



**MINISTRY OF SCIENCE AND HIGHER EDUCATION  
OF THE RUSSIAN FEDERATION**

Federal State Budgetary Educational Institution of Higher Education  
**"IRKUTSK STATE UNIVERSITY"**

**SAF, Baikal International Business School (Institute)**  
Strategic and Financial Management Department



APPROVED:

Dean of SAF, Baikal International Business  
School (institute)

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April 14, 2025

**Syllabus**

Discipline Б1.О.14 Management

Major 27.03.05 Innovatics

Specialization: Management of Innovative and IT Projects and Products

University Degree: Bachelor

Full time

Approved by the Academic and  
Methodological Council of Baikal  
International Business School (institute)  
Protocol № 4 of March 26, 2025

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Recommended by Department of Strategic and  
financial management  
Protocol № 7 of March 19, 2025

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## **I. Discipline Goal and Objectives**

### **Goal:**

The goal of the "Management" course is to develop students' knowledge about the evolution of management, its functions, and the skills and abilities needed to analyze and make management decisions. This will enable them to apply theoretical principles to organizational systems, select and apply management methods appropriate to the parameters of problematic situations, and utilize key theories of motivation, leadership, and power to solve strategic and operational management problems.

Objectives of the "Management" course:

- To acquire knowledge, skills, and understanding of management, including the methodological foundations and patterns of management, functions, methods, organizational structures, process organization, and management techniques and technologies in a market economy;
- To develop goal-setting skills in management activities, as well as the ability to develop and make organizational and management decisions;
- To acquire knowledge of modern tools for working with data on the internal and external environment of an organization to develop management decisions, and to develop skills in using information on the internal and external environment of an organization to develop management decisions;
- Develop the ability to design organizational structures, distribute and delegate authority, including developing organizational and management decisions, assessing their consequences and social significance.
- Develop skills in using key theories of motivation, leadership, and power to solve strategic and operational management problems.
- Study fundamental approaches to management theory and practice that have developed in different regions of the world;
- Develop the ability to compare and connect modern theoretical ideas in management with its historical foundations

## **II. PLACE OF THE DISCIPLINE IN THE CPEP STRUCTURE**

The "Management" course is part of the core professional cycle of disciplines (Б1.О.14). To master the "Management" course, students utilize the knowledge, skills, and preparedness developed during the course "Psychology of the Entrepreneur."

The "Management" course serves as a prerequisite for the following courses: "Mathematical Methods in Management," "Methods of Management Decision-Making," "Digital Marketing," "Financial Management in an Innovative Enterprise," "Strategic Management," and "Economics (Microeconomics and Macroeconomics)."

## **III. REQUIREMENTS FOR THE DISCIPLINE LEARNING OUTCOMES**

The process of mastering the discipline is aimed at developing the following competencies in

accordance with the Federal State Educational Standard of Higher Education for the major 27.03.05 Innovatics, specialization "Management of Innovative and IT Projects and Products": OPK-3.1, OPK-3.2; OPK- 9.3.

**List of Planned Learning Outcomes for the Discipline, Mapped to Competency Achievement Indicators**

Competency	Competency Achievement Indicator	Learning outcomes
OPK- 3. Able to use fundamental knowledge to solve basic control problems in technical systems in order to improve in professional activities	OPK- 3.1. Possesses fundamental knowledge to solve basic control problems in technical systems in order to improve their professional activities	Knows: the essence and content, goals, objectives, subject of management
	OPK -3.2. Applies fundamental knowledge to solve basic control problems in technical systems in order to improve professional performance	Proficient in: methods of designing organizational structures, distributing and delegating authority, including methods of developing organizational and management decisions, assessing their consequences and social significance
OPK- 9. Able to apply knowledge of the characteristics of emerging technological paradigms and the fourth industrial revolution in the development of innovative development programs and projects	OPK-9.3. Proficient in methods for forecasting and assessing the potential of technological trends for innovative development; skills in designing strategies for implementing technologies into development programs for enterprises and organizations	Proficient in: methods of collecting, processing and analyzing data to solve management problems, using intelligent information and analytical systems.

#### IV. DISCIPLINE CONTENTS AND STRUCTURE

**Discipline scope is 4 credits, 144 hrs.**

including– formative assessment 35 hrs

The curriculum does not provide for practical training hours.

**Formative assessment:** examination.

##### 4.1. Discipline Content, Structured by Topics, with Indicated Types of Classes and Allocated Academic Hours

№	Discipline Section/ theme	Semester	Total hrs	Types of educational activities, including self-study, practical sessions, and workload (in hrs)				Formative Assessment Formats; Summative Assessment Format
				Teacher Contact Hrs			Self-Study	
				Lectures	Practical Sessions	Consultations, Self-Study Monitoring, Summative Assessment		
1	2	3	4	5	6	7	8	9
1	<b>Total: 3<sup>rd</sup> semester</b>	3	144	72	72		100	
2	Topic 1. Introduction to Management	3	4	2	2		6	Oral questioning
3	Topic 2. The Evolution of Management	3	8	4	4		6	Test
4	Topic 3. Modern Management Concepts. Management Features in Different Countries	3	16	8	8		6	Report with presentation
5	Topic 4. A Systems Approach to Management	3	8	4	4		6	Oral questioning
6	Topic 5. The Organization as a Subject of Management. Types of Organizations, Organizational Structure	3	16	8	8		6	Report with presentation
7	Topic 6. The Organization's Operating Environment. External and Internal Environment. Types of Analysis	3	16	8	8		10	Test
8	Topic 7. Organizational Goals in Theory and Practice. Goal Setting Principles	3	16	8	8		6	Case study
9	Topic 8. The Concept of the Management Cycle	3	8	4	4		10	Case study
10	Topic 9. Motivation as a Management Function	3	8	4	4		10	Report with presentation
11	Topic 10. Planning as a Management Function	3	8	4	4		6	Case study

1	2	3	4	5	6	7	8	9
12	Topic 11. Organization as a Management Function	3	8	4	4		6	Case study
13	Topic 12. Control as a Management Function	3	8	4	4		6	Case study
14	Topic 13. The Management Function. Leadership	3	8	4	4		6	Case study
15	Topic 14. Management Decision Making	3	12	6	6		12	Case study
16	<b>Midterm Assessment - Exam</b>	<b>3</b>		<b>0</b>	<b>0</b>	<b>10</b>	<b>35</b>	Examination-35 hrs, including assessment-10hrs.
17	<b>Midterm Assessment - Coursework</b>	<b>3</b>		<b>0</b>	<b>0</b>	<b>5</b>	<b>62</b>	

#### 4.2. Plan for Out-of-Class Student Self-Study of the Discipline

Semester	Section, themes	Self-Study			Assessment Tool	Self-Study educational and methodological support
		Type of Self-study	Deadlines	Load (hr.)		
3	Topic 1. Introduction to Management	Preparing for the oral examination	Week 2	6	Oral questioning	Sidorov, M. N. Strategic Management: a textbook for universities / M. N. Sidorov. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.
3	Topic 2. The Evolution of Management	Preparing for testing	Week 3	6	Test	Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.

Semester	Section, themes	Self-Study			Assessment Tool	Self-Study educational and methodological support
		Type of Self-study	Deadlines	Load (hr.)		
	Topic 3. Modern Management Concepts. Management Features in Different Countries		Week 5	6	Report with presentation	Staroverova, K. O. Management. Management Effectiveness: a textbook by Staroverova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022. a textbook for universities / K. O.
	Topic 4. A Systems Approach to Management	Preparing for the oral examination	Week 6	6	Oral questioning	Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.
	Topic 5. The Organization as a Subject of Management. Types of Organizations, Organizational Structure	Preparing a presentation	Week 8	6	Report with presentation	Staroverova, K. O. Management. Management Effectiveness: a textbook by Staroverova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022. a textbook for universities / K. O.
	Topic 6. The Organization's Operating Environment. External and Internal Environment. Types of Analysis	Preparing for testing	Week 9	10	Test	Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.

