discussions on the subject of the course, modern knowledge control technologies.

While studying the discipline, the student must attend a course of lectures, participate in the number of colloquiums provided by the course syllabus, study autonomously some topics of the course and confirm their knowledge during control activities.

The student's work in lectures consists in clarifying the basics of the discipline, briefly taking notes of the material, and clarifying issues that cause difficulties. The lecture notes are the basic educational material along with the textbooks recommended in the main list of readings.

The teaching of the main part of the lecture material involves usage of multimedia tools that facilitate the comprehension and consolidation of the material. Presentations are available for download from the RUDN website and can be freely used by students for educational purposes. The student must master all the topics provided for by the educational and thematic plan of the discipline. Individual topics and training issues must be mastered autonomously. The student studies the recommended literature, briefly outlines the material, and clarifies the most difficult questions that require clarification during consultations. The same should be done with sections of the course that were skipped due to various circumstances.

For an in-depth study of the issue, the student should study the literature from the additional readings list and specialized websites. It is also recommended that students communicate in professional community forums.

Students study educational, scientific literature and periodicals on an autonomous basis. They have the opportunity to discuss what they have read with the teachers of the discipline during scheduled consultations, with other students at colloquiums, as well as at lectures, asking the professor questions.

The control of autonomous work is carried out by the professor in charge. Depending on the teaching methodology, the following forms of continuous assessment can be used: a short oral or written survey before the start of classes, tests, control papers, written homework, essays, etc. The report should contain not more than 20 pages.

All lines, letters, numbers and signs should be black throughout the report.

The headings of the structural elements of the report and sections of the main part should be placed in the middle of the line without a dot at the end and printed in capital letters, no underlining.

Page numbering

The pages of the report should be numbered in Arabic numerals, observing the end-to-end numbering throughout the text of the report. The page number is placed in the middle of the sheet in the upper field without a dot at the end.

The title page is included in the general numbering of the abstract pages. The page numbers on the title page and in the table of contents should not contain numbers.

Numbering of drawings and tables

Drawings and tables located on separate sheets are included in the general numbering of the sheets and placed, if possible, after the sheets that contain links to these tables or illustrations. Tables and illustrations are numbered sequentially in Arabic numerals by the end-to-end numbering. It is allowed to number figures and tables within the section. In this case, the number of the table (figure) consists of the section number and the ordinal number of the table, separated by a dot.

Links

References to sources should be indicated by an ordinal number in the list of sources, highlighted with two slashes.

Registration of links - according to GOST 7.1.- 2003 List of the used sources

Each source must contain the following obligatory details: name, surname of the author;

name; publisher; place of publication; year of publication.

All sources included in the bibliography should be numbered sequentially and arranged in the following order: legislative acts; government resolutions; regulatory documents; statistical materials; scientific and literary sources – in alphabetical order by the first letter of the author's surname.

Annex

Annexes are placed at the end of the report. All annexes should be referenced in the text. Each annex should start with a new page with the word "Annex" and its number at the top in the middle of the page. The annex must have a title that is written symmetrically relative to the text with a capital letter on a separate line.

The prepared (reset) work is submitted to the department for registration and subsequent verification by the teacher together with the electronic version.

The toolkit for the midterm assessment of students in the discipline (module) *(developed and issued in accordance with the requirements of the " Regulations for the Formation of Assessment Toolkit (FOS)", approved by the Rector's order No. 420 dated 05.05.2016).*

1. PASSPORT OF THE TOOLKIT

Area: 38.04.02 "MANAGEMENT"/ Engineering management

Discipline: MANAGEMENT ORGANIZATION THEORY

The code of the controlled competence or its part	Controlled Discipline Section	Controlled Discipline Topic	Assessment Toolkit (form of control of mastering the professional program)													Subjects Scores	Section Scores
			Classroom Work							Autonomous Work							
			Survey	Test	Colloquium	Control Paper	LW performance	Class work	Cases	Homework	Report	Graphic and calculation project performance	Course Paper / project	Report/presentation			
GC-2, GC-3, GC-6, GPC-1, GPC-3, GPC-5	Section 1. Theoretical and Methodological Foundations of Management	Subject 1. Evolution of Managerial Thought.	1							2				2		5	5
		Subject 2. Theoretical and Methodological Foundations of Management.	1							2						3	3
GC-2, GC-3, GC-6, GPC-1, GPC-3, GPC-5	Section 2. Organization as an Object of Management	Subject 3. Organization as an Object of Management.	1						4	4						8	8

