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**Federal State Autonomous Educational Institution  
of Higher Education "Peoples' Friendship University of Russia named after Patrice  
Lumumba "**

**Faculty of Economics**

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(name of the main educational unit (OUP)-developer of the EP HE)

**COURSE WORKING PROGRAM**

**Management organization theory**

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(name of the discipline/module)

**Recommended by the MSS for the direction of training/specialty:**

**38.04.02 «Management»**

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(code and name of the training area/specialty)

**The development of the discipline is carried out within the framework of the implementation of the main professional educational program of higher education (EP HE):**

**International marketing**

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(name (profile/specialization) of the EP HE)

## 1. COURSE GOALS

The aim of the course is forming the students understanding of the role of organizational and behavioral factors effective in functioning of the organization, content and psychological mechanisms of regulation of the interaction between the individual and the organization and development of practical skills in the field of study of behavioral problems of management of the organization.

Objectives of the course:

- to form an idea about the basic concepts of the theory of organization;
- to study theoretical and methodological bases of research organizations;
- describe organizational and socio-psychological factors of organizational performance;
- to develop a knowledge of the analysis of behavioral problems in the functioning of organizations;
- to develop skills in macro and micro analysis of organizations in their development and interaction with the environment.

## 2. REQUIREMENTS FOR THE RESULTS OF MASTERING THE DISCIPLINE

The development of the discipline "Management organization theory" is aimed at the formation of the following competencies (parts of competencies) in students:

Table 2.1. List of competencies formed by students during the development of the discipline (results of the development of the discipline)

Code	Competence	Competence achievement indicators (within this course)
PC-2;	Capable of developing, implementing and managing innovative products and intangible assets in the company's international markets	PC-2.1 Knows how to select innovations in the field of professional activity (commercial, or marketing, or advertising, or logistics, or commodity research) PC-2.2 Able to work with digital data, assess its sources and relevance PC-2.3 Is able to analyze and evaluate their economic efficiency of innovative products PC-2.4 Owns the methods of development and evaluation of the effectiveness of innovative trade and technological, or marketing, or logistics, or advertising technologies
GPC-2	Able to apply modern techniques and methods of data collection, advanced methods of data processing and analysis, including the use of intelligent information and analytical systems, when solving managerial and research problems	GPC-2.1 Owns modern techniques and methods of data collection, methods of searching, processing, analyzing and evaluating information to solve management problems GPC-2.2 Analyzes and simulates management processes in order to optimize the organization's activities GPC-2.3 Uses modern digital systems and methods in solving management and research problems

Code	Competence	Competence achievement indicators (within this course)
UC-1	Capable of searching, critical analysis of problematic situations based on a systematic approach, to develop a strategy of action	UC -1.1. Analyzes the task, highlighting its basic components; UC-1.2. Defines and ranks the information required to solve the task; UC-1.3. Searches for information to solve the task for various types of queries; UC-1.4. Offers solutions to the problem, analyzes the possible consequences of their use; UC-1.5. Analyzes ways to solve problems of a philosophical, moral and personal nature based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context.
GPC-1	Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices	GPC-1.1 Possesses fundamental knowledge in the field of management GPC-1.2 Knows how to use fundamental knowledge of economic, organizational and management theory for the successful implementation of professional activities GPC-1.3 Applies innovative approaches to solving management problems, taking into account the generalization and critical analysis of best management practices GPC-1.4 Possesses the skills of an informed choice of methods for solving practical and research problems
PC-5	Capable of developing, implementing and improving the marketing communications system of an international company	PC-5.1 Knows the main formats of marketing communications in international markets PC-5.2 Knows the specifics of working with various promotion tools at the international level PC-5.3 Knows how to navigate modern methods of promotion in international markets PC-5.4 Is able to develop strategic marketing solutions in the field of advertising PC-5.5 Knows how to plan an advertising campaign PC-5.6 Has the skills to assess the effectiveness of a promotion strategy in international markets
GPC -5	Able to generalize and critically evaluate scientific research in management and related fields, to carry out research projects	GPC -5.1. Is able to develop a plan of scientific research in the field of management based on the evaluation and generalization of the results of scientific works of domestic and foreign scientists; GPC -5.2. Uses modern methods, technologies and tools for collecting information, processing it and critically evaluating the results of scientific research in management; GPC -5.3. Has the skills of generalization and formulation of conclusions, development of recommendations based on the results of scientific research in the field of management; GPC -5.4. Participates in the implementation of research projects in the field of management and related

Code	Competence	Competence achievement indicators (within this course)
		industries.

### 3. THE PLACE OF DISCIPLINE IN THE STRUCTURE OF THE EP HE

The discipline "Management organization theory" refers to the variable component formed by the participants of the educational relations of the block B1 of the EP HE.

Within the framework of the EP HE, students also master other disciplines and/or practices that contribute to achieving the planned results of mastering the discipline "Management organization theory".

