



APPROVED

Vice-rector for educational activities

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## *Теория менеджмента / Core management concepts*

### Syllabus of the course

Specialty	38.03.02 Management
Specialization	Business management and digital innovations
Level of higher education	Bachelor
Form of training	Full-time
Year of enrolment	2023

Authored by:

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Total number of hours	324	<b>Form of final attestation:</b>  Exam: semester 1 Exam: semester 2 Course paper: semester 2
incl:		
contact work	144	
self-study	108	
practical training	0	
control hours	72	

#### Hours distribution:

Semester:	1,2
Type of classes	Hours
Contact hours	88
Practical training	56
Laboratory work	0
<b>Total contact hours</b>	<b>144</b>
Self-study	108
Control hours	72
<b>Total academic hours</b>	<b>324</b>
<b>Total credits</b>	<b>9</b>

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## 1. LEARNING OBJECTIVES

<b>Objective:</b>	The purpose of the discipline "Theory of Management" is to study by students the fundamental ideas about management and the formation of managerial thinking as the basis of the activity of a modern manager.
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## 2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.O Core management concepts refers to the mandatory part of Block 1.

## 3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
GPC-1 – Able to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory	GPC-1.2 – Demonstrates the correct formulation of professional tasks, using the categorical apparatus of economic, organizational and management theory	<p>To know: the basics of management theory, principles and methods of management</p> <p>To be able to: correctly set tasks when solving managerial problems. Substantiate options for solving managerial problems.</p> <p>To master: basic definitions of management theory; Skills for solving professional problems in accordance with the basic principles and methods of management theory.</p>
GPC-3 – Able to develop sound organizational and managerial decisions, taking into account their social significance, to promote their implementation in a complex and dynamic environment and evaluate their consequences	GPC-3.1 – Substantiates options for solving strategic and operational management tasks both in general at the level of the organization and its divisions, and in individual functional areas of management	<p>To know: principles for the development of organizational and managerial decisions, taking into account their social significance</p> <p>To be able to: justify options for solving strategic and operational management tasks at different levels of management in the organization.</p> <p>To master: the skills of solving professional problems in accordance with the basic principles and methods of management at different levels of management in the organization.</p>

## 4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. Introduction to management	Definition of management. The ratio of management and management. Categories of management. Approaches in management: process, system, situational. Subjects and objects of management. National models of management: American, Japanese, European. Management in Russian conditions.	26	14		14
Topic 2. Evolution of management theory and management practice	Management before the era of industrial revolutions. USA as the birthplace of modern management. FW Taylor as the founder of modern scientific management. G.L. Gantt and scheduling. The Gilbreths (Frank and Lillian) and rational labor movements. G. Emerson and the principles of productivity. G. Ford as a consistent supporter of Taylorism. School of Scientific Management. Classical school of management. School of human relations as a reaction to Taylorism. School of Behavioral Sciences. Management in Russia (historical digression). Taylorism in Russia. Management in Russia in the 1950s-70s. Empirical School of Management. School of social systems. New School of Management (quantitative). Personalities of the second half of the 20th century. The future of management. Paradigms of modern management.	26	14		14
Topic 3. Formation of goals and strategies of the organization	Systematics of management functions. Functions in the interpretation of modern management gurus. School of St. Petersburg State University of Economics about the functions of management. Typification of management functions. Goal formation function. Basic concepts. Values, their hierarchy in specific organizations. Vision. Mission. Goal definition. Systematization of the goals of the organization. Goal tree as a goal setting tool. -Strategy. The goals of the organization and its strategy. Strategy definitions. Classification of strategies. Organization of activities for the development and implementation of strategies.	4	2		10
Topic 4. Planning function	Definition of the planning function. Organization plans. Types of plans (by time, by subject, etc.). The relationship of plans. planning technology. planning methods. normative method. Extrapolation. balance method. Scheduling methods (Gantt charts, network charts).	4	4		10
Topic 5. Organizing function	Definition of the organizing function. Types of organizational structures. Building management structures. Bureaucratic and adaptive model in management. Delegation. Powers. Responsibility. The principle of unity. Rule of control. Effective and inefficient delegation. The degree of centralization of management. Integration and methods of integration.	6	4		10
Topic 6. Control function. Control function	Control function. Definition of the control function. The role of organized accounting. Evaluation and analysis. Types of control. Control methods. Control	4	4		10