GC-2, GC-3, GC-6, GPC-1, GPC-3, GPC-5	Section 3. Management Functions and Methods	Subject 4. Planning and Forecasting in the Management System.	1					4						4	23
		Subject 5. Organization as a Management Function.	1						4					5	
		Subject 6. Coordination and Control in the Management System.	1					4						5	
		Subject 7. Motivation in Management.	1					4	2				2	9	
GC-2, GC-3, GC-6, GPC-1, GPC-3, GPC-5	Section 4. Development and Managerial Decision- Making	Subject 8. Managerial Decisions, Their Essence and Types.	1						2					3	4
		Subject 9. The Process of Making and Implementing Managerial Decisions.	1											1	
GC-2, GC-3, GC-6, GPC-1, GPC-3, GPC-5	Section 5. Social Aspects of Management	Subject 10. Managing Groups in an Organization.	1						2					3	4
		Subject 11. Influence and Power in the Management System.	1											1	
		Report								6				6	6
		Milestone Certification				15								15	15
		Final certification (credit/exam)		10										20	30
		TOTAL	11	10		15		16	18	6			4	20	100

The following forms of control are used to assess knowledge, skills, and (or) experience of activities that features the stages of competence formation in the process of mastering the educational program

An approximate list of evaluation tools

No	Name of the Evaluation Tool	Description of the Evaluation Tool	Presentation of the Evaluation Tool in the Toolkit
<i>Classroom Work</i>			
1	Test	A system of standardized tasks enabling to make the procedure of assessment the level of knowledge and skills of the student automatic.	Database of tests
2.	Control Paper	A means of control, organized as a classroom lesson, where students need to independently demonstrate the mastering of the educational material of the subject, section or sections of the discipline.	Questions on subjects and sections of the discipline
3.	Case	A problem where the student is asked to comprehend the real professionally-oriented the situation necessary to solve it.	Tasks to solve the case
4.	Presentation	A means of controlling the ability of students to present the results of the work done to the audience	Subjects of course papers
6.	Exam	Evaluation of the student's work during the semester. It is intended to reveal the level, strength and systematicity of theoretical and practical knowledge obtained by the student, the obtaining of independent work skills, the ability to think outside the box, to integrate the knowledge gained and apply it in solving practical problems.	Examples of questions and examination card
<i>Autonomous Work</i>			
1.	Report	The product of the student's independent work, which is a summary in writing of the results of the theoretical analysis of a certain scientific (educational and research) subject, where the author reveals the essence of the problem under study, provides various points of view, as well as his own views.	Subjects of reports

2.	Homework	<p>Distinguish between tasks and problems:</p> <p>a) reproductive level, allowing to evaluate and determine knowledge of factual material (basic concepts, algorithms, facts) and the ability to correctly use special terms and concepts, recognition of objects of study within a certain section of the discipline;</p> <p>b) reconstructive levels allowing to evaluate and determine the ability to synthesize, analyze, generalize the actual and theoretical material forming the specific conclusions, the establishment of cause-and-effect relationships;</p> <p>c) creative level, allowing to evaluate and determine skills, integrate knowledge of various fields, to argue their own point of view.</p>	Set of tasks and problems
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MANAGEMENT ORGANIZATION THEORY discipline

EXAMINATION CARD No. 1

- 1 The list of questions on the final certification of the course.
- 2 The concept of organization management. Management as a system, management as a process.

