



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
Federal State Budgetary Educational Institution of Higher Education  
«KAZAN STATE POWER ENGINEERING UNIVERSITY»  
(FSBEI HE «KSPEU»)

APPROVED

Director of the Institute of Digital  
Technologies and Economics

\_\_\_\_\_Zainullin R.R.

«24» \_\_\_\_\_ February \_\_\_\_\_ 2026

**WORK PROGRAM FOR THE DISCIPLINE**

**B1.V.03 Development of management solutions**

Field of training

38.03.02 Management

Qualification

Bachelor's Degree



Program developed by:

Department name	Position, academic degree, academic title	Full name Developer
Management	Doctor of Social Sciences, prof.	E.S. Chugunova

Approval	Name of department	Date	Minutes No.	Signature
Approved	Management	10.02.2026	Protocol №5	_____ Head of Department, Doctor of Social Sciences, Professor Makhiyanova A.V.
Agreed	Management	10.02.2026	Protocol №5	_____ Head of the Department., Doctor of Social Sciences, prof.Makhiyanova A.V.
Agreed	Educational and Methodological Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R..
Approved	Scientific Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R.

## 1. Goals, objectives, and planned learning outcomes for the course

The goal of the course "Management Decision Making" is to provide future bachelor's degree holders with knowledge in the field of management that will determine their rational behavior and direct practical application of this knowledge in their professional activities; to study practical approaches that ensure effective management decision making.

The objectives of the discipline are:

- to study organizational aspects the development management decisions;
- study of various technologies for developing management decisions

Competencies and indicators formed in students:

Competency code and name	Code and name of indicator
PC-1 – Able to analyze the effectiveness of the organization's current management structure in order to develop proposals for its improvement, in accordance with the organization's implementation strategy, based on advanced information technologies	PC-1.1 – Analyzes the existing management structure of the organization and basic principles for analyzing its effectiveness, with the aim of developing proposals for streamlining the management structure in line with the strategy implemented by the organization

## 2. Place of the discipline in the OP structure

Prerequisite disciplines (modules), practical training, research work, etc. – all disciplines Compulsory part of the curriculum (except discipline "Software and Programming in Professional Activities"), educational practice (research work (acquisition of basic research skills)).

Subsequent disciplines (modules), practices, research work, etc – all Elective disciplines (modules) of the curriculum, industrial practice (research work), industrial practice (pre-diploma practice).

## 3. Structure and content of the discipline

### 3.1. Structure of the discipline

For full-time education

Type of academic work	Total ECTS	Total hours	Semester(s)	
			5	6
TOTAL WORKLOAD OF THE DISCIPLINE	7	252	144	108
CONTACT WORK	-	121	65	56
AUDIT WORK	2.61	94	50	44
Lectures	0.83	30	16	14
Practical (seminar) classes	1.78	64	34	30
Laboratory work	-	0	0	0

INDEPENDENT WORK BY THE STUDENT	4.39	158	94	64
Study of educational material	2.39	86	58	28
Course project	-	0	0	0
Coursework	-	0	0	0
Preparation for interim assessment	2	72	36	36
Midterm assessment:			E	E

For full-time and part-time study

Type of academic work	Total ZE	Total hours	Semester(s)
			8
TOTAL WORKLOAD OF THE DISCIPLINE	8	252	252
CONTACT WORK	-	91	91
AUDIT WORK	1.8	64	64
Lectures	0.9	32	32
Practical (seminar) classes	0.9	32	32
Laboratory work	-	0	0
INDEPENDENT WORK BY THE STUDENT	5.22	188	188
Study of educational material	4.97	179	179
Course project	-	0	0
Coursework	-	0	0
Preparation for midterm assessment	0.25	9	9
Midterm assessment:			E

