

*Federal State Autonomous Educational Institution of Higher Education  
"Peoples' Friendship University of Russia"*

Recommended by ISSC  
APPROVED  
at the meeting of the department  
August 28, 2021, minutes No. 1

Head of the Department



A.A. Chursin

**THE WORKING PROGRAM OF THE DISCIPLINE**

**The theory of evolution of organizational and economic systems**

name of the discipline

**Direction of training: 38.06.01. ECONOMICS**  
**Training of highly qualified personnel (postgraduate studies)**

**The focus of the program (profile) " Innovation Management "**

**Moscow - 2021r**

## Goals and objectives of the discipline:

The purpose of studying the discipline is to form a critical understanding of the current state of management theory in graduate students, the presentation of its problems, contradictions, tendencies in close connection with the problems and trends in the development of organizations.

The main tasks of mastering the discipline are:

- mastering the basics of modern theory of organization and management;
- mastering knowledge in the field of organizational change management and management of organizations of the future;
- mastering the skills of identifying problematic issues in the field of management theory in the context of organizational development and the development of tools for its improvement.

## 2. Place of discipline in the structure of EP VO:

The discipline "Management theory in the context of organizational development" refers to the variable part of block B.1. Educational disciplines (modules) of the curriculum.

Table № 1 shows the previous and subsequent disciplines aimed at the formation of discipline competencies, in accordance with the competence matrix

Table №1

### Prior and subsequent disciplines aimed at the formation of competencies

№ п/п	Code and name of competence	Preceding disciplines	Subsequent disciplines (groups of disciplines)
Universal competences			
1	(UK-1) the ability to critically analyze and evaluate modern scientific achievements, generate new ideas when solving research and practical problems, including in interdisciplinary fields	History and philosophy of science, Management, Research methodology, Modern economic theory	Human capital in the innovation management system
2	(UK-6) the ability to plan and solve problems of one's own professional and personal development	History and Philosophy of Science, Research Methodology	Carrying out scientific research
General professional competencies			
3	(OPK-1) the ability to independently carry out research activities in the relevant professional field using modern research methods and information communication technologies	History and philosophy of science, Management, Research methodology, Modern economic theory	Human capital in the innovation management system, Performing scientific research
4	(OPK-3) readiness for teaching activities in educational higher education programs	History and philosophy of science, Higher education pedagogy, Management,	Teaching practice

		Research methodology, Modern economic theory	
<b>Professional competence</b>			
5	(PC-1) possession of the skills of preparing educational and methodological literature for educational programs of higher education in the studied area	History and philosophy of science, Higher education pedagogy, Management, Research methodology, Modern economic theory	Teaching practice
6	(PC-2) the ability to adapt and generalize scientific results to the needs of the educational process of higher education, which forms professional competencies in the studied area	History and philosophy of science, Higher education pedagogy, Management, Research methodology, Modern economic theory	Teaching practice

### **3. Requirements for the results of mastering the discipline:**

The process of studying the discipline is aimed at the formation of the following competencies:

- the ability to critically analyze and evaluate modern scientific achievements, generate new ideas in solving research and practical problems, including in interdisciplinary areas (UK-1);
- ability to plan and solve problems of one's own professional and personal development (UK-6);
- the ability to independently carry out research activities in the relevant professional field using modern research methods and information and communication technologies (OPK-1);
- readiness for teaching activities in educational programs of higher education (GPC-3);
- possession of the skills of preparing educational and methodological literature for educational programs of higher education in the studied area (PC-1);
- the ability to adapt and generalize scientific results to the needs of the educational process of higher education, which forms professional competencies in the studied area (PC-2).

#### **As a result of studying the discipline, a graduate student must:**

##### **Know**

- foundations of modern theory of organization and management;
- evolutionary concepts of organizational change;
- the life cycle of the organization as a reflection of organizational dynamics;
- fundamentals of managing organizations of the future;
- Peculiarities of transformation of companies and organizational structures of their management;

##### **Be able to**

- identify problematic issues in the field of management theory in the context of organizational development;
- to conduct a critical analysis and assessment of modern scientific achievements in the studied area of knowledge;
- analyze the ecosystem of the company, assess the entropy and complexity of the organization;
- organize management by stages of the company's life cycle;
- work in a multicultural environment and in an international team.

##### **Own**

- principles and methods of diagnostics of organizational problems arising in companies;
- management technologies in a digital society;
- principles of managing an organization “without borders”;
- skills in the preparation of educational and methodological literature on educational programs of higher education in the studied area

#### 4. Scope of discipline and types of educational work

The total workload of the discipline is 6 credit units.