	function. Definition of the regulation function. Reactive and proactive regulation. Feedback as a condition for regulation.				
Topic 7. Function of development and decision making	Determination of the function of development and decision making. Definition of a management decision. Requirements for management decisions. Classification of management decisions. Stages of development of a rational management decision. Models and methods of development and decision making.	4	4		10
Topic 8. Function of establishing communications	Determination of the function of development and decision making. Definition of a management decision. Requirements for management decisions. Classification of management decisions. Stages of development of a rational management decision. Models and methods of development and decision making.	4	4		10
Topic 9. Function of motivation	Determination of the function of establishing communications. Theories of motivation. Content and process theories. motivation technology.	4	4		10
Topic 10. Management effectiveness	The evolution of management efficiency. Technical and economic inefficiency of management. Quantitative assessment of management effectiveness. Management efficiency indicators as a ratio of results and costs. Management efficiency criteria. Building a methodology for assessing the effectiveness of management. Actions of the manager to improve the effectiveness of management.	6	2		10
<b>Control hours:</b>					<b>72</b>
<b>Total hours:</b>		<b>88</b>	<b>56</b>	<b>0</b>	<b>108</b>

## 5. TEACHING AND LEARNING TOOLS OF THE COURSE

### 5.1 Recommended literature

<b>Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)</b>	<b>Digital resources</b>
Landau N.M. et al. BUSINESS ARCHITECT: Business management systems modeling : Monograph / Leyendas Y.V. et al. Moscow : Rusains, 2016. 146 p.	<a href="https://book.ru/book/921196">https://book.ru/book/921196</a>
Fundamentals of management : textbook / [A.N.Tsvetkov, E.A.Gorbashko, E.Y.Pleshakova, etc.]; edited by E.A.Gorbashko, A.N.Tsvetkov ; M-in Science and Higher Education. education grew. Federation, St. Petersburg State Economy. un-t, Kaf. project. management and quality management. Saint Petersburg : Publishing House of Spbsetu, 2019	<a href="https://opac.unecon.ru/elibrar ... 91%D0%90%D0%A8%D0%9A%D0%9E.pdf">https://opac.unecon.ru/elibrar ... 91%D0%90%D0%A8%D0%9A%D0%9E.pdf</a>
Safronova N.E. Fundamentals of management. Course of lectures : Educational and methodical manual / Safronova N.E. Moscow: Rusains, 2022. 57 p. ISBN 978-5-4365-9000-4.	<a href="https://book.ru/book/942553">https://book.ru/book/942553</a>
Petrosyan D.S. Fundamentals of Management : Textbook / Petrosyan D.S. Moscow : Rusains, 2022. 239 p. ISBN 978-5-4365-9053-0.	<a href="https://book.ru/book/942903">https://book.ru/book/942903</a>

## 5.2 List of software (including national production)

- 7-Zip
- LibreOffice
- ОС АЛЪТ образование 10

## 5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – <a href="http://www.grebennikon.ru">www.grebennikon.ru</a>
2.	Science Digital Library eLIBRARY – <a href="http://www.elibrary.ru">www.elibrary.ru</a>
3.	Science Digital Library КиберЛеника – <a href="http://www.cyberleninka.ru">www.cyberleninka.ru</a>
4.	Database ПОЛПРЕД Справочники – <a href="http://www.polpred.com">www.polpred.com</a>
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary <a href="http://www.oecd-ilibrary.org">www.oecd-ilibrary.org</a>
6.	Legal reference system КонсультантПлюс (installed resource UNECON or <a href="http://www.consultant.ru">www.consultant.ru</a> )
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or <a href="http://www.garant.ru">www.garant.ru</a> )
8.	Information and referral system «Кодекс» (installed resource UNECON or <a href="http://www.kodeks.ru">www.kodeks.ru</a> )
9.	Digital library system BOOK.ru - <a href="http://www.book.ru">www.book.ru</a>
10.	Digital library system ЭБС ЮРАЙТ – <a href="http://www.urait.ru">www.urait.ru</a>
11.	Digital library system ЗНАНИУМ (ZNANIUM) – <a href="http://www.znanium.com">www.znanium.com</a>
12.	Digital library UNECON – <a href="http://opac.unecon.ru">opac.unecon.ru</a>

