

# BUNIN YELETS STATE UNIVERSITY

## WORKING PROGRAM OF THE DISCIPLINE B1.C.04.04 Management

**Training area:** 38.03.02 Management

**Orientation (profile):** organization management and logistics

**Qualification (degree):** *Bachelor's degree*

**Form of study:** *full-time*

**Institute of** Economics, Management and Service Technologies

**Department of** Economics and Management named after N. G. Nechaev

|                                    | full-time form | full-shape | time correspondence |
|------------------------------------|----------------|------------|---------------------|
| Course                             | 1              |            |                     |
| Semester/ trimester                | 1              |            |                     |
| Lectures                           | 54             |            |                     |
| в includingpractical training      |                |            |                     |
| Laboratory classes                 |                |            |                     |
| Practical (seminar) classes        | 54             |            |                     |
| в includingpractical training Form |                |            |                     |
| (s) of intermediate certification  | E-exam-0,3     |            |                     |
| Control                            | 9              |            |                     |
| Other forms of work                |                |            |                     |
| Independent work                   | 98,7           |            |                     |

**Total hours:** 216

**Labor intensity:** 6 зачетныхcredits.

Developer of the work program:

Candidate of Economic Sciences, Associate Professor T. A. Kostenkova

## I.ORGANIZATIONAL AND METHODOLOGICAL SECTION

**The purpose of studying the discipline** is to form students ' knowledge about the system aspects of management, its functions and significance for the effective operation of enterprises and organizations of various forms of ownership.

### **Objectives of studying the discipline:**

- mastering the general provisions of the enterprise and organization management system;
- study of existing моделей management models, as well as the specifics of Russian and foreign management;
- mastering methods of development and implementation of management decisions and distribution of managerial powers;
- formation of an understanding of the basics of interaction between managers and subordinates in the process of work.

**Place of the discipline in the structure of the OPOP:** implemented as part of the mandatory part of the block B1. Disciplines (modules).

### **Planned results of training in the discipline:**

| Code of competence | Indicators of achievement of competence  | Planned results of training in the discipline   |
|--------------------|--|---|
| UC-2               | <b>Know:</b> <ul style="list-style-type: none"><li>– methods of designing solutions to a specific project task, determining the best ways to solve it, based on current legal norms and available resources and restrictions.</li></ul>  | <b>Knows:</b> <ul style="list-style-type: none"><li>- the basics of determining how to solve management problems in conditions of limited resources</li></ul> |
|                    | <b>Should be able to:</b> <ul style="list-style-type: none"><li>– formulate a set of interrelated tasks within the framework of the set work goal, ensuring its achievement;</li><li>– qualitatively solve specific tasks (research, project, activity) in a set time.</li></ul> | <b>Can do:</b> <ul style="list-style-type: none"><li>- formulate and solve management tasks aimed at achieving the set goals of the enterprise</li></ul>      |
|                    | <b>Own:</b> <ul style="list-style-type: none"><li>– skills of determining the expected results of solving tasks;</li><li>– skills of public presentation of the results of solving research, project, and activity problems.</li></ul>   | <b>Has:</b> <ul style="list-style-type: none"><li>- skills of presenting the obtained results of work in front</li></ul>                                      |
| UC-3               | <b>To know:</b> <ul style="list-style-type: none"><li>- cooperation strategies to achieve the goal;</li><li>- behavioral characteristics of different groups of people with whom he works / interacts.</li></ul>   | <b>Knows:</b> <ul style="list-style-type: none"><li>- features of people's behavior when interacting in groups in the process of working</li></ul>            |
|                    | <b>Be able:</b> <ul style="list-style-type: none"><li>- determine their role in the team;</li></ul>  | <b>Can:</b> <ul style="list-style-type: none"><li>- develop a communication system in the organization;</li></ul>   |

