

Educational Institution «Belarus State Economic University»

APPROVED

Rector for Educational
Institution «Belarus State
Economic University»


_____ A.V. Yegorov

2024

Reg.No 5924-24 /academic

MANAGEMENT

The curriculum of the educational institution
for the specialty 6-05-0411-01 «Accounting, analysis and audit»

2024

The curriculum is based on the General/In-depth Higher Education Standard (Education Standards) OSVO 6-05-0411-01-2023, model curriculum for the specialty 6-05-0411-01 «Accounting, analysis and audit».

COMPILED BY:

I.V. Baldin, Assistant Professor of the Department of Organization and Management of the educational institution «Belarus State Economic University», Candidate of Economic Sciences, Associate Professor;

E.A. Bogdashits., Assistant Professor of the Department of Organization and Management of the educational institution «Belarus State Economic University», Candidate of Economic Sciences, Associate Professor;

I.K. Rudak, Assistant Professor of the Department of Organization and Management of the educational institution «Belarus State Economic University», Candidate of Economic Sciences, Associate Professor.

REVIEWED BY:

G.A. Khatskevich, Head of the Department of Business Administration of the State Educational Institution "Institute of Business of BSU", Doctor of Economic Sciences, Professor;

M.V. Lysenkova, Assistant Professor, Department of Economics of Industrial Enterprises, educational institution «Belarus State Economic University», Candidate of Economic Sciences, Associate Professor.

RECOMMENDED FOR APPROVAL:

Department of Organization and Management of the educational institution «Belarus State Economic University»
(Protocol № 9 dated 22.02.2024);

Methodological Commission for specialties «Accounting, Analysis and Audit (by specialty)»; «Accounting, Analysis and Audit» of the educational institution «Belarus State Economic University»
(Protocol №. 5 dated 02.04.2024);

Scientific and Methodological Council of the Educational Establishment «Belarus State Economic University»
(Protocol №. 8 dated 27.06.2024)

EXPLANATORY NOTE

The training program is **aimed** at organizing the study of the basic principles of management activity, formation of skills to use analytical tools for making strategic, tactical and operational decisions and assessing their impact on the results of the organization's activities, development of an innovative approach in the management of the organization in conditions of fierce competition in the domestic and foreign market and is designed to ensure that students master the general theoretical knowledge in the field of management, its most important categories, processes and processes of the old and new technologies. In this regard, knowledge of theoretical and methodological foundations, practice of organization and implementation of management activity are professional requirements for economists.

The purpose of teaching the academic discipline is to provide students with the necessary knowledge, skills and abilities to ensure the effective functioning of enterprises in the market environment by means of economics and management, the development of students' systematic analytical thinking.

To achieve the goal, teaching the discipline peruses the following **objectives**:

- to form the necessary theoretical and methodological basis for the development of managerial competencies of future specialists;
- to teach the methodology of practical application of principles, functions, methods and technologies of management in the real activity of organizations;
- to master techniques and methods of forming ethical behavior of the organization and its employees;
- to instill skills of independent work with educational and scientific literature, based on the content of the academic discipline.

As a result of studying the training discipline, **special** competence is formed:

SC-22 - To carry out the main functions of managing the activities of the organization, to organize the work of performers taking into account the social policy of the state, to use modern techniques for making managerial decisions, to evaluate the effectiveness of management.

As a result of studying the academic discipline, students should

to know:

- main schools and approaches in management;
- peculiarities of management activity and the role of a manager in the organization management system;
- peculiarities of management of organizations of different organizational and legal forms;
- principles and methods of management activity;
- functions of management, their interrelation and rules of realization;
- methods of making managerial decisions;
- methods of designing organizational management structures;
- principles of organizing effective communications;

- principles of designing business processes in an organization.
- principles of management of innovative activity of the organization;
- be able to:**
 - determine the goals of the organization and its subdivisions, develop measures to achieve them;
 - build a system of effective planning, organization of activities and control;
 - apply management methods depending on the situation and specifics of the management object;
 - make managerial decisions and organize their implementation;
 - determine the optimal style of management of the organization;
 - choose methods and tactics of negotiations;
- to possess:**
 - skills of development of variants of management decisions, justification and selection of the optimal decision;
 - skills of designing the organizational structure of management taking into account the goals and specifics of the management object;
 - skills of communication organization;
 - skills of organization and negotiation
 - skills of choosing optimal tactics of behavior in a conflict situation. □
- skills of overcoming resistance to changes
 - skills of overcoming resistance to change;
 - skills of organizing teamwork
 - skills of assessment of management efficiency and justification of organization development strategy.