Type of educational work	Total hours	Semesters				
		1	2	3	4	5
Classroom lessons (total)	36				36	
Including:						
<i>Lectures</i>						
<i>Practical lessons (PZ)</i>	36				36	
<i>Seminars (C)</i>						
<i>Control</i>	28				28	
<b>Independent work (total)</b>	152				152	
Total labor intensity hours	216				216	
credit units	6				6	

#### 5. Content of the discipline

##### 5.1. Contents of discipline sections

№ п/п	The name of the discipline section	Section Contents
1.	Section I. Foundations of modern theory of organization and management	<p><b>Topic 1. The essence of organizations</b> Organization concept. Organization as a closed and open system. The ecosystem of the organization. Entropy and complexity of the organization. Organization rationale: the concept of emergence.</p> <p><b>Topic 2. Resource and competence models of the organization.</b> Organization as a product of competition for resources. Labor and / or human resources. Information, technology and / or competence. Intellectual resources and / or talents.</p> <p><b>Topic 3. Development of views on the organization's management system.</b> Management structure. Management functions. Goals and objectives of management. Management decisions. Organizational resource management vs. Organization management. Complexity and efficiency of management.</p>

2.	Section II. Organizational change management.	<p><b>Topic 4. Evolutionary concepts of organizational change.</b> The essence of organizational change. The ideas of "Darwinism" and "Lamarckism" in theories of organizational evolution. Population ecology theory: the V-R-S model. The theory of adaptive development of organizations. Organizational dynamics in the context of the 1st, 2nd, 3rd and 4th industrial revolutions.</p> <p><b>Topic 5. The life cycle of an organization as a reflection of organizational dynamics</b> Essence and factors of organizational dynamics. The essence and concepts of the life cycle of the organization. Organizational life cycle models.</p> <p><b>Topic 6. Organization of management by stages of the life cycle.</b> Management strategy. Management structure. Culture and management style. Personnel Management. Innovation management.</p>
3	Section III. Governance in organizations of the future.	<p><b>Topic 7. Organizations of the future.</b> Organization as a network. Distributed organization. Virtual organization. Project organization.</p> <p><b>Topic 8. Management as an ability and mechanism of self-organization.</b> Dissolving the subject in the control object. The disappearance of organizational bureaucracy: the rise of holacracy. Organizational democracy. The internal life of the organization according to the laws of the market. Principles of organizing team management.</p> <p><b>Topic 9. Management technologies in a "digital" society.</b> The role of the manager in the era of artificial intelligence. The "collective intelligence" of the organization. The principles of managing an organization "without borders".</p>

## 5.2. Sections of disciplines and types of classes

№ п/п	The name of the discipline section	Lectures	Practical lessons	Seminars	independent work	Total hours
1.	Section 1. Foundations of modern theory of organization and management.		12		60	72
2.	Section 2. Organizational change management.		12		60	72
3.	Section 3. Governance in organizations of the future		12		60	72
	Total		36		180	216

## 6. Laboratory practice in this course is not provided

## 7. Practical exercises (seminars)

№ п/п	Discipline section number	Practical lessons (seminars)	Labor intensity (hour.)

1.	Section 1. Foundations of modern theory of organization and management.	The essence of organizations	4
		Resource and competence models of the organization	4
		Development of views on the organization's management system	4
2.	Section 2. Organizational change management.	Evolutionary concepts of organizational change.	4
		Organizational life cycle as a reflection of organizational dynamics	4
		Organization of management by stages of the life cycle	4
3.	Section 3. Governance in organizations of the future	Organizations of the future	4
		Management as an ability and mechanism of self-organization	4
		Management technologies in a digital society	4

### 8. Material and technical support of the discipline:

- classrooms (classrooms) with workplaces for lectures (according to the number of students in the stream) and for holding seminars (according to the number of students in separate groups);
- board;
- multimedia projector;
- laptop;
- screen (stationary or portable floor).

<i>№ ауд.</i>	<i>Name</i>	<i>Name</i>
17	Classroom	Multimedia projector - 2 pcs., Sound podium - 1 pc., Screen - 2 pcs.
101	Classroom	Multimedia projector - 2 pcs., Sound podium - 1 pc., Screen - 2 pcs.
Конф.зал	Classroom	Multimedia projector - 1 pc., Sound equipment

### 9. Information support of the discipline

a) software Microsoft Office, Mentor

b) databases, reference and search systems

1. <http://lib.rudn.ru/> - site of the RUDN University library Sections:

a) Electronic catalog - a database of books and periodicals in the collection of the RUDN University library.

b) Electronic resources - including Licensed resources of UNIBC (NB): University Library ONLINE, LexisNexis, SPRINGER, RUDN Bulletin, Columbia International Affairs Online (CIAO), East View, eLibrary.ru, Grebennikon, Library PressDisplay, Polpred.com, SwetsWise, Swets Wise online content, University of Chicago Press Journals, Books publishing house "Alpina Publishers", BIBLIOPHIKA, Electronic library of dissertations of the RSL