### 3.2 Content of the discipline structured into sections and types of classes

Sections of the discipline	Total hours	Distribution of workload by type of academic work				Forms and types of assessment	Indices of indicators of competencies developed competencies
		lectures	lab work	practical classes	independent work		
Section 1	56	8		18	30	TK1PC-1.1.Z, PC-1.1.U, PC-1.1.V	
Section 2	52	8		16	28	TK2PC-1.1.Z, PC-1.1.U, PC-1.1.V	
Exam	36				36	OM PK-1.1.Z, PK-1.1.U, PK-1.1.V	
<b>Total for semester 5</b>	<b>144</b>	<b>16</b>		<b>34</b>	<b>94</b>		
Section 3	72	14		30	28	TC3PC-1.1.Z, PC-1.1.U, PC-1.1.V	
Exam	36				36	OM PC-1.1.Z, PC-1.1.U, PC-1.1.V	
<b>Total for 6 semesters</b>	<b>108</b>	<b>14</b>		<b>30</b>	<b>64</b>		
<b>TOTAL</b>	<b>252</b>	<b>30</b>		<b>64</b>	<b>158</b>		

### **3.3 Course content**

Section 1. Theoretical foundations of management decision-making.

Topic 1.1. The essence of decisions in the management system

The concepts of "decision" and "management decision." Specifics of management decisions. Classification of management decisions.

Topic 1.2. Organizational aspects of the management decision-making process

Factors influencing the development of management decisions. The quality of management decisions. Organizational technologies for developing management decisions.

Section 2. Development management decisions under conditions uncertainty and risk.

Topic 2.1. Features of developing management decisions in conditions of uncertainty

Groups and levels of uncertainty. Main directions for developing management decisions in conditions of uncertainty.

Topic 2.2. Features of developing management decisions in conditions of risk

The essence and content of risk management activities. Methods risk management.

Section 3. Procedures for developing and implementing management decisions.

Topic 3.1. General procedural technology for developing management decisions

Stages of procedural technology for developing management decisions.

Main groups of methods for developing management decisions.

Topic 3.2. Implementation of management decisions

Algorithm for implementing management decisions. Responsibility for making management decisions.

### **3.4 Thematic plan for practical classes**

1. The essence of decisions in the management system.
2. Organizational aspects of the development management decisions.
3. Features of management decisions in conditions of uncertainty.

4. Features of developing management decisions in conditions of risk.
5. General procedural technology for developing management decisions.
6. Implementation of management decisions.

### 3.5 Thematic plan for laboratory work

This type of work is not included in the curriculum.

### 3.6 Course project/coursework

This type of work is not included in the curriculum.

## 4. Assessment of learning outcomes

Assessment of learning outcomes for the discipline is carried out as part of ongoing monitoring and interim assessment, conducted using a point-based rating system (PBS).

Scale for assessing learning outcomes for the discipline:

Competence code	Competency indicator code	Planned learning outcomes in the discipline	Level of competence indicator development			
			High	Average	Below average	Low
			85 to 100	70 to 84	55 to 69	0 to 54
			Grading scale			
			excellent	good	satisfactory	unsatisfactory
			counted			not counted
PC-1	PC-1.1	know: process development and implementation of solutions in for the purposes of analysis existing structure management organization and basic principles	Level knowledge process development and implementation and management structures decisions for the purposes of analysis	Level knowledge process development and implementation management of decisions for the purposes of analysis	Minimum acceptable level of knowledge of the development process and implementation management in order to analyze the existing management of the organization and	Level knowledge process development and implementation and management of decisions for the purpose of analysis
Able to analyze the effectiveness of the existing management structure of the organization in order to develop proposals for its improvement, in accordance with the strategy implemented by the organization based on	Analyzes the existing management structure of the organization and the basic principles of analyzing its ineffectiveness, with the aim of developing proposals for streamlining the management					

advanced information technologies	structure in line with the strategy implemented by the organization	conducting analysis of its effectiveness, with the aim of develop proposals on rationalization and structure management in	existing conducting structures management and organization and of the main principle	existing of structures management organization and main principle		existing of structures to management organization and main
		compliance with the implemented strategy organization	in conducted an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy of the organization, to the extent corresponding to the training program, without errors	in conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy of the organization, to the extent corresponding to the training program, there are a few minor errors	of the basic principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy of the organization, there are many minor errors	principles conducting analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the implemented strategy of the organization, below the minimum requirements, there are gross errors
		be able to:				
		apply various technologies development and	Demonstrated all basic skills to	Demonstrated all basic skills	Demonstrated all basic skills	No demonstrate all basic



