

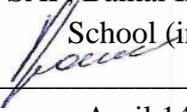


**MINISTRY OF SCIENCE AND HIGHER EDUCATION
OF THE RUSSIAN FEDERATION**
Federal State Budgetary Educational Institution of Higher Education
"IRKUTSK STATE UNIVERSITY"
SAF, Baikal International Business School (Institute)
Strategic and Financial Management Department



APPROVED:

Dean of SAF, Baikal International Business
School (institute)

 N.B. Grosheva

April 14, 2025

Syllabus

Discipline Б1.О.17 Organizational Behavior

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 March 26, 2025

Chairperson  V.M. Maksimova

Recommended by the Strategic and Financial
Management Department
Protocol № 9 March 21, 2025

Department
Chair

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Irkutsk 2025

Contents

	p.
I. GOAL AND OBJECTIVES OF THE DISCIPLINE (MODULE)	3
II. PLACE OF THE DISCIPLINE IN THE CPEP STRUCTURE	3
III. REQUIREMENTS FOR THE DISCIPLINE LEARNING OUTCOMES	3
IV. CONTENTS AND DISCIPLINE STRUCTURE	
4.1. Discipline Contents, Structured by Topics, with Indicated Types of Classes and Allocated Academic Hours	5
4.2. Plan for Out-of-Class Student Self-Study of the Discipline	9
4.3. Learning Content	14
4.3.1 List of Seminars, Practical Classes and Laboratory Work	16
4.3.2. List of Topics (Questions) Assigned for Independent Work as Part of Student Self-Study	19
4.4. Guidelines for Organizing Student Self-Study	20
4.5. Sample Topics for Term Papers (Projects)	-
V. EDUCATIONAL, METHODOLOGICAL, AND INFORMATION SUPPORT FOR THE DISCIPLINE	21
a) List of references	22
b) Databases, reference and retrieval systems	
VI. MATERIAL AND TECHNICAL SUPPORT FOR THE DISCIPLINE	23
6.1. Educational and Laboratory Equipment	23
6.2. Software	26
6.3. Technical and Electronic Learning Tools	26
VII. EDUCATIONAL TECHNOLOGIES	27
VIII. MATERIALS FOR FORMATIVE AND SUMMATIVE ASSESSMENT	27

I. GOAL AND OBJECTIVES OF THE DISCIPLINE (MODULE)

Goal: formation of a system of knowledge and a set of practical skills on modern forms and methods of managing the behavior of an individual and a group to improve the effectiveness of the organization.

Objectives:

- formation of knowledge about theoretical approaches to the problem of managing people's behavior in the process of work, including the study of the influence of socio-biological and socio-psychological factors, about the social significance of decisions made, about methods for analyzing the external environment; knowledge that allows you to develop the ability to coordinate and integrate individual plans into a single plan of material, financial and information flows;
- study of the basics of the formation of formal and informal structures in the organization, the formation of an idea of the schemes of interaction of subdivisions in the process of forming consolidated plans, ensuring and coordinating the interaction of subdivisions according to the approved scheme; development of skills in the implementation of organizational and managerial decisions in a complex and dynamic environment;
- determination of the role and place of the informal group and its leader in the labor process based on the basics of the psychology of communication, methods of work in crisis situations; the formation is able to establish effective business communication, plan the interaction of departments, including on the basis of social significance;
- study of theoretical foundations and practical recommendations for the organization of communicative and motivational processes in a team of people, the application of this knowledge to develop the ability to select financial service providers in the interests of the client and advise the client on a limited range of financial products;
- familiarization with the problems of organizational behavior in international business and behavioral marketing, the formation of knowledge about the norms of corporate governance and corporate culture, the norms of professional ethics.

II. PLACE OF THE DISCIPLINE IN THE CPEP STRUCTURE

The academic discipline "Organizational Behavior" refers to the basic part of the curriculum, is mandatory in accordance with the educational standard of the field of training.

To study this academic discipline (module), it is necessary to have knowledge, skills and abilities formed by the previous disciplines: "Psychology of Social Interaction, Self-Development and Self-Organization", "Introduction to Team Management", "Management", "Human Resource Management".

III. REQUIREMENTS FOR THE DISCIPLINE LEARNING OUTCOMES

The process of mastering the discipline is aimed at the formation of competencies GPC-3.1, GPC-3.2, in accordance with the Federal State Educational Standards of Higher Education and EP HE in this area of training (specialty) 27.03.05 "Innovation".

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

Competency	Competency Achievement Indicator	Learning Outcomes
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<p>GPC-3. Able to use fundamental knowledge to solve basic management problems in technical systems in order to improve professional activities</p>	<p>GPC-3.1. Possesses fundamental knowledge for solving basic management problems in technical systems in order to improve in professional activity</p>	<p>To know: the theoretical foundations and patterns of behavior of an individual, a group and an organization; basic models of organizational behavior and their characteristics;</p> <p>To be able to: critically evaluate the behavior of both a group of people as a whole and individuals from different angles;</p> <p>To possess: business communication skills: public speaking, negotiations, holding meetings, business correspondence, electronic communications; the tools for implementing organizational and managerial decisions in a complex and dynamic environment.</p>
	<p>GPC-3.2 Applies fundamental knowledge to solve basic management problems in technical systems in order to improve professional activities</p>	<p>To know: approaches to determining organizational effectiveness, their advantages and limitations; the main characteristics of an individual, group and organization that affect behavior;</p> <p>To be able to: analyze trends in people's behavior in the field of professional activity, as well as be able to manage the behavior of the organization on this basis;</p> <p>To possess: skills in designing an organizational structure, distributing powers and responsibilities on the basis of their delegation, including on the basis of social significance.</p>

IV. CONTENTS AND DISCIPLINE STRUCTURE

The volume of the discipline is 5 credits, 180 hours, including _36_ hours (26 + 10 KOs) for the exam.

Summative assessment: exam – 6th semester.

4.1 Discipline Contents, 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 Formats	
				Teacher Contact Hrs			Self-Study		
				Lectures	Practical Sessions	Consultations, Self-Study Monitoring, Summative Assessment			
1	2	3	4	5	6	7	8	9	
1	Section 1. Introduction to the Organizational Behavior Course	6							
	Topic 1.1. Introduction. Organizational Behavior as an Interdisciplinary Area of Organization Research. The object and subject of the study of organizational behavior as scientific	6	2	1	1				

	knowledge. Nature and characteristics of the organization.							
	Topic 1.2. Organizational Behavior – Historical Context. Organizational behavior: essence, forms of manifestation. Organizational Behavior as an Interdisciplinary Area of Organization Research.	6	6	2	2		2	Seminar "Classics and Management Gurus on the Management of Organizational Behavior"
	Topic 1.3. Modern trends in the development of organizational management systems: 3:0 sociocracy, holocracy, spiral dynamics, turquoise organizations, leadership, team approach, competence approach, gamification, crowdsourcing, crowdrecruiting, crowdstaffing, adaptation of the working environment to the employee.	6	7	3	3		1	Work with the texts "Leadership without a title" and the case "Geeks, Wiki.."
2	Section 2. Management of the behavior of employees of the organization.	6						
	Topic 2.1. Psychological Foundations of Organizational Behavior. Behavior as a Category. Psychological Theories of Behavior. Effectiveness of Organization.	6	13	2	2		1 8	Intermediate Test No1 Research Laboratory for the Development of the SAF Corporate Culture Project
	Topic 2.2. Organizational culture: category, structure, formation, maintenance and change, typology.	6	5	2	2		1	Ilim Timber Case Dell QC Case
	Topic 2.3. HR branding of a company as a manifestation of organizational culture: concept, relevance, elements, success indicators, current trends.	6	5	2	2		1	Oral presentation
	Topic 2.4. Organizational Communications: Communication Management is the Basics of Organizational Behavior. Tools for effective organizational communications.	6	6	2	2		2	Seminar "Models of Organizational Communications in Theory and Practice"
3	Section 3. A person in an organizational system. Management of motivation of employees	6				1		

	of the organization.							
	Topic 3.1. Perception processes and impression management. Patterns of people's perception of each other in communication: organization and distortions. Behavior strategies for impression management.	6	6	2	2		2	Workshop: Self-presentation
	Topic 3.2. Theory of generations. Specifics of personnel management taking into account the values of different generations	6	8	2	2		2 2	Case solution Intermediate test 2.
	Topic 3.3. Work Assignment Design. Organizational and Psychological Approaches to Work Environment Design. The Problem of "Freedom" of Work Environment Design. Work Task, Load, Tension: Stress. Motivating Potential of the Task – Hackman and Oldham Model.	6	7	2	2		2	Task: to calculate the motivating potential of your learning activity. Solution to the case "Confectionery factory"
	Topic 3.4. Motivation: Motivation and effectiveness of the organization. The concept of "motivation". The problem of classification of motives. Evaluation of work results and reward.	6	9	2	2		5	Research Laboratory "Public Presentation of the Results of the Study "My Dream Company" and "The Reality of My Company"
	Topic 3.5. Theories of motivation: Content theories of motivation. Process theories of motivation. Practical applications of motivation theories. Socialization: long-term processes in work. Competence in actions. Conditions of motivation.	6		2	2			Practicum. Diagnostics of the motivational profile, motivational effects (Zeigarnik, Atkinson, Lisner), development of motivational management programs
4	Section 4. Group behavior of people in the organization and management of group forms of work.	6						
	Topic 4.1. National features of doing business. Specificity of organizational culture in the context of national characteristics. Management of the international workforce. Communication between representatives of different cultures	6	9	2	2		5	Practicum. Defense of the group project "National Features of Doing Business" (presentation and role-playing exercises)