Within the framework of this training programme students are to gain the theoretical and practical knowledge and skills, to develop their moral, personal and spiritual potential as well as to cultivate the virtues of a true citizen and patriot who is able to actively participate in the economic, social and cultural life of the nation.

The place of the discipline in the system of training a specialist with a higher education (the academic discipline belongs to the module « _____ » of the state component)

Connection with other academic disciplines - «Economics of Organization», «Management Accounting and Analysis».

Form of the higher education degree program - full-time.

According to the curriculum, the number of hours - 108, in-class - 52 hours, including lectures - 26 hours, practical classes - 26 hours.

Distribution of in-class hours by type of classes, years and terms:

5-term - lectures 26 hours, practical classes — 26 hours.

Self-study — 56 hours.

The labor input accounts to 3 credits.

The form of intermediate certification - credit.

COURSE CONTENT

Topic 1. Introduction to Management

The essence of management. Management and management - the ratio of concepts. Management as a science, practice and art of managing people in organizations.

Cybernetic interpretation of management. Subject and object of management, their interrelation.

Management as social and entrepreneurial management in a market economy. Management and modern scientific and technological development.

The concept of managerial activity. Features and roles of the manager. The content of managerial labor, its features and types. Division of managerial labor.

Theory and categories of management. Management in the system of modern sciences.

Topic 2. Organization and management

Organization as a system. Properties of organizations. Types of organizations. Formal and informal groups in an organization. Commercial and non-commercial organizations. Enterprise as a type of organization.

The concept of organizational-legal form of enterprise. Features of management of enterprises of different organizational and legal forms.

Basic elements of the organization: means of labor, objects of labor, employees. The internal environment of the organization and its main subsystems: technical, technological, economic, organizational, social, informational. Scientific subsystem of modern organization.

External environment of the organization, its main elements (direct and indirect impact). Ways of interaction with elements of the external environment.

Trends in the development of organizations. New organizations. Network and virtual organizations. Digitalization of economy and transformation of organizations.

Topic 3. Evolution of management

The evolution of managerial thought. The practice of management in ancient societies. Development of productive forces and management.

Prerequisites for the emergence of the science of management. Formation of modern management science: R. Owen, F. Taylor, etc. Owen, F. Taylor and others. School of scientific management: F. Taylor, G. Gantt, F. and L. Gilbreth, G. Emerson, G. Ford and others. Administrative (classical) school of management (A. Fayol, L. Urwick, M. Weber). Social schools in the science of management: the school of human relations (E. Mayo, M. Follett) and the school of behavioral sciences (behaviorist) (A. Maslow, D. MacGregor, F. Herzberg, R. Likert, etc.). Modern theories of motivation, substantive and procedural aspects.

Management science in the 2nd half of the 20th century: the school of "social systems", "quantitative", pragmatic (empirical), etc.).

Process, systemic and situational approaches to management. Connection of management schools with modern social theories. The concept of value chain management.

The concept of social responsibility of business. Declaration of Co. Global Compact. Means of realization of social responsibility of business.

Topic 4. Management Objectives

Goals in the system of management categories. Mission, policy and goals of the organization, their interrelation. Fundamentals of the target approach to management. The main goals of the organization, its structural units and individual employees. Goals of commercial organizations.

Requirements for the formation of goals. Conflicts of goals and methods of their resolution. Alignment of management goals. Building a hierarchy of organizational goals ("goal tree").