|              |   |  |
|--------------|---|--|
|              | <ul style="list-style-type: none"> <li>- establish different types of communication (educational, business, informal, etc.);</li> <li>- evaluate the consequences of personal actions and plan a sequence of steps to achieve a given result.</li> </ul>  | - plan the stages of implementation of activities to achieve a certain result  |
|              | <b>, Own:</b> <ul style="list-style-type: none"> <li>- skills of effective interaction with other team members, including participation in the exchange of information, knowledge and experience, in the presentation of the results of the team's work.</li> </ul>   | <b>Possesses:</b> <ul style="list-style-type: none"> <li>- team interaction skills necessary for performing various types of work</li> </ul>   |
| <b>GPC-6</b> | <b>To know:</b> <ul style="list-style-type: none"> <li>- their resources and their limits (personal, psychophysiological, situational, temporary, etc.) for the successful performance of the assigned work.</li> </ul>   | <b>Knows:</b> <ul style="list-style-type: none"> <li>- types of resources and limits their use by a person to successfully complete the assigned work.</li> </ul>  |
|              | <b>Be able to:</b> <ul style="list-style-type: none"> <li>- plan long-term goals of activity, taking into account the conditions, means, personal opportunities, stages of career growth, time prospects for the development of activities and labor market requirements;</li> <li>- critically evaluate the effectiveness of the use of time and other resources in solving the tasks set, as well as in relation to the result obtained.</li> </ul> | <b>Can do:</b> <ul style="list-style-type: none"> <li>- to plan the goals of the activity taking into account the conditions, means, opportunities and prospects of the enterprise's development;</li> <li>- evaluate the efficiency of using time and other resources when solving tasks</li> </ul> |
|              | <b>set and Possess:</b> <ul style="list-style-type: none"> <li>- skills in implementing the intended goal of the activity, taking into account the conditions, means, personal opportunities, career growth stages, time prospects for the development of activities and labor market requirements;</li> <li>- skills in using the opportunities provided for acquiring new knowledge and skills.</li> </ul>  | <b>Possesses:</b> <ul style="list-style-type: none"> <li>- skills of realization of the set goal of activity taking into account conditions, opportunities and prospects of development of the enterprise.</li> </ul>  |
| <b>OPK-3</b> | <b>Should Know:</b> <ul style="list-style-type: none"> <li>- modern information technologies and principles of their operation.</li> </ul>  | <b>Knows:</b> <ul style="list-style-type: none"> <li>- basic information technologies used in management activities</li> </ul>   |
|              | <b>To be able to:</b> <ul style="list-style-type: none"> <li>- choose modern information technologies based on an understanding of the principles of their operation for solving professional tasks.</li> </ul>   | <b>Can do:</b> <ul style="list-style-type: none"> <li>- choose information technologies that are suitable for performing individual management tasks</li> </ul>  |
|              | <b>and possess:</b> <ul style="list-style-type: none"> <li>- skills in using modern information technologies to solve professional tasks.</li> </ul>  | <b>Owens:</b> <ul style="list-style-type: none"> <li>- basic skills of using information technologies to solve individual management tasks</li> </ul>  |

## II. CONTENT AND SCOPE OF THE DISCIPLINE

**with an indication of the number of hours allocated for students ' contact work**

**with a teacher (by type of training sessions) and for independent work**

### **Full-time education**

| n / | a Name of sections and   | topics Total | Classroom classes |           |    | Sam. rab.   |
|-----|--|--------------|-------------------|-----------|----|-------------|
|     |  |              | LC                | PZ        | LB |             |
|     | <b>Section 1.</b> Fundamentals of management                                       | <b>108</b>   | <b>28</b>         | <b>28</b> |    | <b>52</b>   |
| 1.  | Topic 1. The essence and functions of management                                   | 10           | 2                 | 2         |    | 6           |
| 2   | Topic 2. Management in the market economy  | SYSTEM 10    | 2                 | 2         |    | 6           |
| 3   | Topic 3. History of management   | 19           | 6                 | 6         |    | 7           |
| 4   | Topic 4. Characteristics of the organization as a system                           | 15           | 4                 | 4         |    | 7           |
| 5   | Topic 5. Forms of organization in the management system                            | 18           | 6                 | 6         |    | 6           |
| 6   | Topic 6. Managerial powers   | 11           | 2                 | 2         |    | 7           |
| 7   | Topic 7. Communications in the management system                                   | 10           | 2                 | 2         |    | 6           |
| 8   | Topic 8. Managerial decisions  | 15           | 4                 | 4         |    | 7           |
|     | <b>Section 2.</b> Applied aspects of management                                    | <b>98,7</b>  | <b>26</b>         | <b>26</b> |    | <b>46,7</b> |
| 9   | Topic 9. Strategic and operational management of the organization                  | 15           | 4                 | 4         |    | 7           |
| 10  | Topic 10. Management strategies  | 14           | 4                 | 4         |    | 6           |
| 11  | Topic 11. Risk management in the organization                                      | 14           | 4                 | 4         |    | 6           |
| 12  | Topic 12. Role and functions of the manager in the organization. Management styles | 15           | 4                 | 4         |    | 7           |
| 13  | Topic 13. Power and leadership   | 15           | 4                 | 4         |    | 7           |
| 14  | Topic 14. Conflicts in the team  | 10           | 2                 | 2         |    | 6           |
| 15  | Topic 15. Management information support. Management efficiency assessment         | 15.7,7       | 4                 | 4         |    | 7.7         |
|     | <i>Control</i>   | <i>9</i>     |                   |           |    |             |
|     | <i>Exam</i>  | <i>0.3</i>   |                   |           |    |             |