Semester	Section, themes	Self-Study			Assessment Tool	Self-Study educational and methodological support
		Type of Self-study	Deadlines	Load (hr.)		
	Topic 7. Organizational Goals in Theory and Practice. Goal Setting Principles	Solution of the case	Week 10	6	Case study	Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.
	Topic 8. The Concept of the Management Cycle	Solution of the case	Week 11	10	Case study	Staroverova, K. O. Management. Management Effectiveness: a textbook by Staroverova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022. a textbook for universities / K. O.
	Topic 9. Motivation as a Management Function	Preparing a presentation	Week 12	10	Report with presentation	Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.
	Topic 10. Planning as a Management Function	Solution of the case	Week 13	6	Case study	Staroverova, K. O. Management. Management Effectiveness: a textbook by Staroverova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022. a textbook for universities / K. O.

Semester	Section, themes	Self-Study			Assessment Tool	Self-Study educational and methodological support
		Type of Self-study	Deadlines	Load (hr.)		
	Topic 11. Organization as a Management Function	Solution of the case	Week 14	6	Case study	Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022.
	Topic 12. Control as a Management Function	Solution of the case	Week 15	6	Case study	Staroverova, K. O. Management. Management Effectiveness: a textbook by Staroverova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022. a textbook for universities / K. O.
	Topic 13. The Management Function. Leadership	Solution of the case	Week 16	6	Case study	
	Topic 14. Management Decision Making	Solution of the case	Week 17	12	Case study	Staroverova, K. O. Management. Management Effectiveness: a textbook by Staroverova. - 2nd edition, corrected and expanded. - Moscow: Yurait Publishing House, 2022. a textbook for universities / K. O.
	<b>Midterm Assessment - Coursework</b>	Writing a term paper	Weeks 6-17	<b>62</b>	Report with presentation	Popov, S. A. Actual strategic management. Vision – goals – changes: a teaching aid / S. A. Popov. - Moscow: Yurait Publishing House, 2022.
<b>Total self-study load (hr)</b>				<b>100</b>		

### **4.3. Learning Content of**

#### **Topic 1. Introduction to Management.**

The objective need to coordinate collaborative work. The concepts of "management" and "management," their unity and distinctive features. Management as a process, as a function, as a type of activity involving managing people. Management as a science and as an art. The objective necessity of management.

Management as a specific activity, its essence, and differences from other activities. Features of modern management. The subject (governing bodies) and the object of management (the managed system). The informational nature of management. The concept of feedback. The manager and their place in the enterprise management system. Basic managerial skills.

#### **Topic 2. The evolution of management and its modern concepts.**

The conditions and prerequisites for the emergence of management. Stages and schools in the history of management.

The main schools of management. Differences in the views of scientific management, administrative management, human relations, and the quantitative school. Phases of management theory as a science: the typical approach, the behavioral approach, and the situational approach. Scientific Management School (Rationalist School) 1885-1920 - Taylor, Gilbert, Gantt. Basic principle, central idea. Administrative (Behavioral) School - 1920-50 - A. Fayol, Urwick, Weber. Basic idea.

Human Relations School (1930-50) - Mayo, Follett, Maslow.

Behavioral School (1950-present) - Argyris, Likert, McGregor, Blake. Basic postulates. Quantitative School (1950-present) - Wiener, Ackoff, Bertalanffy.

#### **Topic 3. Modern Management Concepts.**

Modern approaches to management: quantitative, process, systems, and situational. Their essence and main differences. National characteristics of management.

#### **Topic 4. Systems Approach to Management.**

A system as an ordered set. Cause-and-effect relationships in a system. Relationships between elements in a system.

A systems approach is the foundation of management theory. Classification of systems according to St. Beer: deterministic and probabilistic systems; simple, complex, and highly complex. Types of systems: open and closed systems, homogeneous and heterogeneous, static and dynamic systems. Integrity and isolation of a system. The concept of an "elementary system" and its components: input, process, output.

#### **Topic 5. Organization as a Subject of Management.**

The concept and essence of an organization, its external and internal goals. Organization as an object of management. Typology of organizations (mechanistic and organic). Concept of the organizational life cycle. General characteristics of organizations. Basic principles of constructing organizational structures. Organizational and legal forms of organizations and their characteristics.

Formal and informal organizations and their differences.

Crises: consequences, patterns, and overcoming.

#### **Topic 6. Organizational Operating Environment.**

Indirect factors. Direct factors.

Characteristics of an organization's external and internal environment. The concept of "organizational environment." External environmental factors, their composition, and impact on organizational activities. Internal environmental factors, their composition, and impact on organizational activities.

Analysis of an organization's external and internal environment. Methods for analyzing the external and internal environment. SWOT analysis and its methodology. PEST analysis. Industry analysis and competitive analysis according to Porter.

### **Topic 7. The Importance of Goal Setting in Management.**

The concept of "goal" and the importance of goal setting in management. Mission as the basis for developing organizational goals. The meaning and examples of missions. The variety of goals in management, goal classifications: by content, measurability, repeatability, setting period, etc. Goal properties: hierarchy, subordination, scalability.

Goal setting stages. General rules for setting and requirements for formulating goals. Goal setting methods and principles, goals according to "SMART." Key differences between short-term, medium-term, and long-term goals.

The "Goal Tree" as the primary method for setting organizational goals. Examples of goal setting for organizations. The importance of management by objectives.

### **Topic 8. The concept of the management cycle.**

The management cycle (planning, organizing, motivating, and controlling) is the foundation of management activity. The main components of the management cycle. Characteristics of the cycle's functions. The interrelationship and interdependence of the functions of the management cycle.

### **Topic 9. Motivation in Management.**

The concepts of motive, motivation, incentive, and stimulation. Motivation theory and its place in the process of activity activation. The importance of motivation theory for management.

Inducing needs, interests, and incentives in human behavior. Types of rewards and their impact on motivation. The motivational mechanism of activity activation in the management system.

Content theories of motivation: A. Maslow's hierarchy of needs theory, Alderfer's ERG theory, F. Herzberg's two-factor theory, McClelland's acquired needs theory.

Process theories of motivation: expectancy theory (V. Vroom), equity theory (or S. Adams's equity theory), the Porter-Lawler model.

Theories of specific employee patterns (Theory X/Y; Theory Z).

Material and non-material motivation. Principles of building a highly effective team.

### **Topic 10. Planning as a Management Function.**

The role of planning in an organization. Forms of planning. Types of plans. Key stages of planning. Strategic (long-term) planning. The strategic planning process: mission and goals, external environmental analysis, strengths and weaknesses analysis, analysis of alternatives and strategy selection, strategy implementation management, strategy evaluation. Tactical (current) planning. Key stages of current planning. Implementation of current plans.

The concept of long-term planning and its differences from strategic planning. Long-term planning methods: extrapolation, forecasting, and future modeling.

### **Topic 11. Organization as a management function.**

Development of organizational structure. Departmentalization of the organization. Types of organizational structures: bureaucratic and adaptive organizational structures. Delegation of organizational authority, principles of delegation of authority. Delegation, responsibility, and authority. Limits of authority. Differences between authority and power.

### **Topic 12. Control as a management function.**

The essence, objectives, and functions of control in the management system. Control as a management function, its importance, and methods of organization.

Control technology. Control as a means of organizing feedback loops in an organization. Characteristics of control types (preliminary, ongoing, final, tactical, strategic). Characteristics of control by its forms: financial, production, marketing, quality. The control process, behavioral aspects of control.

Basic requirements for organizing an effective control system.

Mistakes made by managers when organizing and implementing control.

### **Topic 13. The function of leadership in management. Leadership.**

The content of the leadership function. Leadership roles according to G. Mintzberg.

Leadership styles in management: concept and classification. One-dimensional leadership styles and their characteristics. Multidimensional/two-dimensional leadership styles and their characteristics. The management grid (management grid).