		implementation management solutions for the purpose of analyzing the existing management structure management of the organization and the main	apply various technologies development and implementation	applied various technologies development and	apply various technologies development	skills apply various technologies development
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		<p>principles of conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy being implemented organization</p>	<p>management to analyze the existing management organization and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the strategy of the organization in full</p>	<p>implementati on management decisions in order to analyze the existing management management of the organization and the basic principles conducting an analysis of its efficiency, with the aim of developing proposals for rationalizing the management structure management structures accordance with the strategy organization with minor shortcomings</p>	<p>implementati on management decisions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness , with the aim of developing proposals for rationalizing the management structure in accordance with the strategy of the organization, there are minor errors</p>	<p>and implementat ion management decisions for the purpose of analyzing the existing management structure management of the organization and the basic principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the implemented strategy of the organization, there are serious errors</p>
		own:				
	terminology in the field	Demonstrated	Demonstrated	Demonstrated	Demonstrated	Skills applied

		development and implementation management solutions for the purpose of analyzing the existing management structure management of the organization and basic principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in line with the strategy being implemented organization	skills in the application of terminology in the field development and implementation management solutions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the strategy of the organization in	basic skills application terminology in the field development and implementation management solutions for the purpose of analyzing existing management of the organization and the basic principles conducting an analysis of its effectiveness , with the aim of develop proposals for rationalizing the management structure in accordance with the strategy organization	minimum set of skills for applying terminology in the field development and implementation management decisions for the purpose of analyzing existing management structure organizations and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the strategy	and terminology in the field of development and implementation management solutions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the implemented strategy of the organization not demonstrated
			fully	by	organization	any

Assessment materials for ongoing monitoring and interim assessment are provided in the Appendix to the course syllabus.

A complete set of assignments and materials necessary for assessing learning outcomes in the discipline is stored at the developer's department.

## **5 Teaching, methodological, and informational support for the discipline**

### **5.1 Teaching and methodological support**

#### 5.1.1 Basic literature

1. Puzhaev, A. V., Management Decisions: Textbook / A. V. Puzhaev. — Moscow: KnoRus, 2021. — 185 p. — ISBN 978-5-406-08689-6. — URL: <https://book.ru/book/940479>. — Text: electronic.

2. Lifshits, A. S. Management Decisions: Textbook / A. S. Lifshits. — Moscow: KnoRus, 2022. — 244 p. — URL: <https://book.ru/book/943071>. - ISBN 978-5-406-09383-2. - Text: electronic.

#### 5.1.2 Additional literature

1. Kuzmina, L.P. Management Decisions: Textbook / L.P. Kuzmina. – Kazan: KGEU, 2009. – 164 p.

2. Management Decisions: Textbook for Universities / L.I. Lukicheva, D.N. Egorichev; edited by Yu.P. Aniskin. – 3rd ed. , revised. – Moscow: Omega – L, 2008. – 383 p. – (Higher School of Management). – ISBN 978-5-370-00912-9.

3. Orlov, A.I. Theory and Methods of Management Decision Making: Textbook / A.I. Orlov. - 2nd ed., rev. - Moscow: National Open University "INTUIT", 2016. - 564 p. - URL: <https://e.lanbook.com/book/100526>. - Text: electronic.

### **5.2 Information support**

#### 5.2.1 Electronic and Internet resources

No	Name of electronic and Internet resources	Link
1	<i>Encyclopedias, dictionaries, reference books</i>	<a href="http://www.rubricon.com">http://www.rubricon.com</a>
2	<i>Open Education Portal</i>	<a href="http://npoed.ru">http://npoed.ru</a>
3	<i>Single window for access to educational resources</i>	<a href="http://window.edu.ru">http://window.edu.ru</a>