|  |                                |              |           |           |  |               |
|--|--------------------------------|--------------|-----------|-----------|--|---------------|
|  | <i>And more for 1 semester</i> | <i>206.7</i> | <i>54</i> | <i>54</i> |  | <i>98.7,7</i> |
|  | B including practical training |              |           |           |  |               |
|  | <b>TOTAL:</b>                  | <b>216</b>   | <b>54</b> | <b>54</b> |  | <b>98.7,7</b> |

**Full-time and part-time education (not implemented)**

**Part-time education (not implemented)**

### **III. EVALUATION MATERIALS FOR THE CURRENT AND FUTURE EVALUATION OF THE PROJECT. INTERMEDIATE CERTIFICATION OF STUDENTS IN THE DISCIPLINE**

The current certification is conducted in the form of a test paper (in test form), an abstract.

**Standard version of the control work**

#### **Option 1**

**1. What the word "management" means in Old English:**

- a) manipulation of behavior,
- b) the art of breaking horses,
- c) ability to manage the household,
- d) the art of managing people.

**2. The tasks of management as a type of practical activity are:**

- a) economic and political,
- b) tactical and strategic,
- c) technological and social,
- d) tactical and perspective.

**3. When the idea of management as a universal discipline with a common object dominated in Europe:**

- a) in the 40s and 50s of the twentieth century,
- b) in the 50s and 60s of the twentieth century,
- c) in the 60-70s of the XX century,
- d) in the 70-80 - ies of the XX century.

**4. Depending on the period that management activity is focused on, the following types of management are distinguished:**

- a) current, leading, controlling,
- b) short-term, long-term,
- c) current, prospective,

d) incoming, current, and subsequent traffic.

**5. Organizational management:**

- a) ensures the effective implementation of the main activity of the enterprise,
- b) manages the processes of creating an organization, forming or transforming its structure, management mechanism; developing norms, regulations, rules, instructions, etc.
- c) manages the processes of concluding business contracts, purchasing, delivering, and organizing storage of raw materials, materials, and components;
- d) manages the processes of identifying, selecting, storing, distributing knowledge, giving it additional value, improving its quality through filtering, synthesis, and putting it into new forms.

**6. The organizational function of management is implemented through:**

- a) designing and creating organizational and managerial structures, determining the order of their functioning and interaction, providing activities with the necessary documentation,
- b) an in-depth and comprehensive analysis of the organization's current situation and development forecast,
- c) coordination and direction of joint activities of people and ensuring the necessary level of cooperation between them;
- d) informing each subject of what they should do to achieve their goals.

**7. Some of the main principles of management include:**

- a) scientific character, purposefulness, specialization, consistency, continuity,
- b) concentration, scientific character, complexity, parallelism, specialization,
- c) multi-dimensionality, integrity, consistency, cooperation, scientific approach,
- d) unification, consistency, universality, long-termism, specialization.

**8. Thanks to the efforts of this person, at the beginning of the twentieth century, economic management methods began to be introduced:**

- a) Karl Marx,
- b) M. Weber,
- c) A. Fayol,
- d) F. Taylor.