## 6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Classroom 2009 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 122 seats (study table 61 pcs., chairs 122 pcs.), the teacher's workplace, desk m/m, drawer 1 pc, chalk board 1 pc (3 sections), chair 1 pc, drawer 1 pc, chair 1 pc, Chair 2 pcs., Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, Sound projector Yamaha YSP-3000 - 1 pc, Projector stand with camera decks - 1 pc, Projection screen draper - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, Screen Media D1 ceiling bracket - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2011 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and	191023, St. Petersburg, Griboedova canal, 30-

equipment: Educational furniture for 118 seats, teacher's workplace, desk - 1 pc, chalk board (3 sections) - 1 pc, marker board - 1 pc, desk - 1 pc, desk - 1 pc, drawer - 1 pc, chair - 3 pcs., Computer Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, ScreenMedia Champion 244x183cm SCM-4304 - 1 pc, Panasonic PT-VX610E multimedia projector - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	32, lit. A, Б, P
Classroom 2028 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 44 seats, teacher's workplace, chalk board (one section) - 1 pc, chair - 1 pc, table - 1 pc, chair - 3 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2045 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 78 seats, teacher's workplace, chalk board (3 sections) - 1 pc, chair - 1 pc, chairs - 2 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2052 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 88 seats, teacher's workplace, chalk board (3 sections) - 1 pc, desk - 1 pc, table - 2 pcs, chair - 2 pcs, Computer Intel i3-2100 2.4 Ghz/500/4/Acer V193 19" - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, ScreenMedia Champion 244x183cm SCM-4304 motorized screen - 1 pc, MW Cinerollo 200*200cm manual spring loaded screen - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2060 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 82 seats, a teacher's workplace, chalk board (3 sections) - 1 pc., chair - 1 pc., table - 1 pc., chair - 2 pcs., Computer Intel i3-2100 2.4 Ghz/500/4/Acer V193 19" - 1 pc., Multimedia projector Panasonic PT-VX610E - 1 pc., Screen with electric drive ScreenMedia Champion 203x153cm (SCM-4303) - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2061 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 80 seats, teacher's workplace, table - 1 pc, chalk board (3 sections) - 1 pc, pulpit - 1 pc, chairs - 2 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2023 Computer room (for practical classes, course design (coursework) using computer technology), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 48 seats, teacher's workplace (computer desk - 1 pc.), wheeled marker board - 1 pc, 3 sectional marker board - 1 pc, desk - 1 pc, iso chair - 7 pcs, chair -1 pc, blinds - 3 pcs., Computer i5-8400/8GB/500GB_SSD/Viewsonic VA2410-mh -34 pcs, Switchboard Cisco Catalyst 2960-48PST-L (including SmartNet Service Contract CON-SNT-2964STL) - 1 pc, Wi-Fi Access Point Type1 UBIQUITI UAP-AC-PRO - 1 pc, NEC M350 X	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P

projector - 1 pc, Local Area Network Switch (48 ports) Cisco WS-C2960+48PST-L - 1 pc, ProCurve Switch 2626 - 1 pc, Intel pentium x2 g3250 computer /500gb / philips 21.5' monitor - 1 pc, Ubiquiti IP video camera - 1 pc, Wireless access point/UNI FI AP PRO/Ubiquiti - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	
Classroom 2034 Computer room (for practical classes, course design (coursework) using computer technology), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 25 seats, teacher's workplace (table 1pc., chair 1pc.), marker board 1pc, Rack hanger 2pcs, chairs 3pcs.Computer I5-7400/8Gb/1Tb/DELL S2218H - 21pcs, Network switch Cisco WS-C2960-48TT-L (Catalyst2960) 48-ports 10/100Mbps+2p - 1 pc, Switchboard Cisco Catalyst 2960 24 WS-C2960-24PC-L - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

## 7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;



- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

## **8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS**

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);

- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;

- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.