	Topic 4.2. Group processes in the organization. Groups and their classification. Formation of groups and factors of its effectiveness. Group dynamics and its components. The use of group forms of work in the organization to increase the efficiency of its activities.	6	6	2	2		2	Intermediate Test No3
	Topic 4.3. Teams. Types of teams. Team effectiveness, decision-making, distributed leadership.	6	6	2	2		2	Practicum. Diagnostics of team roles according to Belbin. Team Self-Promotion
	Topic 4.4. Conflict management. Nature and essence of conflict. Causes, conditions and functions of conflict. Modern techniques for resolving conflicts.	6	6	2	2		2	Practicum. Conflict resolution exercises. Diagnostics of the style of behavior in a conflict. Cases
	Topic 4.5. Life Cycle and Leadership Styles. Leadership Styles. Adizes Model of Management Styles. Management, Power, Leadership. Power and Politics.	6	6	2	2		2	Seminar "Modern Theories of Leadership: Research, Experience, Development Trends"
5	Section 5. Organizational behavior as the basis of organizational development.	6	21			1	20	Defense of projects on corporate culture and term papers
	Topic 5.1. Manage change in your organization.	6	2	1	1			
	Topic 5.2. Organizational development: methods and models of organizational development. Innovative behavior in the organization.	6	7	1	1	2	5	Final test
	Total for the semester	6	180	36	36	5	67	Exam 36 hours, including 10 hours of KO, 26 hours of control

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.)		
6	Topic 1.2. Organizational Behavior – Historical Context.	Preparation of a speech and presentation	Week 2	2	Report presentation with	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
6	Topic 1.3. Modern trends in the development of management systems for organizations.	Case solution	Week 3	1	Solving a case in the format of a Word text document in the GEKADEM SDIO system	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
6	Topic 2.1. Psychological foundations of organizational behavior.	Group task: conducting a mini-study for the project on the corporate culture of SAF	Week 4	8	Group speech: defense of the results of a mini-study and ideas for a project on the Corporate Culture of SAF	Methodical recommendations in the CDIO GEKADEM

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr.)		
6	Section 1 of Topics 1.1, 1.2, Section 2 of Topic 2.1	Preparation for intermediate testing	Week 4	1	Intermediate Test No1	Slide notes of lectures at SDIO GEKADEM
6	Topic 2.2. Organizational culture.	Case solution	Week 5		Solving a case in the format of a Word text document in the GEKADEM SDIO system	Methodical recommendations in the CDIO GEKADEM
6	Topic 2.3. HR branding of the company as a manifestation of organizational culture.	Analysis of documents on the corporate culture of real companies	Week 6	1	Oral presentation	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
6	Topic 2.4. Organizational communications.	Preparation of a speech and presentation	Week 7	1	Report presentation with	Internet Resources
6	Topic 3.1. Patterns of people's perception of each other in communication: organization and distortions.	Preparation of a speech and presentation	Week 8	2	Presentation	A selection of additional materials in the SDIO GEKADEM

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr.)		
6	Sections 2, 3. Topics 2.2-2.4, 3.1.	Preparation for intermediate testing	Week 9	1	Intermediate Test No2	Slide notes of lectures at SDIO GEKADEM
6	Topic 3.2. Theory of generations.	Case Solving	Week 9	1	Solving a case in the format of a Word text document in the GEKADEM SDIO system	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
6	Topic 3.3. Design of the work order.	Case Solving	Week 10	1	Solving a case in the format of a Word text document in the GEKADEM SDIO system	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
6	Topic 3.4. Motivation: Motivation and effectiveness of the organization.	Conducting research and preparing a presentation for public defense	Week 11	5	Group performance: defense of the results of a mini-study	Methodical recommendations in the CDIO GEKADEM

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr.)		
6	Topic 4.1. National features of doing business.	Development of a role-playing game scenario - group project	Week 12	5	Defending a group project – conducting a role-playing game	Methodical recommendations and additional materials in the SDIO GEKADEM
6	Topic 4.2. Group processes in the organization.	Preparation for intermediate testing	Week 13	1	Intermediate Test No3	Slide notes of lectures at SDIO GEKADEM
6	Topic 4.3. Commands.	Group Assignment	Week 14	2	Group Performance	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
6	Topic 4.4. Conflict management.	Case Solving	Week 15	2	Solving a case in the format of a Word text document in the GEKADEM SDIO system	A selection of additional materials in the SDIO GEKADEM
6	Section 3,4. Topics 3.2-3.5, 4.1-4.4	Preparation for the intermediate test	Week 16	2	Intermediate Test No3	Slide notes of lectures at SDIO GEKADEM
6	Topic 4.5. Management, power, leadership.	Preparation of a speech and presentation	Week 17	2	Presentation at the seminar	

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr.)		
	All sections and all topics	Conducting research, preparing the text of the term paper and presentation for the public defense of the Kyrgyz Republic, Protection of the Kyrgyz Republic	4-12, 13-16 17-18 weeks	20	Public defense of the term paper + text file in Word format in SDIO GEKADEM	Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489917
	All sections and all topics	Preparing for the final test	Week 18	5	Final test	Slide notes of lectures at SDIO GEKADEM
Total amount of self-study in the discipline (hour)				67		

4.3. Learning Content

Section 1. Introduction to the Organizational Behavior Course

Topic 1.1. Introduction. Organizational Behavior as an Interdisciplinary Direction of Organization Research. Object and Subject of Study of Organizational Behavior as Scientific Knowledge. Nature and Characteristics of Organization.

Topic 1.2. Organizational Behavior – Historical Context. Organizational Behavior: Essence, Forms of Manifestation. Organizational Behavior as an Interdisciplinary Area of Organizational Research.

Topic 1.3. Modern trends in the development of organizational management systems: sociocracy 3.0, holocracy, spiral dynamics, turquoise organizations, leadership without titles, team approach, competence approach, gamification, crowdsourcing, crowdrecruiting, crowdstaffing, adaptation of the working environment to the employee.

Section 2. Management of the behavior of employees of the organization.

Topic 2.1. Psychological foundations of organizational behavior. Behavior as a category. Psychological theories of behavior. Organization efficiency.

Topic 2.2. Organizational culture. Formation, maintenance and change of organizational culture. The problem of compliance of corporate culture with the mission and strategy of the organization. Models for describing corporate culture. Parsons' AGIL model. E. Shine's model et al. Diagnostics of corporate culture. Ceremonies, rituals, symbols, myths and other manifestations of the organization's culture.

Topic 2.3. HR branding of a company as a manifestation of organizational culture: concept, relevance, elements, success indicators, current trends; successful companies are the top 10 best employers.

Topic 2.4. Organizational Communications: Communication Management – Fundamentals of Organizational Behavior. Management of communications in the organization. The model of effective communications is a process with feedback. Types of organizational communications: top-down, bottom-up, horizontal and diagonal. Barriers in organizational communications. Transfer of information in interpersonal communication and management of information flows in the organization. Tools for effective organizational communications.

Section 3. A person in an organizational system. Management of motivation of employees of the organization.

Topic 3.1. A person in an organization. Perception processes and impression management. Patterns of people's perception of each other in communication: organization and distortions. Social and interpersonal perception. Behavior strategies for impression management.