**9. The principle according to which managers act to solve specific problems currently facing the business entity is called:**

- a) specialization,
- b) purposefulness,
- c) the sequence,
- d) continuity.

**10. What management methods are used to create the necessary conditions for the organization's functioning:**

- a) administrative,
- b) economic,
- c) socio-psychological,
- d) organizational issues.

**11. What management functions, reflecting its content, were formulated by A. Fayol:**

- a) motivation, organization, planning,
- b) coordination, control and administration,

- c) organization, planning, coordination, control and management,
- d) organization, motivation, management.

**12. The term "management" replaces the Russian word:**

- a) coordination,
- b) incentives,
- c) promotion,
- d) management.

**13. Activities aimed at streamlining the processes occurring in nature, technology and society, eliminating their disorganization, reducing uncertainty and bringing them to the right state, taking into account trends in their development and changes in the environment, are called:**

- a) coordination,
- b) specialization,
- c) rationing,
- d) management.

**14. A special type of social management is:**

- a) technological management,
- b) moral management,
- c) psychological management,
- d) economic management.

**15. What kind of management was formed in connection with the need to coordinate the production activities of people:**

- a) operational,
- b) economic,
- c) strategic,
- d) corporate.

**16. The following criteria do not apply to the effectiveness of the management system:**

- a) high efficiency, reliability, quality of decisions made,
- b) minimizing the time spent on preparing decisions,
- c) reduction of the share of administrative employees in the organization's staff,
- d) increase in the total cost of maintaining the administrative staff.

**17. The modern concept of social responsibility of management to society does not include:**

- a) the firm's focus on promising social interests,
- b) optimization of prospective profit,
- c) reimbursement of public expenses,
- d) minimization of the firm's capital.

**18. The development of the management system through the rationalization of functions and procedures is called:**

- a) consistent,
- b) intensive,
- c) purposeful,
- d) extensive.

**19. Who gave the first description of the practical advantages of the division of labor, considering the ancient Greek large workshop:**

- a) Archimedes,
- b) Plato,
- c) Socrates,
- d) Xenophon.

**20. Who was the first in the world to apply methods of moral stimulation of labor productivity in the factory:**

- a) C. Babbage,
- b) R. Owen,
- c) R. Arkwright,
- d) F. Taylor.

**21. Name the author of the concept of separation of physical and mental labor, as well as methods for studying the cost of working time during various operations:**

- a) C. Babbage,
- b) R. Owen,
- c) R. Arkwright,
- d) F. Taylor.

**22. The concept of "rational bureaucracy" was put forward by:**

- a) M. Weber,
- b) P. Drucker,
- c) G. Ford,
- d) E. Mayo.

**23. What was the basis for forming the concept of human relations:**

- a) E. Whitney's invention of the stationary conveyor,
- b) R. Owen's social experiments,
- c) G. Ford's invention of a moving conveyor,
- d) Хотторнские E. Mayo's Hotthorn experiments.

**24. The "7-S" concept was developed within the framework of:**

- a) schools of classical management,
- b) schools of scientific management,
- c) schools of human relations,
- d) a systematic approach to management.

**25. Which of the principles does not apply to the scientific system of labor process management? TAYLOR:**

- a) a mathematical method for calculating the time and resource expenditure,
- b) reasonable selection and training of workers,
- c) dispatching,
- d) development of proposals for economic incentives.

## **Option 2**

**1. What form of management decision-making does the following features correspond to:**

- reduces the efficiency of management,
- increases the validity of decisions,
- prevents gross errors and abuses,
- blurs responsibility for results.

- a) individual,
- b) collegial,
- c) both forms,
- d) there are no correct answers.

**2. What is meant by management decision-making technology:**

- a) the composition and sequence of operations for the development and implementation of decisions,
- b) methods of developing alternatives and justifying decisions,
- c) A and B are correct,
- d) expert methods for developing solutions.

**3. Is it true that the person making the management decision is always one of the organization's managers:**

- a) yes, fair enough,
- b) yes, if the manager has the necessary permissions,
- c) no, the group can also be the decision maker.