Topic 5. Management Functions

Division and cooperation of managerial labor. The concept of management functions. Classification of functions of management of the organization. General functions of management and their content: planning, organization, motivation, control. Regulation and coordination in the system of management functions. Management cycle.

Planning as a function of management. Types and principles of planning. Methods of planning.

Organization as a function of management. Organization of process execution. Essence and methods of work design.

Motivation as a function of management. Methods of motivation of different categories of workers. Participative management.

Control as a function of management. Types of control. Process and content of control. Characteristics of an effective control system.

Special functions of management. Interrelation of general and special functions of management.

Management functions of a modern enterprise.

Topic 6. Management decisions

The concept of management decision. The role and place of decisions in the management of the organization. Classification of managerial decisions. Requirements for managerial decisions.

The process of development and realization of managerial decision.

Modern methods of making managerial decisions. Individual and group approach to decision-making. Heuristic methods of decision-making. Expert methods of decision-making. Economic and mathematical methods of decision-making. Decision making and modeling. Analytical and simulation models.

Organization and control of execution of managerial decisions.

Topic 7. Principles and methods of management

The concept of management principles and their role in management. General, general and special principles of management. Development of management principles in the works of the founders of management science.

The concept of management methods. Connection of principles and methods of management. Classification of management methods.

Organizational and administrative methods: organizational, administrative (administrative), disciplinary. Organizational regulation. Types of dispositive influence.

Economic methods of management. Commercial, budgetary and economic calculation. Methods of economic calculation: planning, pricing, financing, material incentives, etc.

General characteristics of social and psychological methods of management, their classification. Methods of social norming, regulation, social motivation. Social planning in the organization. Methods of psychological influence.

Topic 8. Power in management

Power and influence in an organization. Types of power. Power of manager, organization, state, social networks.

Leadership in the organization. Types of leadership. Theories of leadership.

Methods and style of management. Management style and leadership style. The main types of leadership styles. The choice of style. Factors affecting the style of management. Models of situational leadership.

Transformation of power in the conditions of digitalization.

Topic 9. Information, communication and communication process

Data, information and knowledge. Information and communications. Information theory.

Communications and communication process. Types of communications. Communication networks and communication styles. Stages of the communication process. Causes of ineffective communications.

Organization of communications at the enterprise. Business conversation. Business negotiations. Business meeting. Public relations.

Information systems in organizations and information support of management.

Topic 10. Designing the organizational structure of management

Organizational structures of management in the system of management categories. Production structure and organizational structure of management. General characteristics of the organizational structure of management: links of management, levels and stages of management, links.

Links in the management system. Vertical and horizontal ties, formal and informal ties and structures.

Factors affecting the processes of formation of organizational structure of management. Basic types of organizational management structure and their charac-

teristics: linear, functional, linear-functional, program-targeted, matrix, divisional, network. Virtual organizations.

Principles of formation of the organizational structure of management. Methods of designing and improving the organizational structure of management.

Genesis of organizational forms of enterprise management. Modern trends in the formation of management systems and structures.

Topic 11. Organization of teamwork

Approaches to establishing human-organization interaction. Personality characteristics of a person. Human behavior in the organization.

Interactions: manager - team (group), manager - employee. Group management.

Teams and team-management. Composition and structure of a team. Types of teams. Team processes. Organization of teamwork.

Conflict in an organization, its structure. Conflict management. The nature and consequences of conflicts in the organization. Causes of conflicts. Types of conflicts. The process and phases of conflict development. Structural and interpersonal methods of conflict resolution. Strategies of manager's behavior in conflict situations: cooperation, compromise, coercion, avoidance, yielding.

Topic 12. Change management

The concept of change. Types of changes. Reasons for resistance to change. The method of analyzing the center of power. Methods of overcoming resistance to change. Motivation of changes.

Models of change management (K. Levin, J. Kotter, etc.).

Topic 13. Business and organizational culture

Business Ethics. Basic theories of business ethics. Business ethics and business culture.