Topic 3.2. Theory of generations. Specifics of personnel management taking into account the values of different generations

Topic 3.3. Design of the work order. Organizational and psychological approaches to the design of the working environment. The problem of "freedom" of the design of the working environment. Design of the work task. Work task, load, tension: stress. Motivating potential of the task – the model of Hackman and Oldham.

Topic 3.4. Motivation: Motivation and effectiveness of the organization. The concept of "motivation". The problem of classification of motives. Evaluation of work results and remuneration.

Topic 3.5. Theories of motivation: Content theories of motivation. Process theories of motivation. Practical applications of motivation theories. Socialization: long-term processes in work. Competence in actions. Conditions of motivation.

Section 4. Group behavior of people in the organization and management of group forms of work.

Topic 4.1. National features of doing business. Specificity of organizational culture in the context of national characteristics. Management of the international workforce. Productivity and cultural opportunities. Communication between representatives of different cultures

Topic 4.2. Group processes in the organization. Groups and their classification. Formation of

groups and factors of its effectiveness. Group dynamics and its components. Cohesion and conformism in working groups: conditions and results. The use of group forms of work in the organization to increase the effectiveness of its activities.

Topic 4.3. Teams. Types of teams. Team efficiency, decision-making, distributed leadership.

Topic 4.4. Conflict management. Nature and essence of conflict. Causes, conditions and functions of conflict. Conflict resolution through negotiations. Modern techniques of conflict resolution.

Topic 4.5. Leadership and power in the organization: power and personal influence; balance of power and influence; manager's behavior and success in management. Models of management styles according to I. Adizes. Organizational essence of management. Methods of personnel management of the organization: situational approach in management; goal-oriented management. Leadership styles: according to Lewin, Likert, MacGregor (theories X and Y); leadership style focused on work (task) or on a person; according to Blake - Mouton, according to Tannenbaum-Schmidt, according to Fiedler, according to Vroom-Yetton, according to Hersey-Blanchard, according to Argyris. **Section 5. Organizational behavior as the basis of organizational development.**

Topic 5.1. Change management in the organization. Organizational Behavior Styles. Change Management: Contradiction Management. Communication Tactics with Resistance to Change

Topic 5.2. Organizational development: methods and models of organizational development. Innovative behavior in the organization.

4.3.1. List of Seminars, Practical Classes and Laboratory Work

№	Section and topic of the discipline	Name of seminars, practical and laboratory works	Labor intensity (hours)		Assessment tools	Emerging competencies
			Total	Of these, practical training		
.	Section 1, Topic 1.2	Seminar "Classics and Management Gurus on the Management of Organizational Behavior"			E-Presentation	GPC 3.1, GPC 3.2
.	Section 1, Topics 1.3	Research Laboratory: Development of the Study "Tools for Implementing Modern Trends in the Organization of Companies' Activities"			Text files in SDIO GECADDEM	GPC 3.1, GPC 3.2
.	Section 2, Topics 2.2	Organizational culture: category, types, structure. Exercises to determine the types of organizational cultures. Practical work with the QC codes of different companies			Text files in SDIO GECADDEM Quest in HECADDEM	GPC 3.1, GPC 3.2
.	Section 2, Topic 2.1, 2.2	Research Laboratory: Development of the Project on "Formation of the CA CAF"			Public defense of the project idea + Text file in the GECADDEM SDIO	GPC 3.1, GPC 3.2
.	Section 2, Topic 2.4	Transfer of information in interpersonal communication and management of information flows in the organization. Exercises to build effective communications.			Reflective Participation Report as a Text File in the HECADDEM SDIO	GPC 3.1, GPC 3.2
.	Section 2, Topic 2.4	Seminar "Models of Organizational Communications in Theory and Practice"			E-Presentation	GPC 3.1, GPC 3.2
.	Section 3, Topic	Self-presentation. Building an individual image of a			Reflective	GPC 3.1, GPC 3.2

.	3.1	manager, behavior strategies for impression management.			Participation Report as a Text File in the HECADEM SDIO	
.	Section 3, Topic 3.1	Patterns of people's perception of each other in communication: organization and distortions. Exercises "Prejudices in our life", "How we relate to differences".			Participation Activity	GPC 3.1, GPC 3.2
.	Section 3, Topic 3.3	Dynamics of the emergence of the working environment. Freedom of action. Design of the work order. Solution to the case "Confectionery factory".		2	Text files in SDIO GECADEM	GPC 3.1, GPC 3.2
0.	Section 3, Topic 3.4, 3.5	Research Laboratory "Public Presentation of the Results of the Study "My Dream Company" and "The Reality of My Company"			Group Presentation with E-Presentation	GPC 3.1, GPC 3.2
1.	Section 4, Topic 4.1	Group project in the format of a role-playing game "Features of Doing National Business"		2	Participation Activity GP Role-playing game scenario SDIO HECADEM	GPC 3.1, GPC 3.2
2.	Section 4, Topic 4.2	Training "Group Cohesion and Collective Decision-Making"		2	Reflective Participation Report as a Text File in the HECADEM SDIO	GPC 3.1, GPC 3.2
3.	Section 4, Topic 4.3	Practicum. Diagnostics of team roles according to Belbin. Team Self-Promotion		2	Group Performance	GPC 3.1, GPC 3.2
4.	Section 4, Topic 4.4	Conflict resolution. Styles of behavior in conflict. Conflict resolution through negotiations. Modern techniques for conflict resolution. Case Solving		2	Text files in SDIO GECADEM	GPC 3.1, GPC 3.2
5.	Section 4, Topic 4.5	Training "Leadership". Case Solving		2	Reflective Participation	GPC 3.1, GPC 3.2

					Report as a Text File in the HECADEM SDIO	
6.	Section 4, Topic 4.5	Seminar "Modern Theories of Leadership: Research, Experience, Development Trends"		2	E-Presentation	GPC 3.1, GPC 3.2
7.	Section 5, Topic 5.1, 5.2	Defense of projects on corporate culture and term papers		2	Public presentation of the project + text file in Word format in SDIO GECADEM	GPC 3.1, GPC 3.2
8.	Section 1,2,3,4, 5,	Final test		2		GPC 3.1, GPC 3.2

4.3.2. List of Topics (Questions) Assigned for Independent Work as Part of Student Self-Study

№	Theme	Task	Competency	Indicators
1	2	3	4	5
1	Topic 1.2. Organizational Behavior – Historical Context.	Preparation of a speech and presentation	GPC 3	GPC 3.1, GPC 3.2
2	Topic 1.3. Modern trends in the development of management systems for organizations.	Case solution	GPC 3	GPC 3.1, GPC 3.2
3	Topic 2.1. Psychological foundations of organizational behavior.	Group task: conducting a mini-study for the project on the QC SAF	GPC 3	GPC 3.1, GPC 3.2
4	Section 1 of Topics 1.1, 1.2, Section 2 of Topic 2.1	Preparation for intermediate testing	GPC 3	GPC 3.1, GPC 3.2
5	Topic 2.2. Organizational culture.	Case solution	GPC 3	GPC 3.1, GPC 3.2
6	Topic 2.3. HR branding of the company as a manifestation of organizational culture.	Analysis of documents on the corporate culture of real companies	GPC 3	GPC 3.1, GPC 3.2
7	Topic 2.4. Organizational communications.	Preparation of a speech and presentation	GPC 3	GPC 3.1, GPC 3.2
8	Topic 3.1. Patterns of people's perception of each other in communication: organization and distortions.	Preparation of a speech and presentation	GPC 3	GPC 3.1, GPC 3.2
9	Sections 2, 3. Topics 2.2-2.4, 3.1.	Preparation for intermediate testing	GPC 3	GPC 3.1, GPC 3.2
10	Topic 3.2. Theory of generations.	Case Solving	GPC 3	GPC 3.1, GPC 3.2
11	Topic 3.3. Design of the work order.	Case Solving	GPC 3	GPC 3.1, GPC 3.2
12	Topic 3.4. Motivation: Motivation and effectiveness of the organization.	Conducting research and preparing a presentation for public defense	GPC 3	GPC 3.1, GPC 3.2
13	Topic 4.1. National features of doing business.	Development of a role-playing game scenario - group project	GPC 3	GPC 3.1, GPC 3.2
14	Topic 4.2. Group	Preparation for	GPC 3	GPC 3.1,

	processes in the organization.	intermediate testing		GPC 3.2
15	Topic 4.3. Commands.	Group Assignment	GPC 3	GPC 3.1, GPC 3.2
16	Topic 4.4. Conflict management.	Case Solving	GPC 3	GPC 3.1, GPC 3.2
17	Section 3,4. Topics 3.2-3.5, 4.1-4.4	Preparation for the intermediate test	GPC 3	GPC 3.1, GPC 3.2
18	Topic 4.5. Management, power, leadership.	Preparation of a speech and presentation	GPC 3	GPC 3.1, GPC 3.2
19	All sections and all topics	Conducting research, preparing the text of the term paper and presentation for the public defense of the Kyrgyz Republic, Protection of the Kyrgyz Republic	GPC 3	GPC 3.1, GPC 3.2
20	All sections and all topics	Preparing for the final test	GPC 3	GPC 3.1, GPC 3.2

4.4. Guidelines for Organizing Student Self-Study

Independent work of students is carried out using e-learning and distance learning technologies. Educational and methodological materials for self-study are available to students through the GECADEM online learning system, which presents materials of lectures and practical tasks, interactive forms of training, examples of test tasks. Each student receives authorized access to the system. The GEKADEM online learning system is a platform for distance learning and learning using digital technologies of the Baikal International Business School of ISU.