**4. What types of management decisions can be made depending on the nature of the information available to the manager:**

- b) formalized,
- b) global,
- c) deterministic,
- d) probabilistic ones.

**5. Which of the following factors reduce the effectiveness of a management decision:**

- a) lack of organization in the development process;
- b) unjustified separation of decision-making and implementing entities;
- c) focus only on short-term economic results;
- d) true B and B.

**6. What doesn't apply to the enterprise macro environment:**

- a) legal regulation,
- b) suppliers,
- c) the natural environment,
- d) political processes.

**7. Which of the structural elements (processes) of the organization's strategic management system provides a stable feedback between how the process of achieving its goals is progressing and what results its activities are aimed at:**

- a) the process of analyzing and selecting a strategy,
- b) the process of implementing the strategy,
- c) the process of evaluating and monitoring the implementation of strategies,
- d) there is no correct answer.

**8. Operational management means:**

- a) operational planning,
- b) inventory maneuvering,
- c) dispatching,
- d) management of internal production processes at the level of organizational units.

**9. What factors that determine the buyer's trading power should be studied in the buyer analysis process:**

- a) the level of awareness of the buyer,
- b) availability of substitute products,
- c) the volume of purchases made by the buyer,
- d) all the factors listed above.

**10. Management integration means:**

- a) coordination of activities,
- b) reform of the organization,
- c) combining the efforts of all divisions of the organization,
- d) synthesis of technological processes.

**11. The main integration tools (mechanisms) are:**

- a) investment activity,
- b) control,
- c) incentives,
- d) management activities.

**12. The principle of unity of command in management means that:**

- a) all employees of the organization report only to its head,
- b) the employee must have only one direct supervisor and only receive orders from him,
- c) the highest-ranking manager should not give orders to employees, bypassing their immediate supervisor,
- d) true B and B.

**13. What causes problems in the processes of delegating organizational authority:**

- a) psychological,
- b) economic,
- c) organizational,
- d) legal entities,
- e) all the listed reasons.

**14. What causes delegation of authority:**

- a) the growth of the organization's scale,
- b) the limited capabilities of each individual manager,
- c) the need for more rapid decision-making,
- d) developing a democratic leadership style,
- e) a combination of these factors.

**15. What is the essence of representative management powers:**

- a) if necessary, their holders can advise managers who need them on how best to address a particular narrow issue,
- b) they allow their holders to act on behalf of the administration,
- c) their holders have the right to make decisions binding on those concerned,
- d) there is no correct answer.

**16. What types of managerial powers are considered representative:**

- a) functional,
- b) administrative,
- c) coordination centers,
- d) control and reporting documents.

**17. What are the advantages of decentralizing managerial powers:**

- a) allows employees to be given broad initiative in decision-making,
- b) allows you to quickly develop and make independent initiated decisions, including with the participation of direct performers,
- c) eliminate unnecessary duplication of management functions, saving costs,
- d) true A and B.

**18. The strategy consists of:**

- a) the direction of action of the organization, following which should lead it to the goal,
- b) a long-term detailed development plan of the organization,
- c) formulation of the purpose of the organization,
- d) there is no correct answer.

**19. Which of the following components are not considered when analyzing the organization's immediate environment:**

- a) legal regulation;
- b) political factors;
- c) buyers;
- d) competitors.

**20. What of the following allows you to perform SWOT analysis as a method:**

- a) conduct a joint study of the external and internal environment of the organization;
- b) analyze the strategy adopted in the organization;
- c) conduct an analysis of the resources available to the organization;
- d) choose the least risky strategy for the organization's development.

**21. Which of these interest groups have the greatest impact on determining the organization's mission:**

- a) shareholders;
- b) buyers of the organization's product.
- c) all personnel of the organization;
- d) senior managers.

**22. Specify what your organization's goals are for:**

- a) goals motivate the behavior of people in the organization;
- b) goals serve as a standard for evaluating the performance of departments;
- c) objectives are the basis for the organization's mission statement;
- d) goals determine the meaning of the organization's existence.

**23. Creating a restaurant in a large supermarket is a strategy for:**

- a) concentrated growth;
- b) "harvesting";
- c) horizontal diversification;
- d) vertical integration.