Theories of human management: the autocratic-liberal continuum of leadership styles, characteristics of D. McGregor's Theories X and Y, their development in theories A and Z (V. Ouchi), R. Likert's leadership styles, the "managerial grid" of J. Mouton and R. Blake.

The concept of leadership. Formal and informal leadership.

Trait theory or "Great Man" theories.

Situational theories of leadership: the Vroom-Yetton model, the "life cycle theory" of P. Hersey and K. Blanchard, motivational theories of leadership (the "path-goal theory" of R. House and T. Mitchell).

Power and influence. Types of power: coercive power; reward-based power; legitimate power (influence through tradition); power by example (influence through charisma); expert power. Methods of influence and their content. Managerial Image. Psychological Stability of a Manager as the Foundation for a Healthy Organizational Environment.

### **Topic 14. Management Decision-Making.**

Management as a process of making management decisions, its elements and characteristics. Types of management decisions: by duration of consequences, by frequency of adoption, by scope, by form of preparation, by complexity, by strictness of regulation. Programmable and non-programmable decisions.

Main approaches to decision-making: centralized and decentralized, group and individual, participatory and non-participatory systems, democratic and deliberative approaches.

Stages and procedures of the decision-making process: problem definition, goal setting, development of alternative solutions, alternative selection, decision-making and implementation, results evaluation (feedback).

### **Practical application. List of Seminars, practical sessions and laboratory work**

№	Theme Number	Seminars, practical and laboratory work	Load (hr.)		Assessment Tools	Developed Competencies (indicators)
			Total hrs	Including practical sessions		
1	Topic 1	Introduction to Management	4		Oral questioning	OPK-3.1
2	Topic 2	The Evolution of Management	8		Test	OPK -3.1
3	Topic 3	Modern Management Concepts. Management Features in Different Countries	16		Report with presentation	OPK -3.2
4	Topic 4	A Systems Approach to Management	8		Oral questioning	OPK -3.1

5	Topic 5	The Organization as a Subject of Management. Types of Organizations, Organizational Structure	16		Report with presentation	OPK -3.2
6	Topic 6	The Organization's Operating Environment. External and Internal Environment. Types of Analysis	16		Test	OPK -3.1
7	Topic 7	Organizational Goals in Theory and Practice. Goal Setting Principles	16		Case study	OPK -3.1 OPK -3.2
8	Topic 8	The Concept of the Management Cycle	8		Case study	OPK -3.1 OPK -3.2
9	Topic 9	Motivation as a Management Function	8		Report with presentation	OPK -3.2
10	Topic 10	Planning as a Management Function	8		Case study	OPK -3.1 OPK -3.2
11	Topic 11	Organization as a Management Function	8		Case study	OPK -3.1 OPK -3.2
12	Topic 12	Control as a Management Function	8		Case study	OPK -3.1 OPK -3.2
13	Topic 13	The Management Function. Leadership	8		Case study	OPK -3.1 OPK -3.2
14	Topic 14	Management Decision Making	12		Case study	OPK -3.1 OPK -3.2
		Total hrs:	<b>144</b>			

#### 4.3.2. List of topics (questions) assigned for independent work as part of student self-study

<b>№</b>	<b>Theme</b>	<b>Assignment</b>	<b>Developed Competencies (indicators)</b>	<b>Indicators</b>
1	Topic 1. Introduction to Management	Preparing for the oral examination	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1
2.	Topic 2. The Evolution of Management	Preparing for testing	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1
3.	Topic 3. Modern Management Concepts. Management Features in Different Countries	Preparing for presentation	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
4.	Topic 4. A Systems	Preparing for	OPK-3. Able to develop well-	OPK -3.2

	Approach to Management	the oral examination	founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	
5.	Topic 5. The Organization as a Subject of Management. Types of Organizations, Organizational Structure	Preparing a presentation	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
6	Topic 6. The Organization's Operating Environment. External and Internal Environment. Types of Analysis	Preparing for testing	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1
7	Topic 7. Organizational Goals in Theory and Practice. Goal Setting Principles	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1
8	Topic 8. The Concept of the Management Cycle	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
9	Topic 9. Motivation as a Management Function	Preparing a presentation	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
10	Topic 10. Planning as a Management Function	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
11	Topic 11. Organization as a Management Function	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and	OPK -3.1 OPK -3.2

			assess their consequences;	
12	Topic 12. Control as a Management Function	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
13	Topic 13. The Management Function. Leadership	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences;	OPK -3.1 OPK -3.2
14	Topic 14. Management Decision Making	Solution of the case	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences; OPK-9. Able to apply knowledge of the features of emerging technological paradigms in the developed programs and projects of innovative development	OPK -3.1 OPK -3.2 OPK -9.3
15	Midterm Assessment - Coursework	Writing a term paper	OPK-3. Able to develop well-founded organizational and managerial decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and assess their consequences; OPK-9. Able to apply knowledge of the features of emerging technological paradigms in the developed programs and projects of innovative development	OPK -3.1 OPK -3.2 OPK -9.3

#### 4.4. Guidelines for Organizing Students' Self-Study

Objective: to determine the role and place of students' independent work in the educational process; to specify its levels, forms, and types; to generalize methods and techniques for completing specific types of academic assignments; to explain the assessment criteria.

Students' Self-Study is conducted using e-learning and distance learning technologies. Educational and methodological materials for independent study are available to students through the Gekadem online learning system, which features lecture and practical assignment materials, interactive learning formats, and sample tests. Each student receives authorized access to the system. The Gekadem online learning system is a distance learning and digital learning platform for the Baikal International Business School of Irkutsk State University.

Access: <https://edu.buk.irk.ru>.

Students' Self-Study with educational materials in the Management discipline involves working with educational

materials (lecture notes, educational and scientific literature), as well as using recommended databases, information, reference, and internet search engines:

- a) in preparation for lectures and practical classes;
- b) in preparation for written assignments (solving practical problems) and tests;
- c) in preparation for ongoing assessments and midterm assessments in the discipline.

Completion of the training module in the Hecadem system is a mandatory requirement for admission to midterm assessments. Methodological materials are available here: <http://hecadem.irk.ru/doc/>

When completing independent work in preparation for ongoing assessments and midterm assessments, students must consider the assessment criteria for the assignment (Section 8 of this syllabus).

Independent work is assessed as students complete assignments from the course assessment materials. During independent work assessment, students' factual knowledge, skills, and abilities are assessed, as well as their depth of understanding and ability to extract and interpret holistic semantic constructs, as well as their ability to independently search for necessary information on the topic and critically evaluate it.

## V. EDUCATIONAL, METHODOLOGICAL, AND INFORMATION SUPPORT FOR THE DISCIPLINE

### a) Main literature

1. Korgova, M. A. Organization Management: a textbook for universities / M. A. Korgova. - 2nd ed., corrected. and add. - Moscow: Yurait Publishing House, 2022. - 197 p. - (Higher education). - ISBN 978-5-534-10829-3. - Text: electronic // Educational platform Yurait [website]. - URL: <https://urait.ru/bcode/493950>

2. Popov, S. A. Actual strategic management. Vision - goals - changes: a teaching aid / S. A. Popov. - Moscow: Yurait Publishing House, 2022. - 447 p. - (Higher education). - ISBN 978-5-534-01109-8. - Text: electronic // Educational platform Yurait [website]. — URL: <https://urait.ru/bcode/488592>

3. Popov, S. A. Strategic Management: A Current Course: A Textbook for Universities / S. A. Popov. — 2nd Edition, Revised and Supplemented. — Moscow: Yurait Publishing House, 2022. — 481 p. — (Higher Education). — ISBN 978-5-534-09665-1. — Text: Electronic // Yurait Educational Platform [Website]. — URL: <https://urait.ru/bcode/489044>

4. Sidorov, M. N. Strategic Management: A Textbook for Universities / M. N. Sidorov. — 2nd Edition, Revised and Supplemented. — Moscow: Yurait Publishing House, 2022. — 158 p. — (Higher Education). — ISBN 978-5-534-08723-9. — Text: electronic // Educational platform Yurait [website]. — URL: <https://urait.ru/bcode/>

5. Staroverova, K. O. Management. Management Efficiency: a textbook for universities / K. O. Staroverova. — 2nd ed., corrected. and enlarged. — Moscow: Yurait Publishing House, 2022. — 269 p. — (Higher education). — ISBN 978-5-534-09017-8. — Text: electronic // Educational platform Yurait [website]. — URL: <https://urait.ru/bcode/491290>

### The following regulatory documents are also recommended:

1. Adizes, I.K. New Reflections on Management [Text]: translated from English / I.K. Adizes; translated by N. Postrigan. - Moscow: Mann, Ivanov and Ferber, 2016. - 208 p.