Available at: <https://edu.buk.irk.ru>.

Independent work of students with educational material in the study of the discipline "Organizational Behavior" is associated with work on educational material (lecture notes, educational and scientific literature), as well as with recommended databases, information, reference and search systems on the Internet: a) for lectures and practical classes; b) to written works (solving practical problems) and tests; c) current control and intermediate certification of the discipline.

Control over independent work is carried out when the student performs intermediate tests, oral questioning, completing tasks on cases, preparing reports on the topics of seminar classes, conducting research on corporate culture, writing essays, participating in work on group projects, writing and defending term papers. Both the actual knowledge of students and the depth of understanding and the ability to isolate and interpret integral semantic structures, as well as the skills of independent search for the necessary information on the topic of the lesson and its critical assessment are assessed.

Work in the distance course at the Gecadem SDIO provides students with a number of tasks: term paper, online test, reflective text, case solving, group project, essay.

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

a) List of references

1. Mkrtchyan, G. A. Organizational Behavior: Textbook and Practicum for Higher Educational Institutions / G. A. Mkrtchyan. — Moscow : Yurayt Publishing House, 2022. — 237 p. — (Higher Education). — ISBN 978-5-9916-8789-8. — Text : electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/490227>
2. Organizational Behavior: Textbook and Practicum for Higher Educational Institutions / S. A. Barkov [and others] ; edited by S. A. Barkov. — Moscow : Yurayt Publishing House, 2022. — 453 p. — (Higher Education). — ISBN 978-5-534-00926-2. — Text : electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/489213>
3. Organizatsionnoe povedenie: uchebnik i praktikum dlya vuzov / G. R. Latfullin [i dr.] ; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. — Moscow : Yurayt Publishing House, 2022. — 301 p. — (Higher Education). — ISBN 978-5-534-01314-6. — Text : electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/489917>

We also recommend:

1. Adizes I.K. Development of Leaders: How to Understand Your Management Style and Effectively Communicate with Carriers of Other Styles / I.K. Adizes; transl. by T. Gutman. - Moscow: Alpina Business Books, 2008. - 259 p.
2. Adizes I.K. Reflections on Personal Development / I.K. Adizes; transl. by N. Postriga. - Moscow: Mann, Ivanov and Ferber, 2015. - 208 p.
3. Adizes I.K. The Best. Food for thought. On Changes and Leadership, on Management and on What Is Important in Life / I. K. Adizes. - Moscow: EKSMO, 2015. - 144 p.
4. Appelo Y. Adgile Management: Leadership and Team Approach / Y. Appelo; transl. from English – Moscow: Alpina Publisher, 2019. – 534 p.
5. Guide to the development of leadership competencies / ed. by M. Pikalov. - Moscow: Alpina Business Books, 2015. - 111 p.
6. Gelerer R. Soul of the organization. How to create a successful corporate culture: transl. from English / R. Gelerer. Moscow, 2006. - 352 p.
7. Daft, R. The most important. How to understand yourself, become a leader and lead a team / R. Daft. - St. Petersburg: Piter, 2016. - 496 p.
8. Katzenbach J., Smith D. Team Approach; transl. from English - M. Alpina Publisher, 2013. – 376 p.
9. Kennedy G., You Can Agree on Everything! / Gavin Kennedy; transl. from English – 7th ed. Moscow: Alipina Publisher, 2014. – 409 p.
10. Kets de Vries M. Mysticism of Leadership: Development of Emotional Intelligence: Transl. from English / de Vries M. Kets; trans. by M. Shalunov; ed. by A. Kunitsyn - 7th ed. - Moscow: Alpina Publisher, 2016. - 277 p.
11. Keegan, R. Kultura dlya kazhdyj [Culture for everyone]. How to Become an Organization of Conscious Development: transl. from English / R. Keegan, L. Leahy; transl. by M. Popov; ed. by E. Pustoshkin - Moscow: Mann, Ivanov and Ferber, 2017. - 320 p.
12. Keegan R., Leahy L. Rejection of Change; transl. from English - Moscow: Mann, Ivanov and Ferber, 2017
13. Keegan R., Leahy L. Seven Transformative Languages; transl. from English - Moscow: Mann, Ivanov and Ferber, 2017
14. Colrieser, J. Reliable base. Leadership for Senior Managers: Transl. from English. Colrieser, S. Galsworthy, D. Kyumby; transl. by U. Sapsin. - Moscow: Mann, Ivanov and Ferber, 2015. - 336 p.
15. Cotter J. Accelerate change. How to Give Your Organization Strategic Flexibility for Success in a Rapidly Changing World. Kotter. - Moscow: Olimp-Business, 2016. - 256 p.
16. Cole. R. Scotcher E. Brilliant Agil. Agile project management with Agil, Scrum and Kanban. St. Petersburg: Piter, 2020. – 304 p.: ill.

17. Quinn R. Positive Organization: Liberation from Stereotypes, Coercion, Conservatism. - Moscow: Olimp-Business, 2017. - 208 p.
18. [Lalou F.](#) Discovering the Organizations of the Future / [Frédéric Laloux](#); transl. from English – Moscow: Mann, Ivanov and Ferber, 2018.
19. Madanes I. From stagnation to growth. How to Reveal and Develop the Potential of a Business Leader: transl. from English / I. Madanes, R. Madanes; transl. by A. Dvoryanchikov. - Moscow: Mann, Ivanov and Ferber, 2015. - 240 p.
20. McGough K. Iskusstvo upravleniya [The Art of Management]. 46 key principles and tools of the leader. - 2nd ed. - Moscow: Mann, Ivanov and Ferber, 2015. - 276 p.
21. Nezhdanov D.V. Team for a Million: Creating a Personnel Management System / D. V. Nezhdanov. - St. Petersburg: Piter, 2017. - 256 p.
22. Novikova G. 7 laws of development. Coaching for Leaders / G. Novikova, A. Bogach. - St. Petersburg: BHV-Petersburg, 2016. - 256 p.
23. Pintosevich, I. Influence! 7 Commandments of the Leader / I. Pintosevich. - Moscow: EKSMO, 2014. - 288 p.
24. Rowling S. I want more ideas. More than 100 techniques and exercises for the development of creative thinking / Steve Rowling; transl. from English by Elena Kupriyanova. Moscow: Mann, Ivanov and Ferber, 2018.
25. Ryzhenkova I. K. Professional skills of a manager. Improving personal and team efficiency / I. K. Ryzhenkova. - 2nd ed. - Moscow: EKSMO, 2013. - 272 p.
26. Sutherland J. Scrum. Revolutionary Method of Project Management / J. Sutherland; transl. from English by Geskin M., - Moscow: Mann, Ivanov and Ferber, 2016. – 320 p.
27. Sinyakin O. Dream Team. How to create a dream team / O. Sinyakin, V. Gerasichev. - Moscow: Mann, Ivanov and Ferber, 2015. - 208 p.
28. Tracy Br. How the Best Manage / Br. Tracy; transl. from English by Y. Kornilovich. - 2nd ed. - Moscow: Mann, Ivanov and Ferber, 2016.
29. Shaw Robert B. Key to Trust in the Organization: Effectiveness, Decency, Manifestation of Care. Moscow, Delo Publ., 2000. – 272 p.
Description of tasks and methodological recommendations in electronic form in the GECADEM system, the course contains slide lecture notes, which students can view in the system using the PowerPoint program

b) Databases, reference and retrieval systems

1. EBS ECZ "Bibliotech". State Contract No 019 dated 22.02.2011 Bibliotech LLC. License Agreement No 31 dated 22.02.2011 Access address: <https://isu.bibliotech.ru/> Validity: from 22.11.2011 indefinitely.
2. EBS "Rukont" Contract No 98 dated 11/13/2020; Act No bK-5415 dated 11/14/20 Valid until 11/13/2021. access: <http://rucont.ru/>
3. EBS "Lan Publishing House". LLC "Lan Publishing House". Information letter No 128 dated 09.10.2017 Validity period: indefinite. Access address: <http://e.lanbook.com/>
4. EBS "National Digital Resource "Rukont". Central Design Bureau "Bibkom". Contract No 04-E-0343 dated 12.11.2021 Access address: <http://rucont.ru/>
5. EBS "Ibuku.ru/ibooks.ru". LLC "Ibux". Contract No 04-E-0344 dated 12.11.2021; Act dated 14.11.2021. Access address: <http://ibooks.ru>
6. Electronic Library System "EBS Yurayt". LLC "Electronic Publishing House Yurayt". Contract No 04-E-0258 dated 20.09.2021. Available at: <https://urait.ru/>