#### 5.2.2 Professional databases / Information and reference systems

No.	Name of professional databases	Address	Access mode
1	Official legal information portal	<a href="http://pravo.gov.ru">http://pravo.gov.ru</a>	<a href="http://pravo.gov.ru">http://pravo.gov.ru</a>
2	Reference and legal system on Russian legislation	<a href="http://garant.ru">http://garant.ru</a>	<a href="http://garant.ru">http://garant.ru</a>
3	Scientific electronic library	<a href="http://elibrary.ru">http://elibrary.ru</a>	<a href="http://elibrary.ru">http://elibrary.ru</a>
4	Russian State Library	<a href="http://www.rsl.ru">http://www.rsl.ru</a>	<a href="http://www.rsl.ru">http://www.rsl.ru</a>
5	International abstract database of scientific publications zbMATH	<a href="http://www.zbmath.org">http://www.zbmath.org</a>	<a href="http://www.zbmath.org">http://www.zbmath.org</a>
6	International abstract database of scientific publications Springerlink	<a href="http://link.springer.com">http://link.springer.com</a>	<a href="http://link.springer.com">http://link.springer.com</a>
7	Educational portal	<a href="http://www.uceba.com">http://www.uceba.com</a>	<a href="http://www.uceba.com">http://www.uceba.com</a>
8	Reference legal system Consultant Plus	<a href="http://consultant.ru">http://consultant.ru</a>	<a href="http://consultant.ru">http://consultant.ru</a>

### 5.2.3 Licensed and freely distributed software for the discipline

No.	Software name	Description	Details of supporting documents Documents
1	Operating system Windows 7 Professional (FSTEC certified)	licensed	TaksNet-Service CJSC No. PO-LIC 0000/2014 dated May 27, 2014 Non-exclusive right. Indefinite
2	Windows 7 Professional (Pro)	Licensed	SoftLineTrade CJS C No. 2011.25486 dated 11/28/2011 Non-exclusive right. Perpetual
3	Office Standard 2007 Russian OLP NL Academic Edition+	Licensed	Soft Line Trade CJSC No. 21/2010 dated May 4, 2010 Non-exclusive right. Perpetual
4	Chrome browser	Free	Free license Non-exclusive right. Perpetual
5	LMS Moodle	Free	Free license Non-exclusive right. Perpetual
6	Windows 10	Licensed	- Softline Trade LLC No. Tr096148 dated 29.09.2020, non-exclusive right, until 14.09.2021

## 6 Material and technical support for the discipline

Name of type of educational work	Name of the classroom, specialized laboratory	List of necessary equipment and technical teaching aids
Lectures	Classroom for lecture-type classes	Specialized classroom furniture, technical teaching aids used to present educational information to a large audience (multimedia projector, computer (laptop), screen), demonstration equipment, visual aids
Practical classes	Training room for seminar-type group and individual consultations, ongoing assessment and interim certification	Specialized classroom furniture, technical training (multimedia projector, computer (laptop), screen), etc.
Independent work	Computer classroom with Internet access B-600a	Specialized educational furniture for 30 seats, 30 computers, technical teaching aids (multimedia projector, computer (laptop), screen), video cameras, software
	Library reading room	Specialized furniture, computer equipment with Internet access and access to the EIOS, screen, multimedia projector, software

## 7 Features of the organization of educational activities for persons with disabilities and limited health capabilities

Persons with disabilities and limited health capabilities have the opportunity to move freely from one educational and laboratory building to another, go up to all floors of educational and laboratory buildings, and study in educational and other premises, taking into account the peculiarities of their psychophysical development and health status.

For the education of persons with disabilities and persons with disabilities who have musculoskeletal disorders, conditions for unimpeded access to all educational premises are provided. Information about the special conditions created for students with disabilities and special needs is available on the university website [www//kgeu.ru](http://kgeu.ru). Technical assistance from an assistant is available, as well as the services of sign language interpreters and deaf-blind interpreters.

The following conditions are provided to help students with disabilities and hearing impairments understand the reference and educational materials for the discipline:

- for better orientation in the classroom, signals are used to indicate the beginning and end of the class (the word "bell" is written on the board);
- the teacher attracts the attention of a hearing-impaired student with a gesture (a hand is placed on the shoulder, a gentle pat is given);

When talking to a student, the teacher looks at them, speaks clearly, in short sentences, and ensures that they can read their lips.

Compensation for speech and intellectual development difficulties in hearing-impaired students is achieved by:

- using diagrams, charts, drawings, and computer presentations with hyperlinks that comment on individual components of the image;
- regularly using exercises to graphically highlight the essential features of objects and phenomena;
- providing students with the opportunity to receive targeted advice by email as needed.