## ASSESSMENT RESOURCES

### 1.1 Control tasks and assignments for interim attestation

1. What is management?
2. How do the concepts of "management", "management", "leadership" correlate?
3. What is the difference between management and social management?
4. What is the purpose of management?
5. From what points of view can management be considered?
6. What is the process approach in management?
7. What is a systems approach in management?
8. What is the situational approach in management?
9. What are management objects?
10. What are the subjects of management?
11. What is an organization?
12. What functional areas of management do you know?
13. What structural divisions are there in the organization?
14. What is a manager?
15. Give synonyms for the word "manager"
16. What is top management?
17. Who belongs to middle management?
18. Who are supervisors?
19. Who are line managers?
20. Who are functional managers?
21. What is the management function?
22. List the general functions of management.
23. List the linking or background functions of management.
24. What is the purpose of the organization?
25. What types of goal-setting do you know?
26. What is planning?
27. What types of plans do you know?
28. What is the organizing function?
29. What is the governance structure?
30. What bureaucratic management structures do you know?
31. What is departmentalization?
32. What adaptive structures do you know?
33. What is delegation of authority?
34. What is empowerment?
35. What is responsibility?
36. What is an instruction chain or scalar chain?
37. What is hardware or staff authority?
38. Which powers are wider: parallel or functional?

39. What is control?
40. What types of control do you know?
41. What is the regulation function?
42. What is regulation?
43. What is a decision in management?
44. What is the solution development function?
45. List six characteristics of a managerial decision.
46. What is the communication function?
47. What types of communication do you know?
48. What kind of communications include hazing in the army: formal - informal, vertical - horizontal, verbal - non-verbal?
49. What communication barriers do you know?
50. What is the motivation function?
51. Give examples of external and internal rewards.
52. How should management effectiveness be formulated?
53. What management performance indicators do you know?
54. What is technical management inefficiency?
55. What is the economic inefficiency of management?
56. What is behavioral creativity?
57. What characteristics of the field of knowledge allow us to consider this field of knowledge as a science?
58. Is there a scientific basis for management as a list of fundamental scientific disciplines?
59. Does management have its own research methods? Methods of what fundamental sciences are used to study the object and subject of management?
60. What special applied disciplines shape the professionalism of a manager?
61. What is the background of most management theorists?
62. What kind of hierarchy took place in primitive society?
63. What is primitive democracy?
64. How was the specialization of management manifested in primitive society?
65. What are the features of public power in a primitive society?
66. What historical types of division of labor do you know?
67. Why class division of society simplifies management?
68. Describe the system of social control in ancient Egypt.
69. What is interesting about the management experience in Ancient China?
70. What interesting things were offered in the field of management in Ancient India?
71. What is the essence of the theory of six types of power, formulated by ancient Greek scientists?
72. What positions in the field of management, important for the present, were formulated by ancient Greek politicians and scientists?

73. What principle of modern democracy was formulated in Ancient Rome?
74. What was the peculiarity of medieval handicraft production from the point of view of its economic purpose?
75. What was the role of guilds in medieval handicraft production?
76. What was the role of workshops in medieval handicraft production?
77. Describe the views on the management of N. Machiavelli.
78. Describe the ideas of T. Mohr
79. What is the manufacturing division of labor?
80. Why did the transformation of a manufactory into a factory contribute to the emergence of professional managers?
81. What is ASME and what did it do?
82. Describe the views of F.W. Taylor.
83. What is the scientific nature of the scientific management of F.U. Taylor?
84. What are the disadvantages of Taylorism?
85. What functions of management formulated A. Fayol?
86. Formulate the main provisions of the concept of rational bureaucracy M. Weber.
87. As F.W. Did Taylor, H. Ford, and H. L. Gantt try to solve the social problems of Taylorism?
88. What is the role of MP Follet in "humanizing" Taylorism?
89. How was the value of socio-psychological factors in management experimentally proven?
90. Describe the concept of E. Mayo.
91. What is participatory management?
92. What is the difference between the school of human relations and behavior
93. the Christian school?
94. What is the contribution to the management theory of A. Maslow?
95. What is D. McGregor's Theory X and Theory Y?
96. What problems in management can be reliably solved mathematically?
97. What national management models do you know?
98. What social trends influenced the formation of new ideas in management in the second half of the twentieth century?
99. What was said about the quality of the Russian business environment in the pre-revolutionary period I.Kh. Ozerov, S. Gvozdev, D.I. Mendelev?
100. What is the contribution to the management theory of A.K. Gastev?
101. What is A. A. Bogdanov's contribution to the theory of management?
102. What was the problem of the introduction of Taylorism in Soviet Russia?
103. What is the statization of labor?
104. Describe the mentality of the Russian worker of the Soviet period.