VI. MATERIAL AND TECHNICAL SUPPORT FOR THE DISCIPLINE

6.1. Educational and Laboratory Equipment

Name of Specialized Premises and Self-Study Premises	Equipment of Specialized Premises and Self-Study Premises	List of Licensed Software. Details of Supporting Document
Lecture hall for lecture-type classes	<p>The hall 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"> 1. PC HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVDR V/kb/m/DOS/Solenoid Lock and Hood Sensor (RUS) 2. Monitor Viewsonic TFT 20" VA2014WM glossy-black 5ms 2000:1 250cd M/M 3. Projector Epson EB-1830 4. Active speakers Genius SP-S110 black 5. Video signal splitter Aten VS92A 2-port VGA <p>It is equipped with educational visual aids and electronic presentations that provide thematic illustrations for all topics specified in the discipline's syllabus.</p>	<p>BASE INSTALLATION KIT FOR: Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – contract with CJSC "Softline Trade" Tr026664 dated 17.05.2007 Project Standard 2007, Access 2007 - Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000023480 dated 19.05.2015 Windows operating systems under OEM pre-installation licensing programs, Microsoft MSDN AA academic collaboration programs. – contract with CJSC "Softline Trade" Tr017431 dated 15.05.2008 Windows operating systems under OEM pre-installation licensing programs, Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000031723 dated 05.08.2015 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) – contract with CJSC "Softline Trade" 13982/MOS2957 dated 22.01.2016 Archivers WinRAR: 3.x: Standard Licence - for legal entities, 100-199 licenses – contract with CJSC "Softline Trade" No. 15422/IRK11 dated 05.02.2010 Network client part: Software rights for Windows Server CAL 2012 Russian OLP NL Academic Edition Device CAL, 120 licenses – contract with CJSC "Softline Trade" 13512/MOS2957 dated 29.10.2015 Firewall, Proxy functionality - Software usage rights for Traffic Inspector GOLD discounted – contract with CJSC "Softline Trade" Tr044356 dated 27.08.2013 Software usage rights for Traffic Inspector GOLD Special renewal for 1 year – contract with CJSC "Softline Trade" Tr000112196 dated 29.09.2016</p>
Room for seminar-type classes	<p>The room 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"> 1. HP Elite 8300 SFF PC (i5 3470/4GB/1TB/DVDR V/keyboards/mouse/DOS/Solenoid Lock and Hood Sensor (RUS)) 	<p>BASE INSTALLATION KIT FOR: Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – contract with CJSC "Softline Trade" Tr026664 dated 17.05.2007 Project Standard 2007, Access 2007 - Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000023480 dated 19.05.2015 Windows operating systems under OEM pre-installation licensing programs, Microsoft MSDN AA academic collaboration programs. – contract with CJSC "Softline Trade" Tr017431 dated 15.05.2008 Windows operating systems under OEM pre-installation licensing programs, Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000031723 dated 05.08.2015</p>

	<p>2. Viewsonic TFT 20" VA2014WM glossy-black monitor (5ms, 20:1 contrast ratio, 250 cd/m², M/M)</p> <p>3. Epson EB-1830 projector</p> <p>4. Genius SP-S110 black active speakers</p> <p>5. Aten VS92A 2-port VGA video signal splitter</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) – contract with CJSC "Softline Trade" 13982/MOS2957 dated 22.01.2016</p> <p>Archivers WinRAR: 3.x: Standard Licence - for legal entities, 100-199 licenses – contract with CJSC "Softline Trade" No. 15422/IRK11 dated 05.02.2010</p> <p>Network client part: Software rights for Windows Server CAL 2012 Russian OLP NL Academic Edition Device CAL, 120 licenses – contract with CJSC "Softline Trade" 13512/MOS2957 dated 29.10.2015</p> <p>Firewall, Proxy functionality - Software usage rights for Traffic Inspector GOLD discounted – contract with CJSC "Softline Trade" Tr044356 dated 27.08.2013</p> <p>Software usage rights for Traffic Inspector GOLD Special renewal for 1 year – contract with CJSC "Softline Trade" Tr000112196 dated 29.09.2016</p>
Hall for group and individual consultations, formative and summative assessment	<p>The hall is equipped with specialized (educational) furniture for 11 students, 5 workstations equipped with computers connected to the Internet and providing access to the Electronic Information and Educational Environment (EIOS) of FSBEI HE "ISU".</p> <p>Equipment:</p> <p>1. 5 workstations: System unit HP Compaq dc7800SFF Dual Core PE-2180, 4 Gb DDR2 PC6400, 160GB SATA 3.0 HDD 2. 17.0" ViewSonic "VA703m" LCD display, 1280x1024, 8ms, TCO'03, silver-black (D-Sub, MM)</p> <p>3. One Hewlett-Packard LaserJet 3055 All-in-One multifunction printer.</p>	<p>BASE INSTALLATION KIT FOR: Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – contract with CJSC "Softline Trade" Tr026664 dated 17.05.2007</p> <p>Project Standard 2007, Access 2007 - Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000023480 dated 19.05.2015</p> <p>Windows operating systems under OEM pre-installation licensing programs, Microsoft MSDN AA academic collaboration programs. – contract with CJSC "Softline Trade" Tr017431 dated 15.05.2008</p> <p>Windows operating systems under OEM pre-installation licensing programs, Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000031723 dated 05.08.2015</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) – contract with CJSC "Softline Trade" 13982/MOS2957 dated 22.01.2016</p> <p>Archivers WinRAR: 3.x: Standard Licence - for legal entities, 100-199 licenses – contract with CJSC "Softline Trade" No. 15422/IRK11 dated 05.02.2010</p> <p>Network client part: Software rights for Windows Server CAL 2012 Russian OLP NL Academic Edition Device CAL, 120 licenses – contract with CJSC "Softline Trade" 13512/MOS2957 dated 29.10.2015</p> <p>Firewall, Proxy functionality - Software usage rights for Traffic Inspector GOLD discounted – contract with CJSC "Softline Trade" Tr044356 dated 27.08.2013</p> <p>Software usage rights for Traffic Inspector GOLD Special renewal for 1 year – contract with CJSC "Softline Trade" Tr000112196 dated 29.09.2016</p>
Room for student self-study work	<p>It is equipped with specialized (educational) furniture for 10 students and computer hardware connected to the Internet with access to the ISU Electronic Information and</p>	<p>BASE INSTALLATION KIT FOR: Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – contract with CJSC "Softline Trade" Tr026664 dated 17.05.2007</p> <p>Project Standard 2007, Access 2007 - Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000023480 dated 19.05.2015</p> <p>Windows operating systems under OEM pre-installation</p>