2. Adizes, Itzhak K. How to Overcome Management Crises. Diagnostics and Solutions to Management Problems: translated from English / I.K. Adizes; translated by N. Bragin. - 2nd ed. - Moscow: Mann, Ivanov and Ferber, 2015. - 320 p.

3. Adizes, Itzhak K. Reflections on Personal Development: translated from English / I.K. Adizes; translated by N. Postrigan. - Moscow: Mann, Ivanov and Ferber, 2015. - 208 p.

4. Gerstner, L. Who Said Elephants Can't Dance? Tough Reforms for Company Survival: translated from English / L. Gerstner; L. Gerster. - 3rd ed. - Moscow: Alpina Publisher, 2015. - 320 p.

5. Daft, Richard L. Management: translated from English / R. L. Daft; ed. S. K. Mordovin. - 8th ed. - St. Petersburg: Piter, 2010. - 800 p.: ill. - (MBA Classics). - ISBN 9780324537703

6. Detmer, U. Goldratt's Theory of Constraints: A Systems Approach to Continuous Improvement: translated from English / W. Detmer; translated by U. Salamatova; ed. O. Zupnik. - Moscow: Alpina Publisher, 2015. - 443 p.

7. Detmer, U. Goldratt's Theory of Constraints: A Systems Approach to Continuous Improvement [Electronic resource] / U. Detmer. - Moscow: Alpina Publisher, 2012. - 443 p. - ISBN 978-5-9614-1952-8. - (ELS "Lan")

8. Carpenter, S. Systems in Everything: A Universal Technology for Improving Efficiency: trans. from English / S. Carpenter; trans. A. Kardash. - Moscow: Mann, Ivanov and Ferber, 2014. - 272 p.

9. Knyazyuk, Nadezhda Feofanovna. Using Statistical Methods of Quality Control and Management: a teaching aid. Knyazyuk. - Irkutsk: BMBSH ISU, 2013. - 60 p.

10. Knyazyuk, Nadezhda Feofanovna. Quality Management: a textbook / N. F. Knyazyuk, R. Yu. Knyazyuk. - Irkutsk: ISU, 2009. - 113 p. - (Baikal International Business School). - ISBN 9785962403397 Bx(11)

11. Lafley, A. Playing to Win. How Strategy Really Works: trans. from English / A. Lafley, R. Martin; trans. N. Yatsyuk. - Moscow: Mann, Ivanov and Ferber, 2014. - 304 p.

12. Letunovsky, V. V. Suvorov-Style Management. The Science of Winning. Moscow: EKSMO, 2014, 336 p. (The Science of Winning in Business)

13. Management: A Textbook for Bachelors [Electronic Resource] / Ed. A. N. Petrov. - 2nd Edition, Revised and Supplemented. Moscow: Yurait, 2012, 645 p. (Bachelor's Degree. Advanced Course). (Electronic Resource Book "Bibliotech")

14. Reznik, S. D. Personal Management [Text]: A Workshop / S. D. Reznik, V. V. Bondarenko. - 3rd Edition, Revised and Supplemented. Moscow: INFRA-M, 2013, 304 p. - (Higher education). - ISBN 9785160048352

15. Reynolds, G. The Art of Presentations. Ideas for Creating and Delivering Outstanding Presentations. - 2nd ed., revised and supplemented: Electronic resource. - Moscow: Williams, 2013. - 311 p.

16. Ryzhenkova, Irina K. Professional Skills of a Manager. Improving Personal and Team Effectiveness / I. K. Ryzhenkova. - 2nd ed. - Moscow: EKSMO, 2013. - 272 p. - (Full MBA course)

17. Organization (Enterprise) Management: Textbook for Universities / Fomichev, A. N. - M.: Dashkov i K, 2018. - 468 p.: ISBN 978-5-394-01974-6 - Access mode: <https://znanium.com/catalog/product/492741>

#### **b) databases, search and reference systems, and information systems**

1. Electronic Library System of the Electronic Library System "Bibliotech." State Contract No. 019 dated February 22, 2011. Bibliotech LLC. License Agreement No. 31 dated February 22, 2011. Access URL: <https://isu.bibliotech.ru/> Valid from November 22, 2011, indefinitely.

2. Electronic Library System "Rukont." Contract No. 98 dated November 13, 2020; Act No. bK-5415 dated November 14, 2020. Valid until November 13, 2021. Access URL: <http://rucont.ru/>

3. Electronic Library System "Izdatelstvo Lan." "Izdatelstvo Lan" LLC. Information Letter No. 128 dated October 9, 2017. Validity: indefinite. Access URL: <http://e.lanbook.com/>

4. Electronic Library System "National Digital Resource "Rukont". Central Design Bureau "Bibcom". Contract No. 04-E-0343 dated November 12, 2021. Access URL: <http://rucont.ru/>

5. Electronic Library System "ibooks.ru/ibooks.ru". LLC "ibooks". Contract No. 04-E-0344 dated November 12, 2021; Act dated November 14, 2021. Access URL: <http://ibooks.ru>

6. Electronic Library System "EBS Yurait". LLC "Electronic Publishing House Yurait".

## VI. MATERIAL AND TECHNICAL SUPPORT FOR THE DISCIPLINE

### 6.1. Educational and Laboratory Equipment

Name of special rooms and rooms for independent work	Equipment of special rooms and rooms for independent work	List of licensed software. Details of the supporting document
<p>A classroom for conducting lecture-type classes</p>	<p>The classroom is equipped with specialized (educational) furniture for 48 students and technical teaching aids for presenting educational information to a large audience. The demonstration equipment set includes:</p> <ol style="list-style-type: none"> <li>1. HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVDRV/kb/m/DOS/Solenoid Lock and Hood Sensor (RUS)</li> <li>2. Viewsonic TFT 20" VA2014WM glossy-black monitor, 5ms 20 00:1, 250cd M/M</li> <li>3. Epson EB-1830 projector</li> <li>4. Genius SP-S110 black active speakers</li> <li>5. Aten VS92A 2-port VGA video signal splitter</li> </ol> <p>Equipped with teaching aids and electronic presentations providing thematic illustrations on all topics specified in the course syllabus</p>	<p>BASIC SOFTWARE INSTALLATION KIT: Office 2007 Russian OpenLicensePack NoLevel Academic Edition – agreement with SoftLine Trade CJSC Tr026664 dated May 17, 2007 Project Standard 2007, Access 2007 – Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery – agreement with SoftLine Trade CJSC Tr000023480 dated May 19, 2015 Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft MSDN AA – agreement with SoftLine Trade CJSC Tr017431 dated May 15, 2008 Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – Agreement with SoftLine Trade CJSC, No. Tr000031723, dated August 5, 2015 Antivirus Software - Software Rights for Dr.Web Server Security, Comprehensive Protection for 120 PCs (1 license per year), Migration with Additional Purchase (LBW-BC-12M-120:119-C4) – Agreement with SoftLine Trade CJSC, No. 13982/MOS2957, dated January 22, 2016 WinRAR: 3.x: Standard License - for legal entities, 100-199 licenses – Agreement with SoftLine Trade CJSC, No. 15422/IRK11, dated February 5, 2010 Network Client Software Rights: Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – contract with SoftLine Trade CJSC 13512/MOS2957 dated October 29, 2015 Firewall, proxy functionality - Right to use Traffic Inspector GOLD software at a preferential rate – contract with SoftLine Trade CJSC Tr044356 dated August 27, 2013 Right to use Traffic Inspector GOLD Special software. 1-year extension – contract with SoftLine Trade CJSC Tr000112196 dated September 29, 2016</p>
<p>Classroom for conducting</p>	<p>The classroom is equipped with specialized (educational) furniture for 48 students and technical teaching aids for presenting</p>	<p>BASIC SOFTWARE INSTALLATION KIT: Office 2007 Russian OpenLicensePack NoLevel Academic Edition – agreement with SoftLine Trade</p>

