

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
 Federal State Autonomous Educational Institution of Higher Education
 "Ural Federal University named after the first President of Russia B.N. Yeltsin"
 Graduate School of Economics and Management





APPROVED BY
 Vice rector for science
 A.V. Germanenko
 11 2023

WORKING DISCIPLINE PROGRAM
MANAGEMENT

List of information about the working program of the discipline	Credentials
Doctoral Program	Code DP
<i>«Management»</i>	5.2.6
Group of specialties	Specialty group code
<i>«Economics»</i>	5.2.
Federal State Requirements (FSR)	Order of the Ministry of Science and Higher Education of the Russian Federation No. 951 dated 20.10.2021
Self-Approved Requirements (SAR)	Order "On the implementation of the "Requirements for the development and implementation of training programs for scientific and scientific-pedagogical personnel in the graduate school of UrFU" No 315/03 dated 31.03.2022

Yekaterinburg
 2023

Working discipline program is compiled by the authors:

No	Full name	Academic degree, academic title	Position	Department	Signature
1	Ludmila S. Ruzhanskaya	Doctor of Economics, Associate Professor	Head of the Department	Department of International Economics and Management	
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Recommended:

by Ural Federal University Academic Council

Protocol No. 9 dated 27.11.2023

Director of School of Economics and Management



Irina D. Turgel

Agreed by:

Head of the Department of
Science and Pedagogical training



Elena A. Butrina

1. GENERAL CHARACTERISTICS OF THE DISCIPLINE «MANAGEMENT»

1.1 Abstract of the discipline content

The program of the discipline "Management" reflects specialized topics related to the specialty 5.2.6 – Management.

Within the framework of the discipline, such issues as the formation and development of the theory and practice of managing organizations as social and economic systems are studied; identification of stable links and patterns that determine the nature and content of management problems, the logic and mechanisms for their resolution; study of trends and patterns in the field of general and strategic management, innovation management, personnel management, modern production systems.

Discipline "Management" is a key discipline for postgraduate students studying in the scientific specialty "Management". This discipline is aimed at the formation of competencies, covering the ability of postgraduate students to navigate the principles, approaches, tools for managing organizations and processes of state and municipal government, to know the features of the processes and functions of management in the presence of foreign economic activity and the activities of organizations and systems of economic entities, to apply the theory and methodology of fundamental and applied research in the field of management of organizations and bodies of state and municipal government in order to identify topical scientific problems and study patterns and trends in the development of markets and economic entities; evaluate market trends, behavior strategies of economic entities, develop management decisions, critically evaluate them and form proposals for improving organizational and economic mechanisms and methods for managing the flow of material, information, financial and human resources.

The purpose of the discipline is to develop managerial thinking among postgraduate students, understanding the essence of the processes that are developed in organizations, their systems, state and municipal government bodies, ability to develop management decisions and to predict their consequences both at the micro and meso-levels, ability to develop recommendations for policy and conduct research aimed at substantiating market trends and the market improvement of the managerial aspects of the behavior of economic subjects.

The study of the discipline "Management" involves the solution of the following tasks:

- to reveal the general logic of management processes in commercial and non-profit organizations, as well as state and municipal governments, as well as local governments;
- to analyze socio-economic phenomena, economic markets and activities of organizations of various organizational and legal forms, public authorities and local self-government;
- to study the markets, to diagnose the activities of economic entities, to assess the existing factors of socio-economic and financial risks;
- to lay the theoretical foundation for research on management processes and functions, as well as the development of solutions and principles for their effective implementation;
- to form an understanding of the general logic of economic and mathematical modeling of management processes at the level of organizations and their groups.

1.2 The language of discipline - English.

1.3 Planned learning outcomes by discipline

The list of planned learning outcomes in the discipline, correlated with the planned results of mastering the doctoral program.