	<p>Educational Environment (EIOS). 1. 10 units: ThinkCentre M80 Series SFF system unit kit: Intel® Core™ i3-540 Clarkdale 2.93GHz / 1333MHz / Dual Core™ / 4M/73W / LGA 1156/32nm / 4GB PC3-10600 SDRAM x 2 / 250 GB, 7200RPM SATA / DVD RW 2. 10 units: 20.0" ViewSonic "VA2013w" LCD monitor, 1600x900, 5ms, TCO 03, black (D-Sub) 3. HP LaserJet 5000N printer, A3, 22ppm, 32 MB, 250 & 500 sheet feeder, JetDirect 615n print server 4. HP LaserJet 5100th printer, A3, 22ppm, 32 MB, 250 & 500 sheet feeder, JetDirect 615n print server</p>	<p>licensing programs, Microsoft MSDN AA academic collaboration programs. – contract with CJSC "Softline Trade" Tr017431 dated 15.05.2008 Windows operating systems under OEM pre-installation licensing programs, Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration programs. – contract with CJSC "Softline Trade" Tr000031723 dated 05.08.2015 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) – contract with CJSC "Softline Trade" 13982/MOS2957 dated 22.01.2016 Archivers WinRAR: 3.x: Standard Licence - for legal entities, 100-199 licenses – contract with CJSC "Softline Trade" No. 15422/IRK11 dated 05.02.2010 Network client part: Software rights for Windows Server CAL 2012 Russian OLP NL Academic Edition Device CAL, 120 licenses – contract with CJSC "Softline Trade" 13512/MOS2957 dated 29.10.2015 Firewall, Proxy functionality - Software usage rights for Traffic Inspector GOLD discounted – contract with CJSC "Softline Trade" Tr044356 dated 27.08.2013 Software usage rights for Traffic Inspector GOLD Special renewal for 1 year – contract with CJSC "Softline Trade" Tr000112196 dated 29.09.2016</p>
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6.2. Software:

The university is provided with the necessary set of licensed and freely distributed software, including domestic production:

1. Basic installation kit for: Office 2010 Services for granting the right to use the Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent. program, 39 licenses for the ISU BMBSH. Contract 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, Project) 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, Project) 1 Year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date March 31, 2023.
4. Windows 7, Windows 10 operating systems – Services for granting the right to use the Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent. program, 39 licenses for the ISU BMBSH. Contract No. 03-K-1131 dated November 29, 2021 KOSGU 226.4
5. Antivirus software - Dr.Web renewal Contract 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 – Appendix No. 1 to contract No. 15422/IRK11 CJSC "Softline Trade" dated February 5, 2010
7. Network client part – Software rights for Windows Server CAL 2012 Russian OLP NL Academic Edition Device CAL 120 licenses - invoice Tr000051059 CJSC "Softline Trade" dated October 27, 2015
8. Firewall, Proxy functionality – Software usage rights for Traffic Inspector GOLD discounted invoice Tr005456 CJSC "Softline Trade" dated August 27, 2013

9. Traffic Inspector GOLD Special* for 5 years Contract RSZ-0000276 dated November 16, 2021 KOSGU 226.4 License renewal

6.3. Technical and Electronic Learning Tools:

Multimedia Equipment and Other Technology for Presentation of Educational Material:

1. Desktop PC HP EliteDesk 800 G4 SFF Intel Core i5 8500 (3Ghz)/8192Mb/1000Gb/DVDrw/warranty 3y/W10Pro +V
2. ViewSonic 21.5" VA2245a monitor - LED [LED, 1920x1080, 10M:1, 5ms, 170° horizontal, 160° vertical, D-Sub]
3. NEC M420X LCD projector, 4200 ANSI Lumens, XGA, 2000:1 contrast, lamp 3500h (Eco mode), HDMI, USB Viewer, RJ-45, 10W, 3.6 kg
4. Jetbalance JB-115U 2.0 black speakers (4W)
5. Aten VS92A 2-port VGA video signal splitter

List of Licensed Software Used:

1. Office 2010 under the academic collaboration program with Russian Microsoft Desktop Education AllLng License/Software Assurance Pack Academic OLV 1License LevelE Enterprise.
2. Project Standard 2007, Access 2007 – under the Microsoft DreamSpark Premium Electronic Software Delivery academic collaboration program.
3. Microsoft Project Professional 2010, Microsoft Visio Professional 2010 under the Microsoft Imagine Standard Electronic Software Delivery academic collaboration program with the assistance of the ISU Computer Center (CNIT ISU).

VII. EDUCATIONAL TECHNOLOGIES

In accordance with the requirements of the Federal State Educational Standards in the field of training, the implementation of the competency-based approach provides for the widespread use of active and interactive forms of conducting classes in the educational process (computer simulations, business and role-playing games, analysis of specific situations) in combination with extracurricular work in order to form and develop the professional skills of students. The training course includes meetings with representatives of Russian companies, state and public organizations, master classes by experts and specialists.

Teaching the discipline involves the use of the following educational technologies:

- conducting classroom classes using multimedia technologies, audio and video materials;
- conducting lectures in the form of a problem lecture, lecture-discussion (if necessary, in the form of a webinar with a recording of the lecture for subsequent viewing);
- the use of a problem-oriented approach through independent work;
- test technologies on the remote platform of the BMBS "Gekadem";
- the use of interactive training technologies, such as group discussion, work in small groups;
- conducting master classes with specialists;
- the performance of independent work by students.

The share of classes conducted in interactive forms - practical classes - is determined by the main goal (mission) of the program, the characteristics of the contingent of students and the content of specific disciplines (determined by the requirements of the Federal State Educational Standard, taking into account the specifics of the BRI). Lecture-type classes for the relevant groups of students are determined by the relevant working curriculum in accordance with the requirements of the Federal State Educational Standard.

Distance technologies used in the implementation of various types of educational work:

- individual communication with students through the teacher's e-mail;
- use of the educational portal of ISU <https://educa.isu.ru/> and the platform of the BMBS "Gecadem" to organize current monitoring of progress and attendance.

Distance technologies in the development of disciplines are implemented on the basis of the educational portal of Irkutsk State University (access address: <http://educa.isu.ru>) and the platform of the BMBS "Gekadem" (access address <https://edu.buk.irk.ru/>).

VIII. MATERIALS FOR FORMATIVE AND SUMMATIVE ASSESSMENT

Assessment materials for current control and intermediate certification are formed in accordance with the Regulation on the Point-Rating System for Assessing Academic Performance at ISU:

Less than 60 points/unsatisfactory
60-70 points / satisfactory
71-85 points/good
86-100/excellent

Points for the student's current work in the discipline are awarded by the teacher during the semester. The amount of points scored by the student is put in the statement.

Assessment tools for incoming control (can be in the form of tests with closed or open-ended questions). – are not used.

Materials for current and intermediate control of students' knowledge:

№	Type of control	Supervised topics (sections)	Controllable competencies / indicators
1	Presentations at seminars	Topics 1.1, 1.2., 2.4, 4.5	GPC 3.1, GPC 3.2
2	Individual tasks in HECADEM	Topics 2.2, 3.2, 3.3, 4.4	GPC 3.1, GPC 3.2
3	Intermediate tests №1, №2, №3	Topics 1.1, 1.2, Topics 2.1 Topics 2.2-2.4, 3.1. Topics 3.2-3.5, 4.1-4.4	GPC 3.1, GPC 3.2
4	Group tasks in GECADEM	Topic Nos. 2.1,3.4, 4.1, 4.3, 5.1, 5.2	GPC 3.1, GPC 3.2
5	Protection of group projects	Topic Nos. 2.1,3.4, 4.1, 4.3, 5.1, 5.2	GPC 3.1, GPC 3.2
	Term paper defense	On all topics of the course	GPC 3.1, GPC 3.2
6	Final test	On all topics of the course	GPC 3.1, GPC 3.2

Assessment tools of current control are formed in accordance with the internal regulations of the university.

An exam that includes answers to theoretical questions, solving cases.

The grade for the course is formed on a scale of 100 points, 100-86 excellent, 85-71 good, 70-60 satisfactory.

The grade consists of: 50% of the score for HECADEM + 50% of the points for classroom

assignments = 100.

Quests in HECADDEM	Quest weights
Submission of the text of the Term paper	30
Group project "Study of tools for the implementation of modern trends in the organization of activities in the company"	20
Group project "Formation of the CA SAF" (passport)	Add. Task
Self-presentation (reflective analysis)	10
Case "Motivation knitwear"	10
Group project – scenario of the role-playing game "Features of National Business"	20
Essay	Add. Task
On-line test	10
Total	100
Classroom assignments	
Workshop 1. Analysis of CC Codes; Cases "How Dell Revived the Soul", "Art and Science on an Equal Footing"	10
Workshop 2. Cases on the organization of the working environment	
Workshop 3. Cases on the topic "Motivation"	
Workshop 4. Cases on the topic "Conflict"	
Intermediate Test 1 Intermediate Test 2 Intermediate Test 3	10
Self-presentation (in the classroom)	10
Defense of the results of the study "Irkutsk Ski Track"	10
Presentation of the results of the State Enterprise "Study of Personnel Readiness to Follow Modern Trends in the Organization of Activities in the Company"	10
SE – RI "Features of National Business"	10
Presentations at seminars	5
Term paper defense	5
Lecture Activities	10
Final test	20
Total	100

Demo version of the test No1

1. Vertical division of labor is...

- a. division of all work into component components;
- b. separation of work on coordination of actions from the actions themselves;
- c. division of a large amount of work into numerous specialized tasks;
- d. activities to coordinate the work of other people.