seminar-type classes	<p>educational information to a large audience. The demonstration equipment set includes:</p> <ol style="list-style-type: none"> <li>1. HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVDRV/kb/m/DOS/Solenoid Lock and Hood Sensor (RUS)</li> <li>2. Viewsonic TFT 20" VA2014WM glossy-black monitor, 5ms 20 00:1, 250cd M/M</li> <li>3. Epson EB-1830 projector</li> <li>4. Genius SP-S110 black active speakers</li> <li>5. Aten VS92A 2-port VGA video signal splitter</li> </ol>	<p>CJSC Tr026664 dated May 17, 2007  Project Standard 2007, Access 2007 – Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery – agreement with SoftLine Trade CJSC Tr000023480 dated May 19, 2015  Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft MSDN AA – agreement with SoftLine Trade CJSC Tr017431 dated May 15, 2008  Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – Agreement with SoftLine Trade CJSC, No. Tr000031723, dated August 5, 2015  Antivirus Software - Software Rights for Dr.Web Server Security, Comprehensive Protection for 120 PCs (1 license per year), Migration with Additional Purchase (LBW-BC-12M-120:119-C4) – Agreement with SoftLine Trade CJSC, No. 13982/MOS2957, dated January 22, 2016  WinRAR: 3.x: Standard License - for legal entities, 100-199 licenses – Agreement with SoftLine Trade CJSC, No. 15422/IRK11, dated February 5, 2010  Network Client Software Rights: Windows Server CAL 2012 Russian OLP NL Akademik Edition Device CAL 120 licenses – contract with SoftLine Trade CJSC 13512/MOS2957 dated October 29, 2015  Firewall, proxy functionality - Right to use Traffic Inspector GOLD software at a preferential rate – contract with SoftLine Trade CJSC Tr044356 dated August 27, 2013  Right to use Traffic Inspector GOLD Special software. 1-year extension – contract with SoftLine Trade CJSC Tr000112196 dated September 29, 2016</p>
Audience for group and individual consultations, ongoing monitoring and midterm assessment	<p>The classroom is equipped with specialized (educational) furniture for 11 students, five workstations equipped with computers with Internet access and access to the Irkutsk State University Electronic Information and Information System. 1. 5 workstations: HP Compad DC7800SFF Dual Core PE-2180 system unit, 4 GB DDR2 PC6400, 160 GB SATA 3.0 HDD</p> <ol style="list-style-type: none"> <li>2. LCD monitor: 17.0" ViewSonic VA703m 1280x1024, 8 MC, TCO"03, silver-black (D-Sub, MM)</li> <li>3. Printer: One Hewlett-Packard LaserJet 3055 All-in-One Multifunction Printer.</li> </ol>	<p>BASIC SOFTWARE INSTALLATION KIT:  Office 2007 Russian OpenLicensePack NoLevel Academic Edition – agreement with SoftLine Trade CJSC Tr026664 dated May 17, 2007  Project Standard 2007, Access 2007 – Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery – agreement with SoftLine Trade CJSC Tr000023480 dated May 19, 2015  Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft MSDN AA – agreement with SoftLine Trade CJSC Tr017431 dated May 15, 2008  Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – Agreement with SoftLine Trade CJSC, No. Tr000031723, dated August</p>

		<p>5, 2015</p> <p>Antivirus Software - Software Rights for Dr.Web Server Security, Comprehensive Protection for 120 PCs (1 license per year), Migration with Additional Purchase (LBW-BC-12M-120:119-C4) – Agreement with SoftLine Trade CJSC, No. 13982/MOS2957, dated January 22, 2016</p> <p>WinRAR: 3.x: Standard License - for legal entities, 100-199 licenses – Agreement with SoftLine Trade CJSC, No. 15422/IRK11, dated February 5, 2010</p> <p>Network Client Software Rights: Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – contract with SoftLine Trade CJSC 13512/MOS2957 dated October 29, 2015</p> <p>Firewall, proxy functionality - Right to use Traffic Inspector GOLD software at a preferential rate – contract with SoftLine Trade CJSC Tr044356 dated August 27, 2013</p> <p>Right to use Traffic Inspector GOLD Special software. 1-year extension – contract with SoftLine Trade CJSC Tr000112196 dated September 29, 2016</p>
Room for students' self study	<p>Equipped with specialized (educational) furniture for 10 students, equipped with computers connected to the Internet and access to the ISU Electronic Information System.</p> <p>1. ThinkCentre M80 Series SFF system unit included: Intel® Core™ i3-540 Clarkdale 2.93GHz / 1333MHz / Dual Core™ / 4M/73W / LGA 1156/32nm / 4GB PC3-10600 SDRAM x 2 / 250GB, 7200RPM SATA</p>	<p>BASIC SOFTWARE INSTALLATION KIT: Office 2007 Russian OpenLicensePack NoLevel Academic Edition – agreement with SoftLine Trade CJSC Tr026664 dated May 17, 2007</p> <p>Project Standard 2007, Access 2007 – Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery – agreement with SoftLine Trade CJSC Tr000023480 dated May 19, 2015</p> <p>Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft MSDN AA – agreement with SoftLine Trade CJSC Tr017431 dated May 15, 2008</p> <p>Windows operating systems under licensed OEM preinstallation programs, Academic Collaboration Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – Agreement with SoftLine Trade CJSC No. 000031723 dated August 5, 2015</p> <p>Antivirus Software - Software Rights for Dr.Web Server Security, Comprehensive Protection for 120 PCs (1 license per year)</p>

	/DVD RW - 10pcs 2. LCD monitor - monitor 20.0 ViewSonic "VA2013w" 1600x900, 5mc, TCO 03, black (D-Sub) - 10pcs 3. Printer HP LaserJet 5000N, A3, 22ppm, 32 MB, 250&500 sheet feeder, JetDirect 615n prn svr 4. Printer HP LaserJet 5100th, A3, 22ppm, 32 MB, 250&500 sheet feeder, JetDirect 615n prn svr	Migration with additional purchase (LBW-BC-12M-120:119-C4) – contract with SoftLine Trade CJSC 13982/MOS2957 dated January 22, 2016 WinRAR: 3.x archivers: Standard License - for legal entities, 100-199 licenses – contract with SoftLine Trade CJSC No. 15422/IRK11 dated February 5, 2010 Network client part: Rights to computer programs: Windows Server CAL 2012 Russian OLP NL Akademik Edition Device CAL 120 licenses – contract with SoftLine Trade CJSC 13512/MOS2957 dated October 29, 2015 Firewall, proxy functionality - Right to use computer programs: Traffic Inspector GOLD, preferential rate – Agreement with SoftLine Trade CJSC No. 044356 dated August 27, 2013 Right to Use Computer Software. One-Year Extension of Traffic Inspector GOLD Special – Agreement with SoftLine Trade CJSC No. 000112196 dated September 29, 2016
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## 6.2. Software:

The University is provided with the necessary set of licensed and open-source software, including domestically produced ones:

1. Basic installation kit for: Office 2010. Services for providing the right to use the Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent. program, 39 licenses for the ISU BMBS. Agreement No. 03-K-1131 dated November 29, 2021 KOSGU 226.4
2. Project Standard 2007, Access 2007 – ISU Azure Dev Tools for Teaching subscription (Visio, Projekt) 1 year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date: March 31, 2023.
3. Microsoft Project Professional 2010, ISU Azure Dev Tools for Teaching subscription (Visio, Projekt) 1 year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date: March 31, 2023.
4. Operating systems: Windows 7, Windows 10. Services for providing the right to use the Microsoft Desktop Education program. ALNG LicSAPk OLV E 1Y Acdmc Ent., 39 licenses for BMBS ISU. Agreement No. 03-K-1131 dated November 29, 2021 KOSGU 226.4
5. Antivirus programs - Dr.Web renewal Agreement No. Tr000582689/03-E-0043 dated February 5, 2021 invoice No. Tr000582689 dated February 8, 2021
6. WinRAR archivers: 3.x: Standard Licence - for legal entities 100-199 licenses – app. №1 to dog №15422/IRK11 SoftLine Trade CJSC dated 05.02.2010
7. Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademik Edition Device CAL 120 licenses - invoice Tr000051059 SoftLine Trade CJSC dated 10.27.2015
8. Firewall, Proxy functionality - Right to use computer programs Traffic Inspector GOLD preferential invoice Tr005456 SoftLine Trade CJSC dated 08.27.2013
9. Traffic Inspector GOLD Special\* for 5 years Agreement RSZ-0000276 dated 11.16.2021 KOSGU 226.4 License renewal

## 6.3. Technical and Electronic Learning Tools:

Multimedia tools and other equipment for presenting educational material:

1. HP EliteDesk 800 G4 SFF Desktop PC, Intel Core i5 8500 (3Ghz)/8192MB/1000GB/DVDrw/war 3y/W10Pro +V

2. ViewSonic 21.5" VA2245a LED Monitor [LED, 1920x1080, 10M:1.5ms, 170H, 160V, D-Sub]
3. Nec M420X LCD Projector, 4200 ANSI Lm XGA, 2000:1 Lamp, 3500hrs, Eco Mode HDMI USB Viewer, RJ-45, 10W, 3.6 kg
4. Jetbalance JB-115U 2.0 Speakers, Black (4W)
5. Video Splitter Aten VS92A 2-port VGA

List of licensed software used:

1. Office 2010 through the academic collaboration program with Russian Microsoft Desktop Education AllLng License/Software Assurance Pack Academic OLV 1License Level E Enterprise.
2. Project Standard 2007, Access 2007 – through the academic collaboration program with Microsoft DreamSpark Premium Electronic Software Delivery.
3. Microsoft Project Professional 2010, Microsoft Visio Professional 2010 – through the academic collaboration program with Microsoft Imagine Standard Electronic Software Delivery with the assistance of the Irkutsk State University Center for New Information Technologies.

## **VII. EDUCATION TECHNOLOGIES**

In the educational process, within the framework of the competency-based approach, active and interactive forms of conducting practical classes are used. Lectures are aimed at providing students with theoretical knowledge in the field of management.

While studying this course, students are constantly drawn to its applied nature, demonstrating where and when the theoretical principles and practical skills being studied can be used in future work.

Mastering the course involves students' practical understanding of its sections and topics during practical classes, acquiring practical skills and experience.

Problem-based teaching methods are widely used in the "Management" course, aimed at improving the quality of students' training by developing their creativity and independence.

In accordance with the requirements of the Federal State Educational Standard of Higher Education, interactive learning methods are used in practical classes (tests, case studies, problem-solving exercises using specific companies as examples, and other training).

The curriculum is aimed not so much at imparting knowledge and developing students' skills, but at developing real-world behavior that is appropriate for the conditions of an innovative economy and an appropriate attitude toward their future rational practice – production activities. This ensures a learning-by-doing process based on stimulating independent work, promotes the development of problem-solving skills, and encourages students' active engagement in the discussion of specific real-world situations during class. Emphasis is placed on changing the student's position in the real world, on creativity, on developing imagination, and on developing the ability to achieve results—that is, on learning.

Independent work involves solving variable and situational production (professional) problems, as well as using independent research and exploration methods when completing individual assignments.

## VIII. MATERIALS FOR FORMATIVE AND SUMMATIVE ASSESSMENT

Assessment materials for the entrance assessment are not provided.

Assessment materials for ongoing assessment and midterm evaluation are compiled in accordance with the Regulation on the Scoring-Rating System for Academic Performance Assessment at Irkutsk State University and include tests, case studies, reports on course topics, and business simulations.

The purpose of the assessment tools is to identify the development of the competencies of OPK-3.1; OPK-3.2; OPK-9.3.

№	Formats of Assessment Tools	Assessed themes (sections)	Assessed competencies/ indicators
1	2	3	4
8.1	Applies data collection, processing and analysis to solve management problems, uses intelligent information and analytical systems	Case Study	OPK-3.2
8.1	Possesses fundamental knowledge to solve basic control problems in technical systems in order to improve their professional activities	Oral questioning, Test	OPK-3.1
8.1	Applies data collection, processing and analysis to solve management problems, uses intelligent information and analytical systems	Oral questioning, Test, Case Study, Report with presentation	OPK-3.2
8.1	Владеет методами прогнозирования и оценки потенциала технологических трендов для инновационного развития; навыками проектирования стратегий внедрения технологий в программы развития предприятий и организаций	Oral questioning, Test, Case Study, Report with presentation	OPK-9.3

### 8.1. Assessment Tools Used for Summative Assessment

Assessment materials for ongoing monitoring: questions for oral interviews, test assignments (sample tests), case studies, and reports with presentations.

Grading Criteria: Student's performance is evaluated using a 100-point system.

Points are assigned separately for each question. The final result is the overall average score. The maximum score for correctly completed tasks is 100 points.

Grading Scale:

86-100 points 5 "excellent"

85-71 points 4 "good"

70-61 points 3 "satisfactory"

60 and below "unsatisfactory"

#### 8.1.1. Oral interview.

##### Sample interview questions:

1. The concept of "management" and its differences from traditional understandings of management.

2. Management as an activity and a management system.

3. The concept and content of management goals and objectives.

4. Management as a system, a black-box approach. The subject and object of management, their

characteristics and types.

5. Types of management: socio-ethical, moral-ethical.
6. Types of management and their roles in an organization's management system.
7. The manager and their functions.
8. Conditions and prerequisites for the emergence of management. The development of management practice in the Middle Ages.
9. The beginning of scientific research in management in the 19th and 20th centuries.
10. Modern problems and prospects for the development of management.
11. The Western management model.
12. The content and main provisions of the "school" of scientific management, followers of F. Taylor.
13. The content and main tenets of the classical (administrative) "school," followers of A. Fayol.
14. The content and representatives of the "school" of psychology, the main tenets of human relations theory and behavioral science; the main theories of motivation and leadership theory.
15. The content and main tenets of the new (quantitative) and empirical "schools."
16. Modern American management. Features of management in Sweden, France, and Germany.
17. The formation and specificity of the Asian management model.
18. Characteristics of the Japanese management model.
19. The Eurasian management model (Russian management).
20. The classical approach to management.
21. The content of the process approach.
22. The content of the systems approach.
23. The content of the situational approach.
24. William Ouchi's attempt to create a unified approach to management. Modern approaches to management.
25. Management principles and the factors that determine them. General and specific principles of management.
26. Management principles of Henri Fayol and Frederick Taylor.
27. Concept and characteristics of management functions.
28. Planning function.
29. Organization function.
30. Motivation function.
31. Control function.
32. Scientific approaches to the study of organization.