As a result of studying the discipline, postgraduate students must:

KNOW:

- patterns of functioning of a modern organization, as well as state administration and local self-government bodies;
- factors of globalization influence on the principles of management at the level of micro-objects;
- models of making managerial decisions;

- tools of state administration and local self-government;

BE ABLE TO:

- navigate in the main modern concepts, classical theories and basic models of management;
- identify influencing on the development of the main subjects of management factors;
- apply theoretical knowledge to analyze managerial relations, predict the consequences of managerial decision-making and design in business and public administration of local self-government;
- collect and analyze the information needed to test models in management;

POSSESS:

- methodology for conducting scientific research in the field of management;
- experience in classifying types and types of management decisions;
- skills in preparing and analyzing initial statistical information for building economic models;
- skills to analyze the problems of companies' behavior in international and national markets and to develop state policy in the field of regulation of the activities of organizations and groups of organizations.

1.4 Legal framework of working discipline program

The working discipline program is based on:

- Federal Law No. 273-FZ of December 29, 2012 "On Education in the Russian Federation";
- Federal Law No. 127-FZ of August 23, 1996 "On Science and the State Scientific and Technical Policy";
- Decree of the Government of the Russian Federation of November 30, 2021 No. 2122 "On approval of the Regulations on the training of scientific and scientific-pedagogical personnel in graduate school (adjuncture)";
- Order of the Ministry of Science and Higher Education of the Russian Federation dated February 24, 2021 No. 118 "On approval of the nomenclature of scientific specialties in which academic degrees are awarded, and on amendments to the Regulations on the Council for the Defense of Dissertations for the Candidate of Science degree, for the Doctor of Science degree, approved by order of the Ministry of Education and Science of the Russian Federation dated November 10, 2017 No. 1093";
- Order of the Ministry of Science and Higher Education of the Russian Federation dated October 20, 2021 No. 951 "On approval of federal state requirements for the structure of training programs for scientific and scientific-pedagogical personnel in graduate school (adjuncture), the conditions for their implementation, the timing of the development of these programs, taking into account various forms of education, educational technologies and features of certain categories of postgraduate students (adjuncts)";
- Regulations on the award of academic degrees in the Federal Autonomous State Educational Institution of Higher Education "Ural Federal University named after the first President of Russia B.N. Yeltsin" (Order No. 590/3 dated July 19, 2021);
- Requirements for the development and implementation of training programs for scientific and scientific-pedagogical personnel in the graduate school of UrFU (Order No. 315/03 dated March 31, 2022).

2. SCOPE OF DISCIPLINE AND KINDS OF ACADEMIC WORK

2.1 Distribution of hours of study sessions by term (according to the curriculum)

No	Types of study sessions	Scope of discipline		Distribution of discipline volume by semesters (hour)
		Total hours	Including contact work (hour)	
1.	Auditory lessons	4	4	4
2.	Lectures	4	4	4
3.	Practical lessons	0	0	0
4.	Independent work of postgraduate students, including all types of current attestation	104	0,6	104
5.	Intermediate attestation	E	1	E
6.	Total volume according to the curriculum, hour	108	5,6	108
7.	Total volume according to the curriculum, credits	3		3

3. CONTENT OF THE DISCIPLINE

3.1 The name of topics, their content, scope of lecture classes in hours

№	Section, discipline topic	Content	Type of study session, hours
1	History and theory of management	Classical management theories Modern concepts in strategic management and in functional areas Modern approaches to modeling management processes	Lecture, 1 hour
2	Global Trends in Management	Global Drivers of Management Processes Dynamic Capabilities in Globalization Context Sustainability management	Lecture, 1 hour
3	Contemporary research in management	Works of Russian scientists-economists Advanced developments of foreign scientists-economists	Lecture, 1 hour
4	Distinctive features of the system of public (state and municipal) administration	Essence, structure of the PA The main trends and directions of development of the PA	Lecture, 1 hour
		Total:	4