Content and meaning of organizational culture. Levels and elements of organizational culture. Types of organizational cultures.

Management of organizational culture. Stages of the life cycle of organizational culture. Principles and methods of organizational culture management. Factors influencing the formation of organizational culture. Maintenance and development of organizational culture. Assessment of the state and effectiveness of organizational culture. Values of successful organizations.

The factor of national culture in organizational culture.

Business etiquette: concept, types, forms of manifestation.

Culture of negotiations. Stages and methods of negotiation. Tactical techniques in negotiations. Cognitive technique of negotiations. Fundamentals of listening and persuading skills.

National models of negotiation.

Topic 14. Fundamentals of strategic management

The concept of strategic management. Preconditions for the emergence and stages of formation of strategic management. Strategic management: process and content. Strategic vision, mission and goals of the organization.

The concept of organization strategy. Types of strategies of the organization.

Strategic analysis. Approaches to the analysis of the external and internal environment of the enterprise

Portfolio analysis: purpose, content and methods of carrying out.

Complex methods of strategic analysis: SWOT-analysis, SPACE-analysis.

Strategy selection and implementation.

Topic 15. Fundamentals of innovation management

Innovations and their role in the organization's activity. Types of innovations.

Innovation process and process of management of innovation activity of the organization. The main factors affecting innovation activity. Organization and stimulation of innovation activity in the organization.

Designing new goods and services.

Topic 16. Fundamentals of quality management

Quality and competitiveness. National and international awards for achievements in the field of quality.

Level and indicators of product quality.

Quality management systems, their evolution. E. Deming's postulates. SDCA cycle. Shuhart-Deming PDCA improvement cycle. Concepts of total quality control (TQC) and total quality management (TQM). Quality management system in accordance with ISO 9001:2000 standards.

Kaizen improvement system. The concept of "lean manufacturing". The "6 Sigma" improvement system.

Topic 17. Business process engineering

Content of business process engineering. Types of engineering. Process model.

Work design. Interdependence of work. Risk accounting. Elements of the process. Formation of process model.

Business process modeling methodologies: SADT, DFD, ERD, IDEF, ARIS, Oracle, etc.

Business process reengineering: essence, principles and techniques, implementation process.

Topic 18. Management efficiency

Essence and approaches to the assessment of management effectiveness.

Models and criteria for assessing the effectiveness of organizational management: a model focused on internal factors of production; a model focused on the person; an open system model; a model of interested groups.

Assessment of management effectiveness by the results of financial and economic activity. Financial and economic indicators of efficiency.

National priorities in assessing organizational performance.

Topic 19. Management development trends

Prerequisites for changing the management paradigm: globalization of the economy, change in the content of work, aggravation of struggle for resources and competition, influence of ecology, etc.

Modern changes and trends in management development.

THE DISCIPLINE-DESIGNED THEMATIC CURRICULUM «MANAGEMENT»

Full-Time Mode of Higher Education

No of Unit, Topic	Title of Unit, Topic	Number of study hours						References	Knowledge control
		Lectures	Practical exercises	Seminar sessions	Laboratory sessions	Number of hours of independent study			
						L	P		
1	2	3	4	5	6	7	8	9	10
5rd term									
Topic 1	Introduction to management	2						[3]p.5-28, [5,8,12]	Express survey
	Introduction to management		2					[3]p.5-28, [5,8,12]	Survey
Topic 2	Organization and management	2						[1]p. 11-29, [6]	Express survey
	Organization and management		2					[1]p. 11-29, [6]	Survey, abstract
Topic 3	Evolution of management	2						[1]p. 33-60, [5]	Express survey
	Evolution of management		2					[1]p. 33-60, [5]	Survey, abstract
Topic 4	Management Objectives	2						[5]p. 50-55, [1]	Express survey
	Management Objectives		2					[5]p. 50-55, [1]	Survey, task
Topic 5	Management Functions	2						[1]p. 63-92, [5]	Express survey
	Management Functions		2					[1]p. 63-92, [5]	Abstract, control work.