33. Organization as a management system.
  34. Study of the composition and state of the internal environment of an organization.
  35. Organizational culture.
  36. Types of organizations and their characteristics.
  37. Study of the external environment of an organization. Factors and characteristics of the external environment.
  38. Elements and properties of management systems.
  39. Modern information management technologies. Information model of an enterprise management system.
  40. Program-target management.
  41. Linear management structure.
  42. Functional management structure.
  43. Linear-functional management structure.
  44. Program-target management structures.
  45. Matrix management structure.
  46. Matrix-staff management structure.
  47. The essence of management decisions.
  48. Classification of management decisions.
  49. The decision-making system in an organization. The object and subject of management decisions.
  50. The process of making management decisions: the procedure and stages of rational problem solving.
  51. Economic and economic-mathematical methods of management.
  52. Organizational and administrative methods and socio-psychological methods of management.
  53. Leadership and management styles in a team. Leadership approaches and concepts.
  54. Automated methods, program-targeted and problem-oriented methods.
  55. New management technologies. Concepts of business engineering and reengineering.
  56. The general concept of communication in organizational management.
  57. The communication process and its content.
  58. Leadership and its role in the management system.
  59. Elements of leadership.
  60. Types of leaders. Criteria for classifying leaders.
- Oral Response Assessment Criteria:

- An **"excellent" grade** is awarded to students who provide complete, comprehensive, and reasoned answers to all primary and secondary exam questions. Answers must be logically consistent, clearly expressed, and their conclusions well-founded, demonstrating knowledge of legal acts, literature, and conceptual frameworks, as well as the ability to use them in their answers. Standards of literary language are observed. Professional terminology is used extensively and correctly in the answer.

- A **"good" grade** is awarded to students who provide complete, comprehensive, and reasoned answers to all primary and secondary exam questions. Answers must be logical, consistent, clear, and include knowledge of the conceptual framework and relevant literature, with only minor omissions. Answers to questions must be presented systematically and consistently. The material is presented confidently. The ability to analyze the material is demonstrated; however, not all conclusions are reasoned and supported by evidence. Standards of literary language are observed.

- A **"satisfactory" grade** is given for incomplete and poorly reasoned answers demonstrating a general understanding and basic comprehension of the questions, conceptual apparatus, and required literature. Errors in the sequence of presentation are permitted. A superficial knowledge of the question is demonstrated. Difficulty in drawing conclusions is present. Violations of literary norms are permitted. A poor grasp of terminology is noted.

- A **"unsatisfactory" grade** is given if the student does not know or understand the essence of the exam questions. The material is presented inconsistently, incoherently, and does not represent a specific system of knowledge for the discipline. There are noticeable violations of literary norms and a lack of knowledge of professional terminology.

- A **"pass" grade** is awarded to a student if the student: Knows and narrates the history of management development and its role in modern economic conditions; knows and evaluates the socio-economic conditions of entrepreneurial activity; is able to make evaluative judgments about the role of the firm in a socially oriented economy; interprets the content of management decisions; Characterize the external and internal environment of the organization; Interpret management activity as a special form of work; Position oneself as a socially and politically active individual with high legal responsibility; Able to convey information in coherent, logical, and reasoned statements; Searches for necessary information and verifies facts, analyzes situations from different perspectives; Correctly uses basic legal concepts and categories, and is fluent and competent in professional terminology;

- **The grade "fail"** is given to the student if the student: Does not know and does not explain the history of the development of management and its role in modern economic conditions; Does not know and does not evaluate the socio-economic conditions for carrying out entrepreneurial activity; Is unable to make evaluative judgments about the role of the firm in a socially-oriented

economy; Interpret the content of management decisions; Characterize the external and internal environment of the organization; Interpret management activity as a special form of work; Does not position oneself as a socially and politically active individual with high legal responsibility; Inability to convey information in coherent, logical, and reasoned statements; searching for necessary information and verifying facts, analyzing situations from different perspectives; inaccurate use of basic legal concepts and categories, lacking professional terminology.

### **8.1.2. Report with Presentation.**

A report is a type of independent research project in which the student explores the essence of the problem being studied, presenting various points of view of researchers, as well as their own views on it. While working on the report, the student demonstrates the following skills as a researcher:

1. Ability to independently conduct research on a chosen topic;
2. Ability to present the results to the audience, demonstrating the basics of oral public speaking;
3. Ability to expertly answer all questions.

Working on the report includes the following stages:

- Selecting and studying the main sources on the report topic (as when writing an abstract, it is recommended to use at least 5 sources).
- Processing and systematizing the material. Preparing conclusions and generalizations.
- Developing a report outline.
- Writing the report text.
- Preparing a report with a multimedia presentation.
- Delivering a public presentation presenting the research results.

The presentation of the report during the practical lesson consists of outlining its main points and answering questions on the topic.

The time limit for presenting the report and answering questions is 15 minutes.

Amount of information and presentation requirements:

- No more than three facts, conclusions, and definitions per slide;
- Present key points one at a time on each slide;
- Do not include large tables, charts, or diagrams in the presentation.

The report is proposed to be prepared on topics proposed for independent study, such as:

- Modern trends in management.
- Main management models. (Understanding Western, Eurasian, Asian, Japanese, and other models).
- History of Russian management.
- Forms and functions of management control.
- The concept and role of control in an organization.

Report and Presentation Assessment Criteria:

Assessment is based on a two-point scale: "fail" and "pass":

"pass" - the report was completed independently, is relevant to the topic, is informative, the selection of literary sources is justified, the material is presented logically, reasonably, and objectively, and the presentation format complies with the methodological recommendations;

"fail" - the report is not relevant to the topic, most of the material is borrowed from the internet, there are no references to literary sources, and the presentation format does not comply with the methodological recommendations.

### **8.1.3. Test Assignments**

Testing is administered online in the "GEKADEM" system. Questions include topics from the current module, as well as questions on topics from previous modules of the course.

Sample test assignment:

1. A SWOT analysis includes...

1. Analysis of the organization's capabilities and potential threats
2. Analysis of the organization's strengths and weaknesses, compared to competitors
3. Analysis of the market macrosystem and specific target markets
4. All of the above

2. What are the main factors involved in Victor Vroom's motivation model?

1. The need for self-esteem, self-affirmation, and belonging to a social group.
2. The complexity and intensity of work and the level of reward.
3. Hygiene factors, factors related to the nature and essence of the work.
4. Expectation of the possibility of a result, expectation of a possible reward from this result,

and expectation of the value of the reward

3. If management views all processes and phenomena as a holistic whole, which has new qualities and functions that are absent from the elements that comprise it, this is the -  
\_\_\_\_\_ (fill in the blank) approach

4. The goal of the classical school of management was to create

1. methods of setting work standards
2. a universal principle of management
3. methods of stimulating labor productivity
4. all of the above

5. Management is primarily concerned with systems

1. open
2. closed
3. closed and open
4. closed and open subsystems

6. The traditional classification of management methods does not include

1. administrative management
2. economic methods
3. socio-psychological methods
4. liberal democratic Methods

7. In a management system, the subject of management is...

1. The control subsystem
2. The controlled system
3. The connecting subsystem
4. The financial subsystem

8. Which of the following scientists is not a representative of the human relations school?

1. Abraham Maslow
2. Marie Parker Follett
3. Frederick Taylor

9. Which of the following statements characterizes the concept of management:

1. Management is the management of economic activity
2. Management is public administration
3. Management is social administration

10. Indicate what economic management methods are based on.

1. On the impact on the social conditions of workers
2. On legislative acts
3. On the material interests of the objects of management
4. On regulatory acts
5. On legislative and regulatory acts

11. ....– means making a decision by evaluating, according to certain criteria, which of the assigned tasks and activities are of primary importance, which are of secondary importance.

1. Allocate resources
2. Set priorities
3. Remove time-wasters
4. Arrange contexts in chronological order. Test control assessment criteria:

- "2" or "unsatisfactory" –  $\leq 60\%$ ;
- "3" or "satisfactory" –  $\leq 70\%$ ;
- "4" or "good" –  $\leq 85\%$ ;
- "5" or "excellent" – 85-100%.

#### **8.1.4. Case Study Demonstration**

Case Study Tasks

Task(s): - Match each listed principle with its content (number-letter).