In order to adapt the reference, educational, and informational materials provided by the educational program in the chosen field of study to the perception of persons with disabilities and persons with visual impairments, the following conditions are provided:

- the official website is adapted to take into account the special needs of persons with visual impairments, and large-print reference information on the schedule of classes is provided;
- the teacher, his or her interlocutor (if necessary), and those present at the class are introduced to the students, with the name of the person to whom the teacher is addressing being stated each time;
- The actions, gestures, and movements of the teacher are commented on briefly and clearly.
- Printed information is provided in large print (18 point font) and is read aloud in its entirety.
- The necessary level of lighting in the rooms is ensured.
- Students are given the opportunity to use computers during class and the right to record explanations on a dictaphone (at the students' request).

The form of ongoing and interim assessment for students with special educational needs and disabilities is determined by the teaching staff in accordance with the curriculum. If necessary, students with special educational needs and disabilities, taking into account their individual psychophysical characteristics, are given the opportunity to take interim assessments orally, in writing on paper, in writing on a computer, in the form of tests, etc., or are given additional time to prepare their answers.

## **8 Methodological recommendations for teachers on organizing educational work with students.**

Methodological support for the educational process is one of the determining factors of high-quality education. Teachers at universities, demonstrating high professionalism, erudition, clear civic position, self-discipline, and a creative approach to solving professional tasks, contributes to the formation of a harmonious personality during the educational process.

When teaching the discipline, the teacher can use the following educational methods:

- methods of shaping personal consciousness (conversation, debate, suggestion, instruction, control, explanation, example, self-control, storytelling, advice, persuasion, etc.);
- methods of organizing activities and forming behavioral experience (assignments, public opinion, pedagogical requirements, instructions, training, creating educational situations, training, exercises, etc.);
- methods of motivating activity and behavior (approval, encouragement of social activity, reprimand, creation of situations of success, creation of situations for emotional and moral experiences, competition, etc.)

When teaching the discipline, the teacher should take into account the following areas of educational activity:

*Civic and patriotic education:*

- forming in students a holistic worldview, Russian identity, respect for their family, society, state, spiritual, moral, and sociocultural values accepted in the family and society, national, cultural, and historical heritage, and forming a desire to preserve and develop it;

- developing an active civic stance among students based on the traditional cultural, spiritual, and moral values of Russian society in order to enhance their ability to responsibly exercise their constitutional rights and obligations;

- developing students' legal and political culture, expanding their constructive participation in decision-making that affects their rights and interests, including in various forms of self-organisation, self-government and socially significant activities;

- the formation of motives, moral and meaningful attitudes of the individual that enable them to resist extremism, xenophobia, discrimination on social, religious, racial, and national grounds, interethnic and interfaith intolerance, and other negative social phenomena.

*Spiritual and moral education:*

- cultivating a sense of dignity, honor, honesty, conscience, and respect for parents, teachers, and older generations;

- the formation of principles of collectivism and solidarity, a spirit of mercy and compassion, and the habit of caring for people in difficult life situations;

- the formation of solidarity and a sense of social responsibility towards people with disabilities, overcoming psychological barriers towards people with disabilities;

*Cultural and educational upbringing:*

- forming an aesthetic picture of the world;
- developing respect for the cultural values of one's hometown, region, and country;

- increasing the cognitive activity of students.

*Scientific and educational education:*

- forming a scientific worldview in students;
- developing the ability to acquire knowledge;
- developing skills for analyzing and synthesizing information, including in the professional field.



**Changes and approvals for the new academic year**

No.	Section number of changes	Date of changes	Content of changes	"Approved" Head of the department teaching the discipline	"Approved" Chair of the Institute's Academic Council (faculty), which includes the graduating
1	2	3	4	5	6
1					
2					
3					



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**ASSESSMENT MATERIALS  
for the discipline**

**B1.V.03 Development of management solutions**

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*(Name of the discipline in accordance with the curriculum)*

Assessment materials for the discipline are designed to evaluate learning outcomes for compliance with competency achievement indicators.