**24. Concentrated growth strategies are strategies that involve:**

- a) with a change in the product or market;
- b) with a change in the industry in which the firm operates;
- c) with a change in the production technology of the product;
- d) with the expansion of the company.

**25. Please indicate which of the following describes the strategic business unit (SEB):**

- a) the unit used in the analysis of the product portfolio;
- b) the product and market segment used for positioning the company's product;
- c) a division or group of divisions that produce the same product;
- d) an independent production unit.

**Approximate topics of research papers**

1. Management: concept, functions and varieties.
2. Principles and methods of management activity.
3. Systemic nature of management.
4. Identity and management.
5. Behavior of people in the organization.
6. Labor collective: the concept and main features.
7. Manager and subordinates.
8. Motives of human activity.
9. Conflict management.
10. Functions of modern managers.
11. Modern approaches to personnel management.
12. Managerial conflict: concept and types.
13. Forms of industrial conflicts.
14. Formation and development of the team.
15. Main types of strategies.
16. Strategic (portfolio) matrices.
17. Developing strategies based on plotting curves.
18. Planning: concept and basic principles.
19. Algorithm for making a managerial decision.
20. Leadership in management.
21. Multidimensional management styles.
22. Control in the management system.
23. Communications in management.
24. Managerial powers.
25. The concept of a manager's team and its meaning.
26. Organizational structure of modern enterprise management.
27. Rigid and flexible organizational structures.
28. Portrait of a modern manager.
29. The main problems of modern management.
30. Features of Russian management.
31. Information management.
32. Innovation management.

33. Marketing management.
34. Risk management.
35. Social efficiency of management.
36. Economic methods of enterprise management in modern conditions.
37. Business etiquette of a manager.
38. Small business management.
39. Business plan: concept and principles of drawing up.
40. The concept and principles of bureaucratic management.

Intermediate certification of students is carried out in the form of an exam using the following assessment materials: list of questions for the exam.

### **Questions for the exam (1 semester of full-time study)**

1. The concept and essence of management.
2. The main types of management.
3. Management functions.
4. Principles of management.
5. Methods of implementation of management activities.
6. The nature, types, and tasks of management.
7. The control system and its elements.
8. The evolution of management from antiquity to the 19th century.
9. School of Scientific Management.
10. Classical School of Management.
11. School of Human Relations.
12. A systematic approach to management.
13. Situational approach to management.
14. Evolution of management in Russia.
15. The concept and attributes of an organization.
16. Internal and external environment of the organization.
17. Laws of organization development.
18. The organization's mission and goals.
19. Principles of building organizations.
20. Types of organizational structures and their characteristics: linear, functional.
21. Types of organizational structures and their characteristics: linear-functional, program-targeted.
22. Types of organizational structures and their characteristics: matrix and matrix-staff.
23. Design features of the management structure.
24. The concept of managerial powers and their distribution.
25. Types of managerial powers.
26. Centralization and decentralization of managerial powers.

- 27.Types of communications. Model of the communication process.
- 28.Characteristics of communication networks.
- 29.Classification of management decisions.
- 30.Technology of making managerial decisions.
- 31.Methods for optimizing management decisions.
- 32.Organization and control of managerial decision-making.
- 33.The essence and principles of strategic management.
- 34.Strategic management system.
- 35.Analysis of the organization's external environment.
- 36.Analysis of the organization's internal environment.
- 37.Analysis of the external and internal environment of the organization using the SWOT method.
- 38.Managing the solution of strategic tasks.
- 39.Operational management at the enterprise.
- 40.The concept of strategy. Elements of the strategy.
- 41.Area of strategy development.
- 42.Types of strategies.
- 43.Development of the company's strategy.
- 44.The main types of strategic changes in the organization.
- 45.Problems of making strategic changes in the organization.
- 46.The concept of risk. Classification of risks.
- 47.Risk management.
- 48.Functions and qualities of the manager.
- 49.The main types of managers.
- 50.Leadership styles: concept and classification.
- 51.One-dimensional and multidimensional leadership styles.
- 52.The essence and forms of power.
- 53.Methods of influencing subordinates.
- 54.Evaluation of management efficiency.