3.2 Practical lessons

Not provided

3.3 Approximate theme of independent work

Not provided

4. ORGANIZATION OF PRACTICE AND SELF-STUDY WORK

4.1 Laboratory work

Not provided

4.2 Practical lessons

Not provided

4.3 Sample topics of independent work

Not provided

5. FUND OF EVALUATION FOR THE CURRENT AND INTERIM CERTIFICATION OF THE DISCIPLINE

5.1 Criteria for evaluating the results of control and evaluation activities of the current and intermediate discipline attestation

Approved at the department criteria for evaluating the achievements of postgraduate students for each control and evaluation event. The system of evaluation criteria is based on three levels of mastering the components of competence: threshold, advanced, high.

Competence components	Characteristics of the level of development the components of competencies		
	threshold	advanced	high
Knowledge	A postgraduate student demonstrates knowledge-acquaintance, knowledge-copy: recognizes objects, phenomena and concepts, finds differences in them, shows knowledge of the sources of information, can independently reproduce actions on knowledge by independently reproducing and applying information.	A postgraduate student demonstrates analytical knowledge: he confidently reproduces and understands the acquired knowledge, assigns it to one or another classification group, independently systematizes it, establishes relationships between them, productively applies familiar situations.	A postgraduate student can independently extract new knowledge from the outside world, creatively use it to make decisions in new and non-standard situations.
Skills	A postgraduate student is able to correctly perform prescribed actions according to an instruction, an algorithm in a known situation, independently performs actions to solve typical problems that require a choice from among known methods, in predictably changing situations.	A postgraduate student is able to independently perform actions (techniques, operations) to solve non-standard tasks that require a choice based on a combination of known methods in unpredictably changing situations.	A postgraduate student is able to independently perform actions related to solving research problems, demonstrates the creative use of skills (technologies).

<p>Personal qualities</p>	<p>A postgraduate student has a low motivation for learning activities, shows an indifferent, irresponsible attitude to learning, assigned work.</p>	<p>The postgraduate student has a pronounced motivation for accounting activities, demonstrates a positive attitude towards learning and future work, and is active.</p>	<p>The postgraduate student has a developed motivation for study and work, shows perseverance and enthusiasm, diligence, independence, creativity.</p>
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5.2 Evaluation tools for current and intermediate attestation

5.2.1 Sample tasks for conducting mini-tests as part of training sessions

Not provided

5.2.2 Sample control tasks during training sessions

Not provided

5.2.3 Sample control cases

Not provided

5.2.4 List of sample test questions

Not provided

5.2.5 List of sample questions for the exam

1. Management science and its development. Modern directions of theoretical and methodological developments in the field of management. Theory of management.
2. History of managerial thought.
3. Historical development of control systems. Comparative analysis of control systems in various socio-cultural and political environments.
4. The essence, structure and distinctive features of the system of public (state and municipal) administration, the main trends and directions of its development.
5. State policy, mechanisms, methods and technologies for its development and implementation. Features of the development and implementation of state policy in the economic and social spheres.
6. Management by results. System and mechanism of responsibility in the field of public administration.
7. Management of economic systems, principles, forms and methods of its implementation.
8. Organization as an object of management. Theoretical and methodological foundations of organization management. Functional content of management. Organization management structures.
9. Organizational behavior, socio-psychological aspects of management. Leadership in the organization. Conflict Management. Organizational culture.
10. Corporate governance. Forms and methods of corporate control. Company value management.
11. Corporate social responsibility. Social and environmental responsibility of business.
12. Strategic management, methods and forms of its implementation.
13. Management of the organization in the context of international business. Organization and management of an international company. International business strategies.
14. Human resource management. The essence of economic and social tasks of personnel management of enterprises and organizations.
15. International aspects in the field of personnel management. Problems of cross-cultural interaction and management of cross-cultural teams.
16. Management consulting: content, forms and methods.

17. Theory and practice of managing non-profit organizations.
18. Theory and practice of anti-crisis management of the organization. Development of anti-crisis management models.
19. Formation, training and development of management personnel. Management of career and professional promotion of managerial personnel. Stimulation managerial personnel's work.