The assessment of learning outcomes for the discipline is carried out as part of ongoing monitoring (OM) and interim assessment, conducted using a point-rating system (PRS).

### 1. Technological map

#### Semester 5

Section name	Forms and types of assessment	Rating indicators							
		I ongoing monitoring	Additional points to TC1	II ongoing assessment	Additional points to TC2	III ongoing assessment	Additional points to TC3	Total	Interim assessment
<b>Section 1. "Theoretical Fundamentals of Management Decision-Making"</b>	<b>TC1</b>	<b>30</b>	<b>0-20</b>					<b>30-50</b>	<b>30</b>
Test or written survey		5							
Practical assignment		25							
<b>Section 2. "Developing management decisions in conditions of uncertainty and risk"</b>	<b>TC2</b>			<b>25</b>	<b>0-25</b>			<b>25-50</b>	<b>25-50</b>
Test or written survey				5					
Practical assignment				20					
<b>Interim assessment (test, exam, coursework, coursework)</b>	<b>OM</b>								<b>0-45</b>
Interim assessment assignment									0-15
In writing based on tickets									0-30

#### Semester 6

Section name	Forms and types of assessment	Rating indicators						
		I ongoing monitoring	Additional points to TC1	II ongoing assessment	Additional points to TC2	III ongoing assessment	Additional points to TC3	Total

<b>Section 3. "Procedures for developing and implementing management decisions"</b>	<b>TC3</b>					55	0-45	55-100	55
Test or written survey						5			
Practical assignment						50			
<b>Interim assessment (test, exam, coursework, coursework)</b>	<b>OM</b>								<b>0-45</b>
Interim assessment assignment									0-15
In written form based on tickets									0-30

## 2. Assessment materials for ongoing monitoring and interim assessment

Grading scale for learning outcomes in the discipline:

Competence code	Competency indicator code	Planned learning outcomes in the discipline	Level of competence indicator development			
			High	Average	Below average	Low
			85 to 100	70 to 84	from 55 to 69	0 to 54
			Grading scale			
			excellent	good	satisfactory	unsatisfactory
			counted			not counted
PC-1	PC-1.1	know: process development and implementation management of solutions in for the purposes of analysis existing structure management organization and basic	Level knowledge process development and implementation and management structures decisions for the purpose of	Level knowledge process development and implementation management of decisions in order to	Minimum acceptable level of knowledge of the development process and implementation management in order to analyze the existing management management	Level Knowledge process development and implementation and management decisions for the purpose of
Able to analyze the effectiveness of the existing management structure of the organization and the basic principles of analyzing its effectiveness, with the aim of	Analyzes the existing management structure of the organization and the basic principles of analyzing its effectiveness, with the aim of					

<p>n in order to develop proposals for its improvement, in accordance with the strategy implemented by the organization, based on advanced information technologies</p>	<p>developing proposals for streamlining the management structure in line with the strategy implemented by the organization</p>	<p>principles conduct analysis of its effectiveness, with the aim of develop proposals on rationalization and structure</p>	<p>analysis existing conducting structures management and organization and of the main</p>	<p>analysis existing of structures management organization and main</p>		<p>analysis existence of structures management organization and management</p>
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		management in line with the strategy being implemented organization	principles in conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the strategy of the organization, to the extent corresponding to the training program, without errors	principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy of the organization, to the extent corresponding to the training program, there are a few minor errors	by the organization and basic principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in compliance with implementation of strategy organization, there are many minor errors	principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the implemented strategy of the organization, below the minimum requirements, there are gross errors
		be able to:				
		apply various technologies for the development and implementation management solutions for the purpose of analyzing the existing management structure management of the organization	Demonstrated all basic skills in applying various technologies development and	Demonstrated all basic skills to apply various technologies developments	Demonstrated all basic skills apply various technologies development	No demonstrate all basic skills apply various technologies
		and basic principles of	implementation and	and implementati	and implementati	in the development

