

MANAGEMENT

3.1 THE CONCEPT OF MANAGEMENT. CREATING VALUE FOR THE CONSUMER

Management. The interaction of the object and the subject of management. The essence and content of the concept of "management". Management as a system of scientific approaches and an interdisciplinary science based on knowledge in the field of economics, psychology, law, sociology, and other sciences. Principles of management. Management in the public service system and its role in society. The value of products/services to customers. Modern management tools.

3.2 THE OBJECT OF MANAGEMENT IN MANAGEMENT

The content of the management object. Organization as an object of management the concept of an organization. The main features and types of organizations. General characteristics of organizations. Horizontal and vertical division of labor. Management levels of organizations. Characteristics of organizations as an object of management. Criteria for the effectiveness of the management of organizations. The system of public administration bodies, organizational and legal forms of commercial and non-profit organizations.

3.3 THE SUBJECT OF MANAGEMENT IN MANAGEMENT

Description of the management entity. Management decisions. Management processes. The results of the interaction between the subject and the control object. Formation of indicators for the manager. An effective and efficient manager.

3.4 MANAGER'S ACTIVITIES

The formation of indicators for the manager. Formation of indicators for the manager. An effective and efficient manager. Hidden problems, non-obvious solutions, and unnoticed opportunities in the activities of managers.

3.5 OWNERSHIP RELATIONS IN MANAGEMENT

Property. Types of owners in management: owners, co-owners, investors, entrepreneurs. Types of owners: effective owner, an effective owner.

3.6 BUSINESS MODELS IN MANAGEMENT

The concept of business models. The concept of business models. Components of business models: product/service value, key resources, profit formula, management system.

3.7 EFFICIENCY AND EFFECTIVENESS OF MANAGEMENT

The concept of efficiency. Assessment of the effectiveness of the organization's activities. The effectiveness of management. The concept of effectiveness. Assessment of the effectiveness of the organization's activities. The effectiveness of management.

3.8 MANAGEMENT DECISIONS

Development and adoption of management decisions. Types of management decisions. Implementation of management decisions. Assessment of the effectiveness of management decisions.

3.9 BUSINESS PROCESSES OF THE ORGANIZATION

Classification of business processes: basic business processes, management processes, assurance processes. Description of business processes. The complexity of implementing business processes.

3.10 THE MAIN FUNCTIONS OF MANAGEMENT

Planning as a management function. The organizational function of management. Motivation as a function of management. Coordination and control in management. Managerial work and its specifics. Categories of managerial employees. Types managers. The functions of the manager. The role of a manager in government agencies.

3.11 ORGANIZATIONAL MANAGEMENT STRUCTURES

The concept of organizational management structures. The norm of controllability. Types of organizational management structures. Assessment of the effectiveness of organizational management structures.

3.12 ORGANIZATIONAL DESIGN

Stages of organizational design. Elements of organization design Building value chains. Description of management and assurance processes. Identification of responsible performers. Formation of the responsibility matrix. Calculation of the need for personnel. Designing the organizational structure of management.

3.13 DEVELOPMENT PROCESSES IN MANAGEMENT

The company's mission, vision, values, goals, and indicators. The SMART principle. Strategy development of the company. Formalization of the strategy. A balanced scorecard. Development of strategic maps. Description of activities aimed at achieving the goals.

3.14 MANAGEMENT MECHANISM IN MANAGEMENT

The control mechanism. The control system. Economic, administrative, and socio-psychological management methods in management. Organizational and economic management mechanism.

3.15 LEADERSHIP OF THE ORGANIZATION

Types of leadership and stages of organization development. Leadership transformation through the life cycles of the organization. Entrepreneurial leadership. Management leadership. Technological leadership. Leadership of the organization. The concept, structure, and essence of organizational culture. Definition of "strong" and "weak" organizational culture. The culture of the organization as a factor of efficiency. The economic function of organizational culture. Innovative culture organizations. Management of organizational culture. The mutual influence of the organization's culture and leadership style.

3.16 BUSINESS VALUE CREATION MODELS

Effective business models in management. Technologies for building effective business models. The role of information in management. Information, its properties, the influence of information on management efficiency.

3.17 THE COST OF AN ORGANIZATION AS A RESULT OF EFFECTIVE AND EFFECTIVE ACTIVITY OF THE MANAGER

The cost of the company. Assessment of the organization's value. Profitable, comparative, cost-based approaches to assessing the value of an organization. Methods of assessing the value of an organization

ENGLISH REFERENCES

1. Daft, Richard L. Management, Cengage, 2022.
2. Robbins, Stephen P., and Coulter, Mary A.. Management, Global Edition. Pearson Education, 2020.

RUSSIAN REFERENCES

Виханский, О. С. Менеджмент: учебник / О. С. Виханский, А. И. Наумов. — 7-е изд., переработанное и дополненное. — М.: Юристъ, 2019. — 422 с.

Масленников В.В. Формализация стратегий на основе сбалансированной системы показателей: учебное пособие / В.В. Масленников, Ю.В. Ляндау, А.С. Чигров. — Москва: РУСАЙНС, 2016. — 230 с.

Портман Р., Нортон Д. Сбалансированная система показателей. Олимп-Бизнес, 2017. — 320 с. Масленников В.В., Ляндау Ю.В., Калинина И.А. Менеджмент: Учебник. М.: Изд-во: Кнорус, 2019. — 422 с. (бакалавриат и магистратура).

Масленников В.В. Менеджмент: учебник / Масленников В.В., Ляндау Ю.В., Калинина И.А. — Москва: КноРус, 2021. — 421 с. — (бакалавриат и магистратура). — ISBN 978-5-406-02701-11. «Вестник РЭУ им. Г.В. Плеханова» (издательство Рос.экон.универ. имени Г.В. Плеханова, периодичность 12 раз в год, входит Перечень рецензируемых научных изданий ВАК)

о

п

.

—

М

о

с

к

в

а

М

а

г

и

с

т