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## SYLLABUS “MANAGEMENT”

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**Department responsible for the course or equivalent:** Institute of Management in Economic, Ecological and Social Systems; Department of Business Economics

**Semester when the course unit is delivered:** 1<sup>st</sup>

**Level of course unit:** Bachelor level

**ECTS credits:** 6

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### ADMISSION REQUIREMENTS

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Applicants are expected to have completed the following courses.

This academic discipline is studied in 1 semester, therefore, has no previous disciplines.

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### COURSE OBJECTIVES (AIMS)

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- gain systematic knowledge about organizational management, management methods and principles;
- to develop the ability to identify problems, set goals, plan the activities of organizations and departments, evaluate alternatives, choose the best solution, evaluate the results and consequences of management decisions;
- to form the skills of organizational and managerial activity, the ability to analyze the external and internal environment of the organization, identify its key elements and evaluate their impact on the organization;
- to develop skills in the development and implementation of management decisions, skills in the methods of implementing the basic management functions (planning, organization, motivation, control) in the areas of personnel management.

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### COURSE CONTENTS

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#### **Module 1. Introduction to management**

Session 1. The essence of organizational management

Session 2. Profession of manager

Session 3. External and internal environment of the organization

Session 4. Types of organizations. Types of organizational structures



## **Module 2. Aspects of management**

Session 5. Aspects of organization's activity

Session 6. The concept of strategic development of the organization. Types of strategies

Session 7. Goal setting as a management function. Prediction as a function

Session 8. Planning as a management function

## **Module 3. Management functions**

Session 9. Organization as a management function

Session 10. Organization as a management function

Session 11. Control as a function of management

Session 12. Development of management decisions

## **Module 4. Leadership in management**

**Session 13.** Communications as a binding management process

**Session 14.** Group and conflict management

**Session 15.** Leadership styles

**Session 16.** Modern management technologies

**Session 17.** Summing up the course

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### LEARNING OUTCOMES

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#### **Knowledge:**

- basic concepts and methods of cross-cultural management;
- types of groups in organizations and their characteristics;
- types of conflicts and their role in the activities of organizations;
- the concept of strategic development of organizations;
- concepts of hard and soft-skills;
- methods of managing human resources, groups, conflicts in the organization;
- methods of time management, self-management;
- models and methods for searching, analyzing information;
- methods of goal-setting;
- methods for generating alternative solutions;
- methods of multi-criteria decision making;
- process, system, situational approaches;
- components, aspects, principles, functions of the organization's management system;

#### **Abilities:**

- to find and critically interpret information;
- to conduct a systematic and causal analysis;
- to diagnose problem situations;



- to apply methods of time management, self-management, development of professional and personal competencies;
- to develop standard solutions for managing the organization and its units;

**Skills:**

- systemic thinking;
- search for relevant information on the investigated problem;
- scientifically based argumentation of one's own opinion;
- critical and systemic thinking;
- motivation for self-development;
- public speaking.

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PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

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Educational technologies used in the study of the discipline provide for the use of active and interactive forms of classes in the educational process, namely:

- interactive lectures with discussion of issues;
- practical classes with:
  - discussion on problematic issues;
  - students' presentations on problem-oriented topics;
  - solving practical cases related to management problems;
- colloquium.

Educational technologies include the use of e-learning and distance learning technologies. Microsoft Teams will be used to create a remote workspace for collaboration and real-time communication, meetings, messaging, files and applications. For the offline interaction form, e-mail and group chats on VK are used.

The following activities are carried out for independent work:

- repetition of lecture material;
- search for scientific and technical information in open sources in order to analyze and identify key features;
- preparation for practical exercises and problem solving with the involvement of basic and additional literature;
- preparation for the colloquium;
- preparation for the exam.

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ASSESSMENT METHODS AND CRITERIA

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Criteria for evaluation:

**Discussion of issues at lectures**



The maximum number of points for a lecture of the semester is 16 points, 4 points for a module.

- 1 point for work on discussion of issues at one lecture class.

### **Case solving**

The maximum number of points for practical tasks of the semester is 24 points; 6 points for a module; 2 points for a practical class.