105. What is paternalism and the parent-child model of management?
106. Describe the mentality of the Russian manager of the Soviet period.
107. Describe the achievements of modern management gurus.
108. What is the traditional paradigm of modern management?
109. What is the innovative paradigm of modern management?

## **1.2 Topics for written task**

1. Manager, his tasks and main areas of activity.
2. Professional skills of the manager.
3. Development of a model and quantitative assessment of the qualities of a leader.
4. Russian entrepreneurs and managers - leadership styles.
5. Cross - cultural differences in management (comparative management).
6. The evolution of managerial thought, the development of management theory.
7. Modern trends in the development of management.
8. Characteristic features of management in the emerging market economy in Russia.
9. Russian management model.
10. Features of the activities of the Russian manager in modern conditions.
11. Modern practice of managing Russian enterprises.
12. Social responsibility of management.
13. Economic methods of enterprise management.
14. Methods of organizational and stabilizing impact on the enterprise.
15. Socio-psychological methods of organization management.
16. Personality and team in modern management.
17. Management by objectives (results).
18. Modeling the algorithm for setting and implementing life goals.
19. Application of situational analysis in setting life goals.
20. Internal and external environment of the organization.
21. Strategic planning of the activities of a modern organization.
22. Trends in the development of organizational structures of management.
23. Centralization and decentralization in the organization of management.
24. New trends in the organization of company management.
25. Effective delegation of tasks and authority by the manager
26. Time management. The art of planning and time management.

27. Self-management. Principles of effective self-management.
28. Information support of organization management.
29. Art of business communication.
30. Methods of communication in the organization.
31. Factors of effectiveness of organizational communications.
32. Preparing and conducting business negotiations.
33. Analysis of the practice of holding business meetings.
34. Methods of formation of own image of the manager.
35. Organizing and conducting presentations.
36. Risk in decision making and methods of its evaluation.
37. Quality and efficiency of managerial decisions.
38. The process and methods of developing management decisions.
39. Control as a process of ensuring that an organization achieves its goals.
40. Organization of manager's control over the activities of subordinates.
41. The art of reward and punishment.
42. The role of disciplinary sanctions in influencing subordinates.
43. Comprehensive and systematic approach to motivation.
44. Theories of motivation - the basis for the formation of motivational systems of enterprises.
45. Incentive management system.
46. Ways to resolve conflicts in the enterprise.
47. Means and tactics of manager's influence on subordinates.
48. The power and influence of the managerial leader.
49. Establishing and developing partnerships is a prerequisite for effective organizational activity.
50. Manager's responsibility.
51. Moral reliability of the manager.
52. Humanitarian values are the basis of the worldview creed of the manager.
53. Social mission and organizational culture of enterprises.
54. Cooperative values are the basis for the formation and development of the organizational culture of consumer cooperation enterprises.
55. Development of organizational culture of enterprises.
56. Increasing staff loyalty to the organization is the manager's task.
57. The activities of the manager to rally the labor collective.
58. The work of a manager to create a favorable socio-psychological climate in the team.
59. Ways to overcome resistance to innovation.
60. Factors of effective management.

### 1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Information and analytical work	with the help of technical means and information systems	1,3-6
2	Practical work	with the help of technical means and information systems	2,7-10
3	Monitoring	with the help of technical means and information systems	1-10

### 1.4 Other assessment objects

Is not provided by the work programme of the discipline.

### 1.5 Self-study

Name of self-study	Topic number
Doing homework	1-10
Performance of calculation, analytical, settlement-graphic and other tasks	4,7,10
Development of individual / group projects	3-10
Essay writing	1-2
Course design	1-10
Preparation for lectures and practical classes	1-10
Exam preparation	1-10
Solving professional problems	5-9

### 1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

**A grading and rating system** is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Points	Grade
$\leq 54$	fail
55-69	satisfactory
70-84	good

>=85	excellent
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### Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarised.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.