## **IV. LIST OF LITERATURE REQUIRED FOR MASTERING DISCIPLINES**

### **4.1. Basic literature**

1. Management : textbook for universities / A. L. Gaponenko [et al.]; under the general editorship of A. L. Gaponenko. - Moscow: Yurayt PublishingHouse, 2021. - 398 p — - (Higher education). - ISBN 978-5-534-03650-3. - Text: electronic // EBS Yurayt [website]. — URL: <https://urait.ru/bcode/468731> (accessed: 19.04.2024).

2. Менеджмент :Management : textbook for universities / Yu. V. Kuznetsov[et al.]; edited by Yu. V. Kuznetsov. - Moscow: Yurayt PublishingHouse, 2022. - 448 p — - (Higher education). — ISBN 978-5-534-03372-4. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/489310> (accessed: 19.04.2024).

## 4.2. Additional literature

1. Ivanova I. A., Sergeev A.M. Menedzhment : uchebnik i praktikum dlya vuzov [Management: textbook and practice for universities]. - Moscow: Yurayt PublishingHouse, 2021. - 305 p — - (Higher education). - ISBN 978-5-534-04184-2. - Text: electronic // EBS Yurayt [website]. — URL: <https://urait.ru/bcode/468949> (accessed: 19.04.2024).

2. Korotkov E. M. Menedzhment : uchebnik dlya vuzov [Management: a textbook for universities]. - 3rd ed., reprint. and add-ons. - Moscow: Yurayt PublishingHouse, 2022. - 566 p. - (Higher education). — ISBN 978-5-534-07327-0. - Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/488680> (accessed: 19.04.2024).

### V.. List of resources of the information and TELECOMMUNICATION NETWORK "INTERNET", NECESSARY for mastering DISCIPLINES

| №<br>Item<br>No | . Link to the<br>information resource                | Name of the development in<br>electronic form  | Availability |
|-----------------|--|--|--------------|
| 1.              | <a href="http://www.aup.ru/">http://www.aup.ru /</a> | <b>Administrative and management portal.</b> It includes an electronic library of business literature and documents, a business forum on various aspects of the theory and practice of organization, planning and management of enterprises. The sections also contain ready-made business plans, statistical reference books, and analytical reviews. | Free access  |

## VI. MODERN PROFESSIONAL DATABASES AND INFORMATION AND REFERENCE SYSTEMS

|   |   |   |   |
|---|---|---|---|
| 1 | <a href="http://www.biblioclub.ru.biblioclub.ru">http://www.biblioclub.ru.biblioclub.ru</a> | Electronic Library<br>System (EBS)<br>University Library online | Registration via any university computer. In the future, unlimited individual access is provided from any point where there is access to the Internet |
| 2 | <a href="https://urait.ru/">https://urait.ru /</a>  | Educational platform "Yurayt"                                   | Registration via any university computer. In the future, unlimited individual access is provided from any point where there is access to the Internet |

|   |  |  |             |
|---|--|--|-------------|
| 3 | <a href="http://www.garant.ru">www.garant.ru</a>         | www.garant.ru Legal information Portal   | Free access |
| 4 | <a href="http://www.elibrary.ru">www.elibrary.ru</a>     | Russian information portal in the field of science, technology, medicine and education | Free access |
| 5 | <a href="http://www.consultant.ru">www.consultant.ru</a> | Russian Computer Reference and legal system  | Free access |

## **VII. LICENSED AND FREELY DISTRIBUTED SOFTWARE software**

When implementing an academic discipline, the following licensed and freely distributed software is used:

- Microsoft Windows;
- Microsoft Office;
- LibreOffice , etc..

## **VIII. EQUIPMENT AND TECHNICAL MEANS OF TRAINING, REQUIRED FOR THE IMPLEMENTATION OF AN EDUCATIONAL PRO- ЦЕССЫ ДЛЯ ОСУЩЕСТВЛЕНИЯ ОБРАЗОВАТЕЛЬНОГО PROCESS BY DISCIPLINE**

Training sessions are held in classrooms equipped with specialized furniture, including stationary or portable teaching equipment (projector, screen, computer / laptop).

Independent work is carried out in classrooms equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of the university.