1. Control Principle
2. Decision-Making Principle
3. Motivation Principle
4. Flexibility Principle

5. Communication Principle

6. Consensus Principle

a) Use of active driving forces (economic, psychological, etc.) leading to the achievement of company and employee goals.

b) the inclusion of mechanisms, devices, and external environmental factors in the organization that should help anticipate and respond to them.

c) rules for effective implementation, serving as practical recommendations.

d) requirements regulating the process of their development and selection.

d) democratization of management within the enterprise, widespread development of employee initiative, and a policy of respect for individuals, which lead to the formation of independent views.

e) consists of maintaining the coherence of all management elements, which is ensured through the exchange of information between them.

Assessment Criteria:

- a "pass" grade is awarded to the student if they demonstrate knowledge and mastery of the material covered in the section, the ability to analyze and systematize available information; the result of the student's work is the correct solution to the case problem.

- a "fail" grade means the assignment was not completed, and the case solution was not presented.

**8.2. INTERIM CERTIFICATION CRITERIA**

The following forms of interim assessment are provided for the Management course:

3rd semester: coursework; exam

Assessment of planned course results.

Competency	Competency Achievement Indicator	Learning outcomes
OPK- 3. Able to use fundamental knowledge to solve basic control problems in technical systems in order to improve in professional activities	OPK- 3.1. Possesses fundamental knowledge to solve basic control problems in technical systems in order to improve their professional activities	Knows: the essence and content, goals, objectives, subject of management

	OPK -3.2. Applies fundamental knowledge to solve basic control problems in technical systems in order to improve professional performance	Proficient in: methods of designing organizational structures, distributing and delegating authority, including methods of developing organizational and management decisions, assessing their consequences and social significance
OPK- 9. Able to apply knowledge of the characteristics of emerging technological paradigms and the fourth industrial revolution in the development of innovative development programs and projects	OPK-9.3. Proficient in methods for forecasting and assessing the potential of technological trends for innovative development; skills in designing strategies for implementing technologies into development programs for enterprises and organizations	Proficient in: methods of collecting, processing and analyzing data to solve management problems, using intelligent information and analytical systems.

Assessment materials (tools) providing diagnostics of the formation of competency indicators of the discipline "Management": OPK-3.1; OPK-3.2; OPK-9.3.

### 8.2.1. Coursework.

The student's midterm assessment includes the writing and defense of a coursework project, the completion of which constitutes an intermediate stage of the student's specialized training.

The coursework process fosters the development and deepening of theoretical knowledge and its systematization, the development of applied and practical skills, the mastery of research methods, and the formation of skills for independent creative work.

The coursework must highlight existing perspectives on the problem under study, analyze them, and present the student's approach to solving the problematic issues. The coursework project should demonstrate the student's ability to critically evaluate the concepts of various authors. An important requirement for the coursework project is the validity of the conclusions and proposals presented in it, which must meet the purpose of the project as stated in the Introduction and the tasks set by the student during their independent creative work.

#### Coursework Topic

A group startup development project that includes:

1. Topic selection
2. Description of innovation and relevance
3. Industry analysis

4. External environment analysis (SWOT, PEST)
5. External environment analysis (SWOT, SNW)
6. Competitor analysis (Porter's 5 Forces)
7. Organizational structure modeling
8. Conclusions on the viability and feasibility of launching the project

Coursework Defense. The student receives a final assessment of the completed coursework after the public defense. The defense consists of two stages: the student's presentation and answers to questions from the supervisor. The student must demonstrate a thorough understanding of the problem they are working on, be proficient in the terminology, and understand and be able to explain the meaning of tables, graphic images, formulas, etc.

The coursework is assessed using the assessment tools listed below, which allow the student to determine their readiness for professional work. The following criteria are used to evaluate coursework:

- quality of the work's content (achievement of the stated goal and solution of the research problems, completeness of the topic, systematic approach, reflection of knowledge of the literature and various points of view on the topic, regulatory and legal acts, reasoned justification of conclusions and proposals);
- adherence to the coursework completion schedule in the GEKADEM system;
- relevance of the chosen topic;
- relevance of the content to the chosen topic;
- correspondence of the content of chapters and paragraphs with their titles;
- presence of conclusions by chapter;
- logic, literacy, and style of presentation;
- presence of practical recommendations;
- appearance of the work and its formatting, accuracy;
- adherence to the specified work volume;
- presence of a well-structured plan revealing the content of the coursework topic;
- presence of footnotes and correct citations;
- quality of the formatting of figures, diagrams, and tables;
- correct formatting of the list of references;
- uniqueness of the text and at least 80% passing the Antiplagiat system;
- answers to questions during the public defense of the work.

An "Excellent" grade is awarded for the complete coursework; the work is characterized by a

thorough examination of all sections of the substantive portion and is formatted in accordance with established rules; the student is fluent in the theoretical material, accurately applies it to solve the problems posed in the assignment; provides correct and well-reasoned answers to all questions, and convincingly defends their point of view.

A "Good" grade is awarded for the complete coursework; the work is characterized by a thorough examination of all sections of the substantive portion and is formatted in accordance with established rules; the student has a firm grasp of the theoretical material and can apply it independently or as directed by the instructor; most questions are answered correctly, and the student defends their point of view with sufficient justification.

A "Satisfactory" grade is awarded for coursework that is mostly correct, but lacks sufficient depth in some sections; the student has mastered only the main sections of the theoretical material and, following the instructor's instructions (without initiative or independence), applies it in practice; answers questions uncertainly or makes mistakes, and defends their point of view with uncertainty. A grade of "unsatisfactory" is assigned when a student is unable to defend their solutions, makes serious factual errors in their answers to questions, or fails to answer them at all.

### **8.2.2. Examination.**

The examination is administered orally (interview) using examination papers that include tasks to test the student's level of knowledge: "knowledge" and "mastery."

The final score is calculated using the formula:  $S_{total} = S_{stack} + S_{exam}$ , where  $S_{exam} = 30$ .

#### EXAM TICKET #1 (example)

1. Question to test your knowledge of KNOW

Management. Concept and classification of management methods.

2. Question to test your knowledge of KNOW

Basic methods of preparing and making management decisions.

3. Question (task/assignment) to test your knowledge of OWN

Draw a diagram of the organizational structure of functional management.

#### Assessment Criteria:

An "Excellent" grade is awarded for complete, comprehensive, and reasoned answers to all primary and secondary exam questions. Answers must be logically consistent, clearly expressed, and well-founded, demonstrating knowledge of legal acts, literature, conceptual frameworks, and the ability to use them in answering. Standards of literary language are observed. Professional terminology is used extensively and correctly in the answer. A "good" grade is awarded for

complete, comprehensive, and reasoned answers to all primary and secondary exam questions. Answers must be logical, consistent, clear, and demonstrate familiarity with the relevant concepts and literature, with only minor omissions. Answers to questions are presented systematically and consistently. The material is presented confidently. The ability to analyze the material is demonstrated, but not all conclusions are reasoned and substantiated. Standards of literary language are observed.

A "satisfactory" grade is awarded for incomplete and poorly reasoned answers that demonstrate a general understanding and basic comprehension of the questions, the relevant concepts, and the required literature. Errors in presentation sequence are permitted. A superficial knowledge of the question is demonstrated. Difficulty in drawing conclusions is present. Violations of literary language standards are permitted. A weak grasp of terminology is noted.

A "unsatisfactory" grade is awarded if the student lacks knowledge and understanding of the exam questions. The material is presented inconsistently, disjointedly, and does not present a coherent system of knowledge in the discipline. There are noticeable violations of literary norms and a lack of knowledge of professional terminology. When assigning a grade, especially an "unsatisfactory" grade, the instructor explains the shortcomings of the student's answer.

The student is provided with information on the total points earned during the semester.

For a student who earns 60 points or more for the current assignment (Stek) during the semester, the instructor may (with the student's consent) assign an exam grade equal to the final grade for the semester, without the need for an exam.

**Developed by:**

\_\_\_\_\_ Senior Lecturer Podyachikh E.V.  
(signature)

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The program was reviewed at the meeting of the Department of Strategic and financial management on March 19, 2025, protocol No. 7.

\_\_\_\_\_ Department Chair Grosheva N.B.  
(signature)

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