		<p>conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy being implemented organization</p>	<p>management decisions in order to analyze the existing management of the organization and basic principles in conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy of the organization in full</p>	<p>on management decisions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness , with the aim of develop proposals for rationalizing the management structure in accordance with the strategy organization with minor shortcomings</p>	<p>on management decisions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness , with the aim of develop proposals for rationalizing the management structure in accordance with the strategy of the organization, there are minor errors</p>	<p>and implementation management decisions in order to analyze the existing management structure of the organization and basic principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the implemented strategy of the organization, there are serious errors</p>
own:						
	terminology	Demonstrate	Demonstrate	Demonstrate	Demonstrate	Skills

		<p>in the field of developing and implementing management solutions for the purpose of analyzing the existing management structure of the organization and the basic principles conducting an analysis of its effectiveness , with the aim of developing proposals for rationalizing the management structure in accordance with the strategy being implemented organization</p>	<p>skills in the application of terminology in the field development and implementation management solutions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the strategy of the organization in</p>	<p>strategy basic skills application terminology in the field development and implementation decisions for the purpose of analyzing existing management of the organization and the basic principles conducting an analysis of its effectiveness, with the aim of develop proposals for rationalizing the management structure in accordance with the strategy</p>	<p>a minimal set of skills for applying terminology in the field development and implementation management solutions for the purpose of analyzing the existing management of organizations and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for the rationalization the structure in accordance with the strategy</p>	<p>the application of terminology in the field of development and implementation management solutions for the purpose of analyzing the existing management of the organization and the basic principles conducting an analysis of its effectiveness, with the aim of developing proposals for rationalizing the management structure in accordance with the organization's implemented strategy the organization, we will not</p>
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			fully	by the organization	by organization	instructed
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An "**excellent**" grade is given for completing *practical assignments during the semester; test assignments; a deep understanding of organizational aspects and technologies development management decisions, complete and meaningful answers to exam questions;*

A "**good**" grade is given for completing *practical assignments during the semester; tests assignments; understanding organizational aspects and technologies for developing management decisions, answers to ticket questions;*

Assessment "**satisfactory**" is given for completion *practical assignments during the semester and test assignments;*

The grade "**unsatisfactory**" is given for poor and incomplete performance of *practical assignments during the semester and test assignments;*

### 3. List of assessment tools

Brief description of assessment tools used for ongoing monitoring of student progress and interim assessment in the discipline:

Name of assessment tool	Brief description of the assessment tool	Description of assessment tool
Practical assignment (PA)	A tool for assessing the ability to apply theoretical knowledge in practical situations. The task is aimed at assessing competencies in the discipline and contains clear instructions for completion or an algorithm of actions.	Set of tasks and assignments
Test (Test)	System of standardized tasks, allowing automate the procedure measurement of the level of knowledge and skills of the learner	Set of test tasks

### 4. A list of test assignments or other materials necessary for assessing the knowledge, skills, and abilities that characterize the stages of competence formation in the process of mastering the discipline

*Example of a task*

#### **For ongoing assessment TK1:**

Competency being assessed: PC-1 – Able to analyze the effectiveness of the current management structure of the organization in order to develop proposals for its improvement in accordance with the strategy implemented by the organization, based on advanced information technologies PC-1.1 – Analyzes the existing management structure of the organization and the basic principles of analyzing its effectiveness, with

the aim of developing proposals for streamlining the management structure in accordance with the organization's strategy.

### Test

<i>Question</i>	<i>Answer options</i>
<i>Which provision is included in the basic requirements for the process of developing management decisions</i>	<i>ensuring transparency of decisions</i>
	<i>ensuring the similarity of decisions</i>
	<i>ensuring the timeliness of decisions</i>
	<i>ensuring collegiality of decisions</i>
<i>The following does not apply to the conditions for the quality of a management decision</i>	<i>timeliness of decisions</i>
	<i>documentation of the decision</i>
	<i>consistency of decisions</i>
	<i>the feasibility of the decision</i>
<i>According to the classification based on the nature of the information used, management decisions are</i>	<i>deterministic</i>
	<i>adjustable</i>
	<i>formalized</i>
	<i>local</i>

### Questions for comprehensive task *TK1*

1. Explain the essence of management decision-making as a process and as a phenomenon.
2. Reveal objective factors affecting the the development of management decisions.
3. List the main requirements for to the process of developing management decisions.