1	2	3	4	5	6	7	8	9	10
Topic 6	Management decisions	2						[5]p. 77-83, [1]	Express survey
	Management decisions		2					[5]p. 77-83, [1]	Survey, abstract
Topic 7	Principles and methods of management	2						[5]p. 116-123, [1]	Express survey
	Principles and methods of management		2					[5]p. 116-123, [1]	Abstract, control work.
Topic 8	Power in management	2						[1]p. 101-117, [5]	Express survey
	Power in management		2					[1]p. 101-117, [5]	Survey, task
Topic 9	Information, communication and communication process	2						[5]p. 148-166, [1]	Express survey
	Information, communication and communication process		2					[5]p. 148-166, [1]	Survey, task
Topic 10	Designing the organizational structure of management	2						[5]p. 130-143, [1]p. 167-171	Express survey
	Designing the organizational structure of management		2					[5]p. 130-143, [1]p. 167-171	Survey, task
Topic 11	Organization of teamwork	2						[1]p. 105-117, [6,7]	Express survey
	Organization of teamwork							[1]p. 105-117, [6,7]	Abstract, control work.
Topic 13	Business and organizational culture	2	2					[1]p. 223-263, [6,7]	Express survey
	Business and organizational culture							[1]p. 223-263, [6,7]	Survey, abstract

1	2	3	4	5	6	7	8	9	10
Topic 19	Management development trends	2	2					[5]p. 201-203, 360-370, [1]	Express survey
	Management development trends		2					[5]p. 201-203, 360-370, [1]	Survey, abstract
Tota 5 rd term		26	26						Credit
Total		26	26						

INFORMATION AND METHODOLOGICAL PART

Literature

Core literature:

1. Telezhnikov, V.I. Management: a textbook for students of higher education in economic specialties / V.I. Telezhnikov. - Minsk: BSEU, 2016. – 508 p. – (In Russian).
2. Smolskiy, A.P. Practical management: tools, strategy and tactics of management: a textbook / A.P. Smolskiy. - Minsk: Misanta, 2021. – 443 p. – (In Russian).
3. Rosenfeld, R. H. Managing Organizations. - 2nd ed. - London: McGraw-Hill Publishing Company, 1999. - 586 p.
4. Kurcheeva, G.I. Management in the digital economy: textbook / G.I. Kurcheeva, A.A. Aletdinova, G.A. Klochkov. - Novosibirsk: Novosibirsk State Technical University, 2018. - 135 p. – (In Russian)
5. Petrovich, M. V. Organization management: a textbook / M. V. Petrovich. - Minsk: RIVSH, 2017. - 479 p.

Additional literature:

5. Barinov, V. A. Theory of management: a textbook for students of higher educational institutions, studying in the direction of training 38.03.02 (080200.62) "Management" (qualification (degree) "bachelor") / V.A. Barinov. - M.: INFRA-M, 2017. - 204 p. – (In Russian).
6. Belyatsky, N. P. Creative management: textbook for students of institutions of higher education in economic specialties / N.P. Belyatsky. - Minsk: Vysheyshaya shkola, 2022. - 384 p. – (In Russian).
7. Belyatskiy, N. P. Business leadership: a textbook for students of higher education institutions in the specialty "Management (in directions)" / N. P. Belyatskiy. - Minsk : RIVSH, 2020. - 359 p. – (In Russian).
8. Vesnin, V. R. Fundamentals of management: Textbook / V. R. Vesnin. - M.: Prospect, 2017. - 320 p. – (In Russian).
9. Glukhov, V. V. Management: for economic specialties / V. V. Glukhov. - St. Petersburg: Peter Press, 2017. - 600 p. – (In Russian).
10. Egorshin, A. P. Fundamentals of management: a textbook / A. P. Egorshin. - 3rd ed., revision and addendum - M.: INFRA-M, 2021. - 350 p. – (In Russian).
11. Lamben, J.-J. Market-oriented management: textbook [translated from English by I.I. Malkov]. - 2nd ed. - St. Petersburg [and others]: Peter, 2020. - 927 p. – (In Russian).
12. Mardas, A. N. Management theory: textbook for universities / A. N. Mardas, O. A. Gulyaeva. - 2nd ed., revised. and ext. - Moscow: Yurait Publishing House, 2020. - 307 p. – (In Russian).