2. search engines - [www.yandex.ru](http://www.yandex.ru), [www.google.ru](http://www.google.ru), [www.rambler.ru](http://www.rambler.ru)

## **10. Educational and methodological support of the discipline:**

### 1.a) main literature

2. Milner B.Z. Organization theory. Textbook. - M.: Infra-M, 2018
3. Vesnin V.R. Organization theory [Electronic resource]: Textbook / VR Vesnin. - Electronic text data. - M.: Prospect, 2016. -- 272 p.
4. Mescon M., Albert M., Hedouri F. Fundamentals of management. - M.: Williams, 2012. -- 672 p.
5. Korotkov E.M. Management [Electronic resource]: Textbook for universities. - Electronic text data. - M.: Yurayt, 2011.
- 1.b) additional literature
6. Vikhansky O.S., Naumov A.I. Management: Textbook. - 6th ed. - M.: Gardariki, 2012.
7. Vladimirova I.G. International Management. -M: KNORUS, 2016.
8. Gerchikova I.N. Management: textbook - 4th ed., Revised. and add. - M.: Unity-Dana, 2011.
9. Griffin R., Pastey M. International Business: - 4th ed. / Per. from English ed. A.G. Medvedeva. - SPb.: Peter, 2006.
10. Konina N. Yu. Management in international companies. How to Win in Competition - M.: TK Welby, 2008
11. Kuzmina T.I. International Management. Management in International Companies: A Textbook. - M.: ID FBK-PRESS, 2004.
12. Marshev V.I. History of management thought: Textbook. - M.: INFRA-M (Textbooks of the Faculty of Economics of Lomonosov Moscow State University), 2010.
13. Mintzberg G., Strategic Safari: A Tour of the Wilds of Strategic Management / Henry Mintzberg, Bruce Alstrand, Joseph Lampel; Per. from English - M.: Alpina Publisher, 2013. -- 367 p.
14. Mintzberg G. Structure in a fist: creating an effective organization / Per. from English Ed. Yu.N. Kapturevsky. - SPb: Peter, 2003.
15. Pivovarov S.E., Maksimtsev I.A., Tarasevich L.S. International management: textbook. 5th ed. - SPb.: Peter, 2013.
16. Thompson A., Strickland A. Strategic management. Concepts and situations for analysis. 12th ed. / - Kiev: Williams, 2011. -- 928 p.
- c) literature in English
17. Deresky H. International Management: Managing Across Borders and Cultures (6th Edition), Prentice Hall, 2007.
18. Dyer J.H., Kale P. and Singh H. How To Make Strategic Alliances Work, MIT Sloan Management Review Vol. 42, 200124.
19. Peter F. Drucker. Management Challenges for the 21 century. Butterworth-Heinemann, 2000
20. Peter F. Drucker. The Essential Drucker. The pre-elimint management thinker of our time // Harvard Business School, 2001
21. International Management: Culture, Strategy and Behavior / R. Hodgetts, F. Luthans, J. Doh. - McGraw-Hill, 2005.

1. Stonehouse G. Global and Transnational Business: Strategy and Management. - Second Edition. - Wiley, 2004.

d) periodicals and Internet sources

2. The journals "World Economy and International Relations", "Expert", "Foreign Economic Bulletin", "Director", "Career", "Personnel Management", "Own Business", "Management News", "Secret Firmy", "Management company", "Management in Russia and abroad".

3. BIKI - bulletin of foreign commercial information

4. www.euromanagement.ru- site of European management

5. www.iteam.ru - Iteam Portal - Corporate Governance Technology

6. www / e-xecutive.ru - site of the Community of Managers

7. www.imicor.ru - Consulting company "Imikor"

8. www.ancor.ru - Consulting company "ANKOR"

9. www.shl.ru - SHL Consulting Company

10. www.top-personnel.ru - Journal "Personnel Management"

## 11. Methodical instructions for students on mastering the discipline

Teaching the course involves teaching methods such as seminars, business games, case studies, group and individual counseling, master classes, and independent work of graduate students.  
Occupation and teaching methods