2. The form of division and cooperation **of managerial activity in the organization**, which ensures the functioning of the management process aimed at achieving the goals of the

organization, which involves the distribution of functions and tasks between the participants of the management process, is usually called

- a. Communicative structure
- b. Organizational structure
- c. Technological structure
- d. Mechanical Structure

3. Which of the following characteristics do not belong to the characteristics of organizational culture:

- a. awareness of oneself and one's place in the organization;
- b. communication system and language of communication;
- c. accounting at the enterprise;
- d. appearance, clothing and presentation of oneself at work;
- e. what and how people eat, habits and traditions in this area;
- f. awareness of time, attitude to it and its use;
- g. logistics systems of the enterprise.

4. The structure formed as a result of building the administrative apparatus only from mutually subordinate bodies in the form of a hierarchical ladder is called:

- a. Line-staff
- b. Matrix
- c. Functional
- d. Linear-functional
- e. Linear
- f. Divisional

5. Which of the following statements is relevant to **S. Freud**:

- a. He argued that the internal unity of the psychic organization of the personality is conditioned by its desire for success, self-realization, and social identification;
- b. He developed a doctrine of two types of unconscious: personal (repressed impulses, forgotten impressions) and collective (instincts and archetypes);
- c. In the structure of personality, he was the first to distinguish three spheres: unconscious, preconscious, conscious;
- d. He argued that man is the only creature for whom the problem is his own existence, he appears in two opposing images "To Be" and "To Have".

6. Theories that consider the organization as a social system, which argued that the main driving force for improving productivity is not only the system of material incentives, but also intergroup competition, therefore the focus of management should be on the problems of group relations, communication barriers, conflicts and cooperation ...

- a. System paradigm
- b. Behavioral paradigm
- c. Rationalist paradigm
- d. School of Human Relations

7. Which of the representatives of the Rationalist paradigm or the school of scientific management proposed the principles of administrative management, which are still used in management today?

- a. Adam Smith
- b. Robert Owen
- c. Charles Babbage
- d. Henri Fayol
- e. Max Weber

8. Which of the representatives of the School of "Human Relations" can be called the founder of this direction and one of the main researchers of the Hawthorne experiments

- a. Mary Parker Follett
- b. Vilfredo Pareto

- c. Elton Mayo
 - d. D. Scanlon
9. "Communicator" is one of the **elements of the communicative process**, which can be characterized by the following question:
- a. With what effect?
 - b. Who? (transmits a message)
 - c. How? (in progress)
 - d. A what? (transmitted)
 - e. To whom? (message sent)
10. **Communication "manager-subordinate"** is...
- a. a type of communication that is also a channel for spreading rumors
 - b. communications related to the clarification of tasks, priorities and expected results
 - c. exchange of information between different departments of the organization to coordinate tasks and actions
 - d. communications, which can occur in descending or ascending lines.
11. A physical **communication barrier** does not include:
- a. geographical remoteness;
 - b. distracting noise;
 - c. the age of people;
 - d. static interference.
12. "**Role culture**" according to Hendy's classification has the following characteristics
- a. the work is governed by procedures and rules;
 - b. the job description or role is more important than the person performing it;
 - c. it is adaptive and it is important for it to work in teams; providing personnel with a significant share of freedom to choose organizational forms;
 - d. power is associated with positions, not with people;
 - e. a significant role is played by the speed of work, orientation to high professionalism of employees and cooperative group effect;
 - f. A significant role is played by the system of rules and standards of activity, the observance of which guarantees its effectiveness.
13. In what typology of corporate culture did the author identify the parameters for analysis: interaction with the external environment, size and structure of the organization, motivation of personnel, describing 8 types of culture: the culture of "greenhouse", "spikelet gatherers", "vegetable garden", "French garden", "large plantations", "liana", "shoal of fish", "nomadic orchid". Who are the author(s)?
- a. Typology of G. Hofstede
 - b. Typology of T. E. Dale and A. A. Kennedy
 - c. R. Ackoff's typology
 - d. M. Burke's typology
14. Which of the following **channels** contributes to the creation of open communication in organizations, and at the same time is a channel for spreading rumors
- a. Communication "manager-subordinate";
 - b. Interpersonal Communications
 - c. Inter-level communications;
 - d. Communication between the manager and the working group;
 - e. Horizontal communications;
15. Fulfillment of which of the following conditions reduces **the effectiveness of information dissemination management**:
- a. The channel of information dissemination should correspond to the message
 - b. Reporting both good and bad news
 - c. Messages should be only cognitive, but in no case emotional

d. The message should be complex and simple at the same time

16. The interaction inherent in people with the environment, mediated by their motor and mental activity, refers both to individuals and to social groups, i.e. aggregates of individuals – called

- a. Communication
- b. Persuasion
- c. Volitional regulation of behavior
- d. Behavior

17. An object, action or event that has meaning for others. Those that are associated with the corporate culture of the organization convey to people the most important values of this organization. They are called

- a. Legends
- b. Heroes
- c. Symbols
- d. Ceremonies

18. The portrait of an employee of a "turquoise organization" suggests that all adults are creative, thinking, trustworthy, and capable of making serious decisions

True **False**

19. The team approach is becoming more and more attractive in the organization of labor activity, because with this approach, fewer ideas are developed, the ability to innovate decreases, but large and interdisciplinary problems are better solved.

True **False**

20. Leadership in self-managed teams implies that the external role of the leader is changed to coordination, which involves encouraging team members to manage themselves.

True **False**

21. According to Kegan's levels of adult development, the level at which we can defend our point of view, set boundaries on behalf of our own inner voice; our sense of ourselves relates to our belief system, personal code of behavior and values is called

- a. Socialized consciousness.
- b. Self-controlled consciousness.
- c. Self-transforming consciousness.

22. The development of a competency-based approach in personnel management assumes that the HR department becomes an agent for maintaining and developing the company's competitive advantages, in particular, leading to them – key competencies.

True **False**

23. Explain what is meant by the term "crowdrecruiting". Can this phenomenon be used in the activities of business companies, in what areas, if, and what problems and tasks of personnel management can it solve.

Demo version of the test No2

1. When the perception of another person is dominated by the tendency to identify those aspects of the situation or individual that are consistent with one's own needs, values and attitudes, we speak of such a pattern of perception as:

- a. Halo effect
- b. Stereotyping
- c. Selectivity
- d. Projection
- e. Halo effect

2. The design parameter of the work task, which shows how many different types of activities the work includes, and, thus, the person performing this work is required to use a number of different skills and abilities is called

- a. Integrity

- b.** Variety of skills
- c.** Importance
- d.** Autonomy
- e.** Feedback

3. To define the concept of "Job satisfaction" –

- a.** A temporary emotional state characterized by a positive experience of relaxation; the result of the employee's perception of how well his work provides things that are important from his point of view;
- b.** A constant tendency to feel or behave in a certain way in relation to an object;
- c.** It is a construct that encompasses a person's desire to stay in an organization for a long time;
- d.** The whole complex of factors that direct and motivate behavior.

4. "Generation X (Unknown Generation)" is characterized by the following values:

- a.** readiness for change, the possibility of choice, global awareness, technical literacy, individualism, the desire to learn throughout life, informality of views, search for emotions, pragmatism, self-hope, gender equality, emotionally, people of this generation strive for sincerity of feelings, constancy in friendships and family relations, they are ready to take responsibility for their neighbor even to the detriment of their own interests;
- b.** The value system of this group already includes such concepts as civic duty and morality, responsibility, but at the same time, psychologists note their naivety and ability to obey. They must be aware that something depends on them, so they will prefer to change jobs, but will not tolerate administrative diktat;
- c.** optimism, interest in personal growth and reward, at the same time teamwork and team spirit, the cult of youth, The best sport for them is football and hockey. The best vacation is tourism. In other people, they respect curiosity very much. Now representatives of this generation are quite active, go to fitness centers, swimming pools, master new gadgets and the Internet, travel to other countries as tourists;
- d.** They will be able to bring the economies of many countries to the modern level, adopting the perseverance and efficiency of the previous two generations and not being as materially oriented as their parents. Representatives of this generation, no one orders except themselves. No one thinks about their loyalty to companies anymore – they themselves expect loyalty from companies.