13. Petrovich, M.V. Organization management: a textbook for students of the system of additional education of adults on specialties «Economics and management at the enterprise of industry», «Business administration», «Management of agro-industrial complex», «Management of state information resources», «Personnel management», «State management in the sphere of pre-trial criminal proceedings» / M.V. Petrovich; Academy of Management under the President of the Republic of Belarus. - 3rd ed., revised. - Minsk: Academy of Management under the President of the Republic of Belarus, 2020. - 479 p. – (In Russian).

14. Yasnikov, G.E. Theoretical foundations of management: a textbook / G.E. Yasnikov, I.V. Baldin; ed. by N.P. Belyatsky. - Minsk: Amalfeya: Misanta, 2012. - 211 p. – (In Russian).

15. Blinov, A. O. Theory of management: a textbook / A. O. Blinov, N. V. Ugryumova. - 3rd ed. - M.: Dashkov and K^o, 2022. - 299 p. – (In Russian).

16. Vihansky, O.S. Management: textbook / O.S. Vihansky, A.I. Naumov. - 6th ed., rev. and ext. - M.: Magister: INFRA-M, 2024. - 672 p. – (In Russian).

17. Maslova, E. L. Management: textbook / E. L. Maslova. - 3rd ed. - M.: Dashkov and K^o, 2022. - 332 p. – (In Russian).

18. Management as a Science and Practical Activity: a textbook / T. S. Putilovskaya, I. G. Tuchkova, A. G. Kozlov [et al.]. – Moscow: Rusains, 2024. – 194 p.

19. Repina, O. M. Management theory: textbook / O. M. Repina, N. Y. Sudakova; Volga Region State Technological University. - Yoshkar-Ola: Volga Region State Technological University, 2020. - 206 p. – (In Russian).

List of questions for credit

1. The essence of management, its main characteristics.
2. Management activities. Characteristics and roles of a manager.
3. Mission, vision and purpose: essence and distinctive features.
4. Contents of managerial work and its features.
5. The concept of organization. Formal and informal organizations. Mechanistic and organic.
6. The internal environment of the organization, its elements.
7. External environment of a modern organization.
8. Evolution of management thought.
9. School of Scientific Management.
11. Classical (administrative) school of management.
12. School of human relations.
13. School of Behavioral Sciences.
14. Content theories of motivation.
15. Process theories of motivation.
16. Empirical school of management.
17. Process approach to management.
18. Systematic approach to management.
19. The concept of situational management.
20. Social responsibility of business: concept and forms of implementation.
21. Goal in the system of management categories: concept and requirements for it (SMART). Management by Objectives (MBO).
22. Management functions in the system of management categories.
23. General management functions. Management cycle.
24. Planning as a management function. Types and principles of planning.
25. Organization as a management function.
26. Motivation as a function of management. Methods of motivating various categories of workers.
27. Control as a function of management. Process and content of control. Characteristics of an effective control system.
28. Special control functions. The relationship between general and special management functions.
29. Management decisions: concept and requirements for them.
30. Classification of management decisions.
31. Technology for preparing the adoption and implementation of management decisions.
32. Methods and models for making management decisions.
33. Principles of management.
34. System of management methods, their classification.
35. The concept of leadership. Management and leadership.
36. Power and influence in the organization. Sources and types of power.
37. The concept of leadership. Management and leadership.