EXAMINATION CARD No. 2

1. Name the conditions and factors of the emergence and development of the organization's management.
2. Name the conditions and factors determining the quality of managerial decisions.

EXAMINATION CARD No. 3

- 1 Name the main stages of the development of management as a science. Give a description of each stage.
- 2 Name the planning function. The ratio of the decision-making procedure and the planning procedure.

EXAMINATION CARD No. 4

- 1 Name the main schools of management. Classical School of Management. Describe the contribution of F. Taylor, G. Gantt, F. and L. Gilbreth in the development of the classical school of management.
- 2 Describe the planning procedure. Multi-stage planning process.

EXAMINATION TICKET No. 5

- 1 Name the main schools of management. Administrative approach in management. Describe the H. Fayol's contribution to the development of the classical school of management.
- 2 Describe the types of planning: strategic, tactical, operational, calendar-operational.

EXAMINATION CARD No. 6

- 1 Behaviorism and the school of human relations. J. Elton Mayo and his Hawthorne experiments. A. Maslow and his theory of the hierarchy of needs.
- 2 Planning methods. Vertical planning. Top-down planning, bottom-up planning, counter-planning. Horizontal planning.

EXAMINATION CARD No. 7

- 1 School of Management Science. Contribution of J. Woodward in the development of management theory.
- 2 Network planning. Network graph. Pros and cons of the network planning method.

EXAMINATION CARD No. 8

- 1 Systemic and situational approaches in management. What is the essence of these approaches? Describe the pros and cons of both approaches.
- 2 Principles of planning. Methods for improving the efficiency of planning.

EXAMINATION CARD No. 9

- 1 Formation of the Russian science and practice of industrial management. Describe the role in the development of national management science A. L. Ordin-Nashchekin, I.T. Pososhkov, V.N. Tatishchev, M.V. Lomonosov, P.A. Stolypin.
- 2 Organization as a management function.

EXAMINATION CARD No. 10

- 1 Scientific organization of labor and the formation of scientific management of socialist production. Describe the A.K. Gastev's contribution in the development of the national science of management.
- 2 The scheme of the manager's performance of the organizing function. Principles of the organization's function.

EXAMINATION CARD No. 11

- 1 The place of management in the holistic concept of business functions.
- 2 Powers of management entities. Types of powers.

EXAMINATION CARD No. 12

- 1 Levels of organization management.
- 2 Delegation of powers. Delegation goals. Basic concepts of delegation of powers.

EXAMINATION CARD No. 13

- 1 Define the management functions. Describe the different approaches to highlighting common management functions. General and specific management functions.
- 2 Stages of delegation of powers. The reasons for the difficulty of the delegation process.

EXAMINATION CARD No. 14

- 1 Principles of management.
- 2 Motivating function of the manager. Stages of motivation. Meaningful theories of motivation.

EXAMINATION CARD No. 15

- 1 The main work responsibilities of the manager. What factors are they caused by?
- 2 Procedural theories of motivation. Methods and principles of motivation.

EXAMINATION CARD No. 16

- 1 The general scheme of management activities.
- 2 Control as a management function. Meaning, subject and control tool.

EXAMINATION CARD No. 17

1. Organization as an Object of Management. Key features of the organization. Organizational characteristics of social systems.
2. Types and stages of managerial control.

EXAMINATION CARD No. 18

- 1 Internal and external environment of the organization. Analysis and assessment of the external environment.
- 2 Requirements for the control process.

EXAMINATION CARD No. 19

- 1 Group dynamics. The concept of a small group. The reasons for uniting people into small groups. The main signs of a small group.
- 2 Managerial decision. Classification of managerial decisions.

EXAMINATION CARD No. 20

- 1 Types of small groups in the organization. Stages of formation of small groups. The main characteristics of a small group.
- 2 The main requirements for management decisions and the conditions for their achievement.

EXAMINATION CARD No. 21

1. Formal groups in an organization and their types. Advantages of group
2. The main stages of the development of managerial decisions. Features of the decision-making process. the nature of the decision-making. Conditions for using the group form of decision-making.