5. According to the theory of F. Herzberg, motivational factors include:

- a.** Company Policy and Management
- b.** Delegation of authority and responsibility
- c.** Opportunity for growth
- d.** Reliability of operation
- e.** Remuneration

. Which of the listed authors is the author of well-known process theories

- a.** J. Adams
- b.** Abraham Maslow
- c.** Clayton Alderfer
- d.** Frederick Herzberg
- e.** Layman Porter

7. Remuneration with certain direct costs shall include:

- a.** Recognition
- b.** Party in the office
- c.** Special types of work
- d.** Company car
- e.** Stock Option

8. The means of motivational management in accordance with Maslow's hierarchy of needs satisfying 1) physiological needs - _____, 2) the need for security - ____, 3) the need

for social acceptance - _____, 4) the need for recognition and respect - ____, 5) the need for self-actualization - ____ include:

- a. To create conditions for the social activity of members of the organization outside its framework (sports competitions, social clubs, corporate parties, etc.)
- b. Implementation of the "work without layoffs" policy
- c. Provide subordinates with learning and development opportunities that allow them to fully exploit their potential
- d. Delegate additional rights and authority to subordinates
- e. Housing subsidies

Which of the following statements are true and which are false?

9. Revision of the design of the work task is carried out during the period of global organizational changes, for example, the introduction of new technologies or restructuring

True - False

10. An organization as an open system does not have the ability to self-regulate

True - False

11. One of the principles of the socio-technical approach states: "Changes in one part of an open system affect other parts of it"

True - False

12. Engage and build commitment to organizational values and goals, such as internal journals, team briefings, pitching charts and conducting surveys to enable staff to better identify with the organization's goals and mission. All these are modern trends in the design of the work order

True - False

13. Process theories focus on the thought processes that make people prefer one action over another

True False

14. For process theories of expectation, three types of relationship are of particular importance: effort – reward; fairness – opportunities; valence – reward

True False

15. Read the case carefully and answer the questions: Do you agree with the HR manager? Why? Given Jerry's background, what motivations do you study that might be very important to him? Which motives will be less significant? Find specific evidence for each motive in the example given.

When Jerry Slate was a child, his parents always encouraged him to show independence. In his school years, he was quite successful both in the classroom and outside it. In elementary school, he always tried to act as a traffic controller or monitor order in the canteen. However, my mother was worried that he did not get along well with his peers. But Jerry usually explained it this way: "I don't need them. Besides, there are many things they can't do as well as I can, and I don't have time to help them; I'm too busy improving myself. Jerry continued to excel in high school and college. He was always one of the highest performers in his class, was a very good long-distance runner and was on the track and field team, both in high school and college. In college, he did not join student communities and lived in an apartment. After graduating from college, Jerry went to work for a large insurance company and soon became one of the best agents. Jerry was very proud to have been one of the top five insurance agents for six of the eight years he had been with the company.

At the head office of the insurance company, the executive committee responsible for appointing people to key positions was discussing a vacancy for a sales manager in the Midwest. The HR manager presented the following report: "As you know, the Midwest region lags behind others in terms of sales. We need to find a highly motivated person so that he can take responsibility in this situation and change the situation. After a thorough search, I recommend Jerry State for this position. As you know, Jerry is doing very well in the company and has achieved outstanding results. He is a very motivated person. I think he's the

right person to do the job."

Demo version of the test No3

1. At the stage of _____ group, its members actually begin to represent a single whole capable of coordinated actions:

- a. Rationing
- b. Formation
- c. Seething
- d. Functioning
- e. Parting

2. An effective group is one that achieves a high level of task performance, satisfaction of its members, and _____:

- a. coordination;
- b. harmony;
- c. creativity;
- d. viability.

3. They represent complex emotional states, the general emotional mood of the group members, the totality of experiences that have taken possession of them in a certain period, which largely determine the direction, orientation and nature of all manifestations of the psychology of the group and its individual members

- a. Traditions
- b. Aspirations
- c. Group moods
- d. Group opinion
- e. Relationships

4. Organizational skills, practical common sense, hard work, self-discipline are the virtues that should be possessed by the

- a. Implementer
- b. Idea Generator
- c. Hard Worker
- d. Chairman

5. The ability to attract people and use innovations, the ability to respond to the difficulties of the situation - these are the virtues that should be possessed

- a. Resource Finder
- b. Team Player
- c. Idea Generator
- d. Chairman

6 If the implementation of a decision requires deep interest, the following form of decision-making is usually preferred:

- a. authoritarian;
- b. voting by a majority of votes;
- c. group consensus;
- d. groupthink.

7. Undesirable Behaviors in Teamwork Include

- a. Excessive aggression towards the rest of the team
- b. Withdrawal into oneself, refusal to cooperate with others
- c. Use a group as a scene to clarify problems
- d. Avoiding enthusiastic conversations on extraneous topics
- e. Attempts to compete for attention and recognition

8. In order to weaken cohesion, it is necessary to

- a. Increase competition within the team itself
- b. Increase homogeneity

- c. Reward individual achievements
- d. Make the team smaller
- e. Make the team more open to others

9. The tendency of a culture to value stereotypical masculine or feminine characteristics reflects the extent to which the organization emphasizes competition and assertiveness, or on sensitivity to interpersonal relations and preoccupation with relationships, reflects the content of the national culture parameter according to Hofstede, which is called:

- a. Masculinity – femininity
- b. Power Distance
- c. Uncertainty avoidance
- d. Individualism – collectivism
- e. Long-term - short-term orientation

10. A high Uncertainty Avoidance indicator is characterized by the following features

- a. The main value is security and peace of mind
- b. The management prefers to deal with strategic issues
- c. Resistance to innovation and non-standard solutions
- d. Managers are ready for risky decisions and take full responsibility for themselves
- e. Emotional need for rules
- f. Managers are more preoccupied with private issues and details

11. Who is the author of the following theory of leadership: The situational model was an important contribution to the further development of the theory, as it focused on the situation and identified three factors that affect the behavior of the leader. These factors are: the relationship between the leader and the team members; the structure of the task; the official authority or positional power of the leader.

- a. Robert House
- b. Blake and Mouton
- c. Fred Fiedler
- d. Hersey and Blanchard
- e. By Rensis Likert

12. Below are described the features of business behavior in business, determine which **national culture** they are inherent in: "In communication with other English-speaking peoples, they feel at home, while experiencing little difficulty in establishing simple but effective relationships. When doing business, it is necessary to take into account their belonging to different social strata. For example, with wealthy southerners, one should emphasize one's civilization and education, while working with practical northerners, more importance should be attached to sincerity, directness, and a simpler negotiation procedure. At business negotiations, they behave somewhat formally, addressing them by their first names only after 2-3 meetings, then very informally: they take off their jackets, roll up their sleeves, address them by their first names. They like to show their affection for the family, for them in the middle of negotiations topics related to children, recreation, etc. They also resort to humor for self-criticism, to defuse tension, to speed up discussion. At the negotiations, businessmen of this country try to show prudence, willingness to compromise and common sense. However, they rarely make a final decision at the first meeting, even if there are no disagreements, they do not like to rush, they are attached to traditions and they are quite cautious."

- a. Japanese
- b. American
- c. German
- d. English
- e. Arab

13. Managers who deal with investors, answering their questions, anticipating analysts'

questions and presenting these ideas to top managers, have the power to:

- a. Representative
- b. By the power of reward
- c. Legitimate
- d. Charismatic

14. Synergy is the creation of a whole that is more than just the sum of parts.

True False

15. Group decision-making is always better than individual decision-making.

True False

16. The greater the diversity of group members, the more difficult it is for them to work together, although diversity itself expands the skills and perspectives needed to solve a problem.

True False

17. In their life cycle, groups go through different stages, and each of them is characterized by its own problems in management

True False

18. Cohesion is stronger in small groups, whose members respect each other's competence and knowledge, pursue the same goals and perform interrelated tasks

True False

19. Returning to the expatriate's home country can be a source of problems for him and his employers

True False

20. In polychronic cultures, people tend to finish one activity at a time

True False

Sample list of questions and tasks for the exam

Developer:



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Head of the Department



N.B. Grosheva

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