Seminars	Classroom dialogue form of classes on one of the topics of the course, involving the active participation of graduate students (all or some of them), aimed at developing their skills for independent theoretical analysis of the problems considered in the course, including by studying primary texts, accumulating practical experience in solving typical professional tasks
Business games	Joint activity of a group of students and a teacher under the guidance of a teacher in order to solve educational and professionally oriented tasks by means of game modeling of a real problem situation.
Case tasks	A problematic task in which the student is asked to comprehend a real professionally oriented situation.
Group Academic Counseling	The main task of group academic consulting is a detailed or in-depth consideration of some topics of the theoretical course, the development of which, as a rule, causes difficulty for some graduate students. At the request of graduate students, it is possible to introduce additional topics for discussion: topics of particular interest to them, which do not receive sufficient coverage in the course. This form of classes is mandatory for the teacher, the student has the right not to take part in such a consultation if he has successfully mastered this section of the course on his own or if the additional topic discussed does not interest him.
Individual consultations	An out-of-class form of work of a teacher with an individual graduate student, which implies a discussion of those sections of the discipline that were unclear to the student.
Master Class	Lecture and / or group consulting by an invited well-known and highly qualified foreign or domestic scientist (or practice in this field). The task is to show the real side of research and applied work in science and to demonstrate to graduate students the standards of thinking of a professional in their chosen specialization.
Independent work	Reading recommended literature (mandatory and additional), preparation for oral presentations, preparation for written tests (midterm, final tests), homework, writing essays, essays, and other types of work necessary to complete the curriculum



## Conditions and criteria for giving marks

Postgraduate students are required to attend seminars, participate in certification tests, and complete teacher assignments. The active work at the seminar is especially appreciated (the ability to lead a discussion, a creative approach to the analysis of materials, the ability to clearly and succinctly formulate one's thoughts), as well as the quality of preparation of control papers (tests) and reports.

Grades for the discipline taught are based on the results demonstrated by graduate students throughout the semester. The final grade is determined by the sum of the points received by graduate students for various types of work during the entire period of study provided by the curriculum.

All types of educational work are carried out exactly on time, provided by the training program. If a graduate student, without good reason, did not complete any of the study assignments (missed the test, passed the essay later than the due date, etc.), then he will not be awarded points for this type of educational work, and those prepared later than the due date will not be evaluated.

## Point-rating system for assessing knowledge, assessment scale

BRS points	Traditional estimates of the Russian Federation	ECTS grades
95 – 100	Excellent - 5	A (5+)
86 – 94		B (5)
69 – 85	Good - 4	C (4)
61 – 68	Satisfactory - 3	D (3+)
51 – 60		E (3)
31 – 50	Unsatisfactory - 2	FX (2+)
0 – 30		F (2)
51 - 100	Offset	Passed

Description of ECTS grades:

A ("Excellent") - the theoretical content of the course has been mastered completely, without gaps, the necessary practical skills for working with the acquired material have been formed, all the educational tasks provided for by the training program have been completed, the quality of their implementation was assessed by the number of points close to the maximum.

B ("Very good") - the theoretical content of the course has been mastered completely, without gaps, the necessary practical skills for working with the mastered material are basically formed, all the educational tasks provided for by the training program have been completed, the quality of most of them is assessed by the number of points close to the maximum.

C ("Good") - the theoretical content of the course has been fully mastered, without gaps, some practical skills of working with the mastered material are not sufficiently formed, all the educational tasks provided for by the training program have been completed, the quality of performance of none of them has not been assessed with a minimum number of 5 points, some types of tasks have been completed with mistakes.

D ("Satisfactory") - the theoretical content of the course has been partially mastered, but the gaps are not significant, the necessary practical skills to take care of the acquired material are basically formed, most of the educational tasks provided for in the curriculum have been completed, some of the completed tasks may contain errors.

E ("Mediocre") - the theoretical content of the course has been partially mastered, some practical skills have not been formed, many of the study assignments provided for in the training program have not been completed, or the quality of performance of some of them is assessed by the number of points close to the minimum.

FX ("Conditionally unsatisfactory") - the theoretical content of the course has been partially mastered, the necessary practical skills have not been formed, most of the study assignments provided for by the training program have not been completed or the quality of their implementation is assessed by the number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the study assignments

F ("Certainly unsatisfactory") - the theoretical content of the course has not been mastered, the necessary practical skills are not formed, all completed study tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of the study tasks.

## **12. Fund of assessment tools for intermediate certification of students in the discipline (attached in a separate file)**

Materials for assessing the level of mastering the educational material of the discipline "Theory of the evolution of organizational and economic systems" (evaluation materials), including a list of competencies with an indication of the stages of their formation, a description of indicators and criteria for assessing competencies at various stages of their formation, a description of the assessment scales, typical control assignments or other materials necessary to assess knowledge, skills, skills and (or) experience of activity, characterizing the stages of the formation of competencies in the process of mastering the educational program, methodological materials that determine the procedures for assessing knowledge, skills, skills and (or) experience of activities that characterize the stages the formation of competencies, developed in full and available for students on the discipline page in TUIS RUDN.

The program was drawn up in accordance with the requirements of the OS of the RUDN University

### **Developer:**

Associate Professor, Ph.D.

position, department name.




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initials, surname

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