6. EDUCATIONAL-METHODOLOGICAL AND INFORMATION SUPPORT OF THE DISCIPLINE

6.1 Recommended literature

6.1.1 Main literature

- Shemetov, P. V. Management: management of organizational systems: a tutorial / P. V. Shemetov, S. V. Petukhova, L. E. Cherednikova. — 5th ed., ster. — Moscow: Omega-L, 2012. — 407 p. — ISBN 978-5-370-02509-9. — Text: electronic // Lan: electronic-library system. — URL: <https://e.lanbook.com/book/5533> (date of access: 06/03/2022). — Access mode: for authorized users.
- Kosinsky, P. D. Municipal management: a systematic approach: a monograph / P. D. Kosinsky, A. G. Chupryakova, V. V. Merkuriev; edited by V. A. Shabashev. - Kemerovo: KuzGTU named after T.F. Gorbacheva, 2014. — 244 p. ISBN 978-5-905735-95-0. — Text: electronic // Lan : electronic library system. — URL: <https://e.lanbook.com/book/163578> (date of access: 06/03/2022). — Access mode: for authorized users.
- Vylgina, Yu. V. Methods of research in management: study guide / Yu. V. Vylgina. — Ivanovo: ISPU, 2020. — 96 p. — Text: electronic // Lan: electronic library system. — URL: <https://e.lanbook.com/book/154525> (Accessed: 06/03/2022). — Access mode: for authorized users.

6.1.2 Additional literature

- Management: a practice-oriented approach: a textbook / edited by Yu. A. Romanova. — Moscow : Dashkov and K, 2021. — 410 p. ISBN 978-5-394-04436-6. — Text : electronic // Lan : electronic library system. — URL: <https://e.lanbook.com/book/235649> (accessed 06/03/2022). - Access mode: for authorized users.
- Kurcheeva, G. I. Management in the digital economy: study guide / G. I. Kurcheeva, A. Aletdinova, G. A. Klochkov. — Novosibirsk : NSTU, 2018. — 136 p. — ISBN 978-5-7782-3489-5. — Text : electronic // Lan: electronic-library system. — URL: <https://e.lanbook.com/book/118528> (accessed 06/03/2022). — Access mode: for authorized users.
- Nabiyeva, L. G. Modern problems of management: study guide / L. G. Nabiyeva. — Kazan : KFU, 2018. — 290 p. — ISBN 978-5-00019-987-9. — Text: electronic // Lan : electronic library system. — URL: <https://e.lanbook.com/book/130549> (Accessed: 06/03/2022). — Access mode: for authorized users.
- Kravchenko, A. I. History of management: textbook / A. I. Kravchenko. — 8th ed. — Moscow : Academic Project, 2020. — 560 p. — ISBN 978-5-8291-2916-3. — Text: electronic // Lan: electronic library system. — URL: <https://e.lanbook.com/book/132280> (accessed 06/03/2022). — Access mode: for authorized users.

6.2 Methodical developments

Not used

6.3 Software

1. Microsoft Office 2010/2013/2016;
2. Microsoft Windows OS 7/8/8.1/10;
3. Microsoft Office 365.

6.4 Databases, information and reference systems and search engines

1. Federal State Statistics Service: <https://rosstat.gov.ru/about>;
2. The United Nations: <https://www.un.org/ru/>;
3. Organization for Economic Cooperation and Development (OECD): <https://www.oecd.org>

6.5 Electronic educational resources

Not provided

7. MATERIAL AND TECHNICAL SUPPORT OF THE DISCIPLINE

1. Classroom furniture with the number of jobs in accordance with the number of postgraduate students;
2. Teacher's workplace;
3. Classroom board;
4. Peripheral device; Personal computers by the number of students;
5. Equipment that meets the requirements of the organization of the educational process in accordance with sanitary rules and regulations;
6. Internet connection.