38. Management style in the system of management categories. Classification of management styles by K. Levin.
39. Models of situational leadership (Blake and Mouton model, Hersey and Blanchard model, PAEI model).
40. Communications in management and their types.
41. Structure of the communication process.
42. Organization of communications at the enterprise.
43. Reasons for ineffective communications.
44. Structure and organizational structure of enterprise management. Elements and connections in the organizational structure of management.
45. The concept of delegation.
46. Linear-functional organizational management structure.
47. Divisional organizational management structure.
48. Project and matrix organizational management structures.
49. Modern approaches to the design of organizations (network, adhocratic, entrepreneurial, participatory organizations).
50. The role of the individual and the group in the organization.
51. Comparative features of the group and the team.
52. Comparative characteristics of a leader and a manager.
53. Conflict in an organization: concept and causes.
54. Types of conflicts in an organization.
55. The process and phases of conflict development.
56. Methods of conflict management in an organization.
60. The content of organizational culture and the mechanism of its formation.
61. Elements and levels of organizational culture.
62. Types of organizational cultures and conditions for their effective application.
63. Methods of managing organizational culture.
64. Factor of national culture in organizational culture.
65. Business etiquette: concept and basic requirements.
66. Culture of negotiations. Methods and tactics of negotiations.
67. Trends in management development.

List of reports topics

1. SWOT - analysis of the company (using the example of a company...)
2. Diagnostics (self-diagnosis) of management style according to the model of I. Adizes and development of recommendations for interaction with representatives of other styles in the team
3. Diagnosis of roles in a team according to R. Belbin's model.
4. The Scrum technology.
5. Factors that increase the attractiveness of a company's HR brand.
6. Improving the labor motivation system at the enterprise (using the example of a company...).
7. Improving the control system at the enterprise (using the example of a company...).
8. Improving the organizational structure of management of a specific enterprise(using the example of a company...).
9. Dynamics of small groups. Team building activities (using the example of a company...).
- 10.Reengineering of business processes in an enterprise (using the example of a company...).
- 11.Implementation of information technologies (implementation difficulties and implementation results) (using the example of a company...).
- 12.Improving the decision-making process at the enterprise (using the example of a company...).
- 13.Development and presentation of your personal career trajectory
- 14.Communications in management: problems and ways to solve them (using the example of a company...).
- 15.Features of American management.
- 16.Features of Japanese management.
- 17.Features of Cathay management.
- 18.Characteristics of successful companies (using the example of a company)

Methodical recommendations for self-study of master's students

Self-study of master's students are very important stage in obtaining course knowledge. 56 hours are allocated for self-study of a full-time student

The content of students' self-study includes all the discipline topics from the section «Course content».

Main components of self-study for master's students are the following:

- detailed review of sections, topics, certain issues, concepts;
- preparation for revision tasks;
- preparation for practical, laboratory and seminar classes, including the preparation of reports (including thematic reports), informational and visual materials, abstracts, presentations, essays, etc.;
- performing information search and compiling a thematic selection of references, including Internet sources;
- preparation for the interim certification.

Assessment procedures

Assessment is carried out within the framework of monitoring and intermediate certification.

Monitoring tools are used during the term and include the following forms of assessment:

- test;
- express in-class questioning;
- quiz;
- report;
- creative task, etc.

The result of the monitoring during the term is estimated by a mark in points on a ten-point scale and is derived based on the marks put during the activities of the monitoring during the term.

Requirements for the student during the intermediate certification.

Students are allowed to undergo certification in the academic discipline on condition of successful completion of the monitoring certification (monitoring tools) in an academic discipline set out in the current term by this curriculum.

Intermediate certification is carried out in the form of a credit.

The methodology of forming a mark for an academic discipline

In accordance with the Regulations on the rating system for assessing the knowledge, skills and abilities of BSEU students.

**PROTOCOL OF THE CURRICULUM COORDINATION
WITH OTHER ACADEMIC DISCIPLINES OF THE SPECIALTY**

Name of the discipline that requires coordination	Name department	Proposals on changes in the content of the curriculum of the academic discipline of a higher education institution	The decision taken by the department that developed the curriculum (with the date and number of the minutes)
1	2	3	4
Analysis of organizations' activities	Accounting, analysis and audit in industry	No comments or suggestions	The curriculum for the academic discipline «Management» is recommended for approval (protocol No. _____ dated _____)