EXAMINATION CARD No. 22

1 The management's goal. Types of goals. Goals Requirements. Ways to represent a system of goals in an organization.

2 The team and the team formation process.

EXAMINATION CARD No. 23

1 Leadership and headship in the organization. The management style and its defining elements.

2 Informal groups and their features. Group roles. Negative and positive characteristics of informal groups.

EXAMINATION CARD No. 24

1 Power and influence in management. Forms of power and forms of influence.

2 Mutual influence of the individual and the group. The main types of influence on the individual and the group.

EXAMINATION CARD No. 25

1 The goal-setting process. Goals Management.

2 Group's interaction in the organization. The main forms of intergroup relations. Ways to improve the efficiency of groups in the organization.

EXAMINATION CARD No. 26

1. The management structure. Linear, functional, linear-functional and matrix control structures. What determines the choice of the management structure in the organization? Name the advantages and disadvantages of the listed structures.
2. The Image of the manager. Image formation technologies.

As part of the exam, the level of mastering all the competencies of the discipline can be controlled (depending on the question).

The set of examination cards includes assessment criteria for the discipline developed by the teacher and approved at the meeting of the department.

Criteria for assessing of answers to exam questions:

The answer to each exam is valued from 0 to 10 points:

Answer Assessment Criteria:	Scores		
	The answer does not meets the criterion	The answer partially meets the criterion	The answer entirely meets the criterion
The answer is correct	0	1	2

Student provides an answer without suggestive questions from the examiner	0	0.5	1
Student practically does not use the prepared draft	0	0.5	1
The answer demonstrates the student's confident command of the terminological and methodological apparatus of the discipline	0	1	2
The answer has a clear logical structure	0	1	2
The answer demonstrates the student's understanding of the connections between the subject of the question and other sections of the discipline and/or other disciplines	0	1	2

Applied Economics Department

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MANAGEMENT ORGANIZATION THEORY discipline

The final test of the discipline

1. The main functions of management include:
 - a) planning, organization, marketing, control;
 - b) planning, organization, marketing, personnel management, motivation, control;
 - c) planning, organization, coordination, control, motivation
2. The planning function includes:
 - a) definition of development goals and objectives;
 - b) development of managerial decisions;
 - c) development of forecasts;
 - d) defining of the organization structure;
 - e) development of long-term plans;
 - f) development of current plans.
3. Which of the following applies to the "organization" function?
 - a) formation of the management structure;
 - b) providing the company with everything necessary for work;
 - c) delegation of rights and responsibilities;
 - d) recruitment of management personnel.
4. The control function includes the following steps:
 - a) goals' setting plans' drafting analysis of the obtained results, plans' correction;
 - b) setting standards, comparing standards with the achieved level, plans' correction;
 - c) analysis of the obtained results, plans' correction.
 - d) The coordination function is necessary:
 - e) to ensure the reliability and continuity of the management process;
 - f) achieving consistency in the work of all management units;
 - g) coordination of management style;
 - h) effective achievement of the set goal.
5. Effective motivation involves the following sequences:
 - a) needs-motive-incentive;
 - b) motive – needs - incentive
 - c) incentives – motive - needs
6. For the first time , the concept of management functions was formulated by:
 - a) Henri Fayol;
 - b) Frederick Taylor;
 - c) Henry Ford.
7. F. Taylor sought to solve the following tasks:
 - a) To ensure an increase in the welfare of managers;
 - b) To ensure the improvement of the welfare of entrepreneurs;
 - c) To ensure the improvement of the welfare of employees;
 - d) Give managers a higher status;