#### Typical task:

The management of the marketing department of a manufacturing company needs to decide on the company's advertising budget for the coming year (increase, decrease, or leave it at the same level).

Determine what specific information (and its sources) is needed to develop such a decision.

### **For ongoing monitoring of TK2:**

Competency being tested: PC-1 – Able to analyze the effectiveness of the current management structure of the organization in order to develop proposals for its improvement in accordance with the strategy implemented by the organization, based on advanced information technologies, PC-1.1 – Analyzes the existing management structure of the organization and the basic principles of analyzing its effectiveness in order to develop proposals for streamlining the management structure in accordance with the organization's strategy.

### Test

<i>Question</i>	<i>Answer options</i>
<i>The content of activities</i>	<i>Recognizing, analyzing, and assessing the degree of risk</i>

<i>Risk management does not include</i>	<i>developing the content of risk classification areas</i>
	<i>development and implementation measures to risk prevention, minimization, and insurance</i>
	<i>crisis management</i>
<i>The company looks for potential problems and tries eliminate the causes of their occurrence before they actually occurrence problems. This is a case of</i>	<i>partially active management</i>
	<i>active management</i>
	<i>preventive control</i>
	<i>reactive management</i>
<i>The following does not belong to the areas of risk diversification</i>	<i>investing capital in various types of activities</i>
	<i>risk insurance</i>
	<i>optimization of the investment portfolio structure</i>
	<i>selling goods and services in various market segments</i>

### Questions for comprehensive task TK2

1. Explain the concept of uncertainty in developing management decisions.
2. Explain the influence characteristics information on uncertainty in the development of management decisions.
3. Indicate the main factors that determine a manager's behavior in a risk situation.

#### Typical task:

For the company you have chosen, compile a list of objective and subjective uncertainties that may arise when company managers develop decisions (at least five items for each group).

### For ongoing monitoring of TK3:

Competency being tested: PC-1 – Able to analyze the effectiveness of the current organizational management structure in order to develop proposals for its improvement in line with the organization's strategy, based on advanced information technologies, PC-1.1 – Analyzes the existing management structure of the organization and the basic principles of analyzing its effectiveness in order to develop proposals for streamlining the management structure in accordance with the organization's strategy.

### Test

<i>Question</i>	<i>Answer options</i>
<i>The first stage of the general technology of developing management decisions includes</i>	<i>gathering information to solve the problem</i>
	<i>developing possible alternatives for solving the problem</i>
	<i>determining the impact of the problem on the company's activities and the importance of solving it</i>
	<i>determining the criteria for assessing the degree to which the problem has been solved</i>
<i>K characteristics of alternative solutions to the problem</i>	<i>cost of implementation</i>
	<i>time of implementation</i>
	<i>availability of methods</i>

<i>Not applicable</i>	<i>availability of resources</i>
<i>The stage of evaluating the results of implementing a management decision includes</i>	<i>determining the amount of resources required for implementation</i>
	<i>determining the need for adjusting the current solution</i>
	<i>determining changes in the program for implementing the decision</i>
	<i>determination of methods for monitoring the implementation of the solution</i>

### Questions for complex task TK3

1. Explain the concept procedural technology for developing management decisions and indicate its main stages.
2. Indicate the main stages of the algorithm for and control of management decisions.
3. Describe the main components of effective management decisions.

#### Typical task:

For a company of your choice that carries out specific activities, identify possible problems that require management decisions:

- Formulate the problem and its causes;
- Determine the impact of the problem on the company's activities and the importance of solving it;
- Predict how the situation will develop if the problem is not solved.

Provide definitions of at least three problems.

#### **For interim assessment:**

(sample exam questions)

1. The concept and typology of management decisions.
2. Factors influencing the development of management decisions.
3. Requirements for on the process development management decisions.
4. The quality of a management decision, its conditions and factors.
5. The concept and main groups of uncertainty.
6. Main directions of management decision-making in conditions of uncertainty. Reactive, active, preventive management.
7. The concept of risk and its assessment.
8. Contents stages of the general technology development management decisions.
9. Algorithm for implementing and monitoring management decisions.
10. Concept and types of responsibility for making management decisions.