- 2 points - complete, detailed answers to the questions posed are given, the ability to distinguish essential and non-essential features, cause-effect relationships are shown. The answer is clearly structured, logical, stated in terms of science. Finished conclusions and generalizations on the issue. Comprehensive answers to clarifying questions.
- 1.5 points - complete, detailed answers to the questions posed are given, the ability to distinguish significant and non-essential features, cause-effect relationships are shown. The answer is clearly structured, logical, stated in terms of science. However, minor errors or shortcomings were made, corrected by the student with the help of "leading" questions of the teacher.
- 1 point - full but insufficiently consistent answers are given to the question posed, but the ability to distinguish significant and non-essential signs and cause-effect relationships is shown. The answer is logical and stated in terms of science. 1-2 errors can be made in determining the basic concepts that the student finds it difficult to fix on his own.
- 0,5 point - given an insufficiently complete and insufficiently detailed answer. The logic and sequence of presentation have violations. Errors were made in the disclosure of concepts and in the use of terms. The student is not able to independently identify significant and non-essential features and cause-effect relationships. The student can concretize the generalized knowledge, proving by examples their basic provisions only with the help of a teacher. Speech design requires amendments, corrections.
- 0,25 point - the student is familiar with the contents of the case, but is not able to formulate answers to questions.
- 0 points - the student is not familiar with the contents of the case.

### **Colloquium**

The maximum number of points for colloquium of the semester is 20 points; 5 points for a module.

The colloquium includes an oral answer to 5 questions in a module, the maximum score for a question is 1 point.

- 1 point - a complete, detailed answer is given to the question posed, the ability to distinguish essential and non-essential features, cause-effect relationships is



shown. The answer is clearly structured, logical, stated in terms of science. Finished conclusions and generalizations on the issue. Comprehensive answers to clarifying questions.

- 0,75 points - a complete, detailed answer is given to the question posed, the ability to distinguish significant and non-essential features, cause-effect relationships are shown. The answer is clearly structured, logical, stated in terms of science. However, minor errors or shortcomings were made, corrected by the student with the help of "leading" questions of the teacher.
- 0,5 points - a complete but not consistent answer is given to the question posed, but the ability to identify significant and non-essential signs and cause-effect relationships is shown. The answer is logical and stated in terms of science. 1-2 errors can be made in determining the basic concepts that the student finds it difficult to fix on his own.
- 0,25 points - given an insufficiently complete and insufficiently detailed answer. The logic and sequence of presentation have violations. Errors were made in the disclosure of concepts and in the use of terms. The student is not able to independently identify significant and non-essential signs and cause and effect communication. A student can specify generalized knowledge by proving their basic principles using examples only with the help of a teacher. Speech design requires amendments, corrections.
- 0 points - no answers were received on the basic questions of the colloquium.

### **Exam**

The maximum score for an exam is 40 points.

Part 1-written answer (20 points) for answers to 2 questions in the ticket (10 points for 1 question).

Part 2-oral answer (20 points) to questions (10 points for 1 question).

- 22-28 points – Competence is formed. The student has a general idea of the type of activity, the basic laws of functioning of objects of professional activity, methods, and algorithms for solving practical problems.
- 29-34 points – Competence is formed. The student can solve typical problems, make professional and managerial decisions according to well-known algorithms, rules, and techniques;
- 35-40 points – Competence is formed. The student is ready to solve practical problems of increased complexity, atypical tasks, make professional and managerial decisions in conditions of incomplete certainty, with insufficient documentary, regulatory and methodological support.



1. Vesnin, V.R. Management: textbook / V.R. Vesnin. - 4th ed., Revised. and add. - Moscow: Prospect, 2015 .-- 613 p. - Access mode: by subscription. - URL: <http://biblioclub.ru/index.php?page=book&id=251693> (accessed 04.04.2020).
2. Efimov, A.N. Management: workshop / A.N. Efimov, E.N. Barikayev. - Moscow: Unity, 2015 .- 119 p. : tab., schemes - Access mode: by subscription. - URL: <http://biblioclub.ru/index.php?page=book&id=115011> (accessed 04.04.2020)
3. Management: textbook / ed. M.M. Maksimtsov, M.A. Mosquitoes. - 4th ed., Revised. and add. - Moscow: Unity, 2015 .-- 343 p. : tab., schemes - Access mode: by subscription. - URL: <http://biblioclub.ru/index.php?page=book&id=115008> (accessed 04.04.2020).
4. Teacher, Yu.G. Development of management decisions: a textbook / Yu.G. Teacher, A.I. Ternovoi, K.I. Thorny. - 2nd ed., Revised. and add. - Moscow: Unity, 2015 .-- 383 p. - Access mode: by subscription. - URL: <http://biblioclub.ru/index.php?page=book&id=117136> (accessed 04.04.2020).