8. Hawthorne experiments have shown that labor productivity growth is greatly influenced by:
 - a) social and psychological working conditions;
 - b) physical working conditions;
 - c) salary increase;
9. The emphasis on the person was made by the following school of management:
 - a) administrative school;
 - b) school of human relations;
 - c) behaviorism.
10. M. Parker Follet did not offer the following methods as a solution to the conflict:
 - a) dominance;
 - b) compromise;
 - c) integration;
 - d) suppression.
11. Which of the following characterizes an organization as an open system?
 - a) interaction with the external environment;
 - b) source of resources within the system;
 - c) learning resources from the external environment;
 - d) responding to changes in environmental factors.
12. PEST analysis is a generalizing analysis of factors:
 - a) external environment;
 - b) internal environment;
 - c) productions;
 - d) marketing.
13. Objectives of SWOT analysis are:
 - a) analysis of external factors;
 - b) analysis of internal factors;
 - c) defining the organization's strategy;
 - d) definition of the strategy of independent business units (IBU).
14. Which strategies are not corporate:
 - a) portfolio;
 - b) growth strategies;
 - c) competitive;
 - d) instrumental.
15. The general purpose of the organization, expressing the reason for its existence:
 - a) mission;
 - b) strategy;
16. plan.
17. Which of these factors determine the choice of an enterprise strategy:
 - a) financial opportunities;
 - b) qualification of employees;
 - c) location of the enterprise;
 - d) the degree of risk inherent in the strategy;
 - e) the age of the head of the enterprise.
18. Which of the following are characteristic features of strategic management?
 - a) long-term vision of the organization;
 - b) orientation of activity to the needs of consumers;

- c) using past experience;
 - d) reliance on human potential as the core of the organization, its core value;
 - e) implementation of a flexible response to changes in the external environment;
 - f) focus on survival and achieving the goals of the organization in the long term;
 - g) using the existing management structure of the organization.
19. Classical organizational management structures include:
- a) linear;
 - b) functional;
 - c) matrix;
 - d) divisional;
 - e) linear-functional.
20. What is the main drawback of traditional management structures:
- a) Lack of flexibility to environmental changes;
 - b) Management without marketing research;
 - c) The lack of modern structural departments that ensure efficient operation in market conditions;
21. no management personnel to make effective use of traditional structures
22. Clarity and unity of management is the main advantage:
- a) project structure;
 - b) linear organizational structure;
 - c) divisional structure;
 - d) matrix structure.
23. What abilities should top managers have first of all:
- a) entrepreneurial;
 - b) administrative;
 - c) communicative.
24. The motives are called:
- a) external goods, that incite the individual's labor behavior and the wish to possess them;
 - b) internal psychological incentives of work;
 - c) need, lack of something for a normal life.
25. Direct methods of economic stimulation are:
- a) profit sharing;
 - b) various forms and systems of wages;
 - c) reduced working hours, rolling and flexible schedule.
26. Effective control is control:
- a) which results exceed the costs of it;
 - b) where all performers participate;
 - c) which is carried out at all stages of pre-production and production processes;
 - d) all of the above.
27. The elements of organizational culture are:
- a) values, rituals, traditions;
 - b) organizational strategies;
 - c) safety requirements;
 - d) the answers b) and c) are correct
28. Management decisions – on content – cannot be:
- a) permissive;

- b) forbidding;
 - c) constructive;
 - d) administrative.
29. What is the preparation and adoption of management decisions:
- a) documenting the decision made;
 - b) Distribution of responsibilities and powers in the process of preparation and decision-making;
 - c) Sequence of preparation stages and decision-making indicating their content and performers;
 - d) building a "goal tree";
 - e) documentation of the information flow diagram in the process of preparation and decision-making.
30. Conditions for high efficiency of the working group are:
- a) mutual control;
 - b) clear and understandable goals, obtaining real benefits from joint work, having a strong head or leader;
 - c) coercion by the administration.
31. Intra-organizational conflicts are considered as:
- a) acceptable;
 - b) unacceptable;
 - c) desired;
 - d) all of the above.

Assessment criteria:

Each question contains one correct answer. Correct answers are estimated at 0.33 points.

Incorrect answers are rated at 0 points. The maximum score for the test is 10 points.

Competences:

The test tasks are aimed at checking the "informational" component of the competencies specified in the toolkit passport and characterize the degree of knowledge formation in the sections of the discipline.