Table 3.1. List of EP HE components contributing to the achievement of the planned results of mastering the discipline

Code	Competence name	Previous courses	Next courses
PC-2;	Capable of developing, implementing and managing innovative products and intangible assets in the company's international markets		Finance organizations Marketing Metrics Marketing
GPC-2	Able to apply modern techniques and methods of data collection, advanced methods of data processing and analysis, including the use of intelligent information and analytical systems, when solving managerial and research problems	Managerial Economics Management Research Methodology	Strategic Analysis Finance organizations Marketing Metrics Marketing Management in international companies
UC-1	Capable of searching, critical analysis of problematic situations based on a systematic approach, to develop a strategy of action		Finance organizations Marketing Metrics Marketing Management in international companies

GPC-1	Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices	Managerial Economics Management Research Methodology	Strategic Analysis Finance organizations Marketing Metrics
PC-5	Capable of developing, implementing and improving the marketing communications system of an international company	Managerial Economics Management Research Methodology	Strategic Analysis Finance organizations Marketing Metrics Marketing Management in international companies
GPC -5	Able to generalize and critically evaluate scientific research in management and related fields, to carry out research projects	Managerial Economics Management Research Methodology	Finance organizations Marketing Management in international companies

\* - filled in according to the competence matrix and the SP EP HE

#### 4. SCOPE OF DISCIPLINE AND TYPES OF ACADEMIC WORK

The total labor intensity of the discipline "Management organization theory" is 3 credits.

*Table 4.1. Types of educational work by periods of mastering the EP in for FULL-time education*

Types of academic activities during the period of the HE program mastering	Course workload, academic hours	Semesters			
				1	2
<i>Contact academic hours</i>	108			108	
Lectures LTR	18			18	
Lab works LW					
Seminars SS	36			36	
<i>Self-study, academic hours</i>	36			36	
<i>Evaluation and assessment</i>	18			18	
<b>Course workload</b>	academic hours	<b>108</b>		<b>108</b>	
	credits	<b>3</b>		<b>3</b>	

#### 5. COURSE CONTENT

*Table 5.1. The content of the discipline (module) by type of academic work*

Course part topics	Work type

<b>Course part topics</b>	<b>Work type</b>
<p>Topic 1. Historical and theoretical foundations Modern theory of organization. Taylorism. Fayol principles of management. M. Veber and bureaucracy concept. Human relations model. The contribution of A. Barnard to the modern theory of organization. A model based on resources: key issues, limitations. The institutional model of the organization. The model of transaction costs. The rational model of randomness (situational theory). Conceptualization of new organizational forms. Limitations of traditional approaches in the analysis of inter-firm networks. The concepts of Miles and Snow. Neotaylorism.</p>	LTR, SS
	LTR, SS
<p>Topic 2. Organization structure – Defining the organizational structure. Functions of the organizational structure. Mechanisms and tools of the components integration of the organizational system. Differentiation and integration as a structuring force. Mechanical and organic organization structure. Positive and negative effects of formalization for the organization of joint activities. The measurement of formalization.</p>	LTR, SS
<p>Topic 3. Organization structure: Context characteristics – Contextual characteristics of the organization. The objectives and strategies of the organization: concept, types of goals, multiplicity of goals. Mission, strategy, operational plans as management tools. The size of the organization. Large and small organizations: the problem of efficiency. Technology organization. Types of technologies, their characteristics. Organizational culture: concept, functions, types. External environment: concept, structural characteristics, types of environments. Interrelation of structural and contextual characteristics.</p>	LTR, SS
	LTR, SS
<p>Topic 4. Organization structure plans Classification of organizational structures. Functional structure: characteristics, conditions, effectiveness, restrictions on the use. Divisional structure: characteristics, conditions, effectiveness, limitations of use. Matrix structure: characteristics, conditions, effectiveness, limitations of use. A network organization. The virtual organization. The diversity of structures in the organization. The ratio of different categories of staff as a structural feature of the organization.</p>	LTR, SS
<p>Topic 5. Organization design Symptoms of structural inconsistencies. The rela-</p>	LTR, SS
	LTR, SS

Course part topics	Work type
<p>relationship of orgprojecteconomica with strategic planning. The goals and objectives of organization. Stages of organizational designing.</p> <p>The impact of strategic choice on the structure of the organization. The relationship of the size of the organization and its structure. The relationship of technology with other characteristics of the organization. The impact of technology on structure.</p> <p>The structure of the environment. The influence of external environment on organization structure. The influence of contextual characteristics on organizational relationships.</p>	
<p>Topic 6. Organization effectiveness</p> <p>The concept of efficiency of the organization. Efficient and cost effective. Approaches to evaluating the effectiveness of the organization. Goal approach to effectiveness.</p> <p>Resource approach: provisions, indicators, indications and contraindications. The approach "healthy system": the nature, targets, advantages and disadvantages.</p> <p>The approach of strategic groups. The concept of strategic groups, interest groups. The indicators used in the approach, limitations. System model of efficiency.</p> <p>Four multiple criteria of organizational effectiveness. Organization as sisters contradictions: a model of efficiency. Criteria and factors of organizational effectiveness</p>	LTR, SS
<p>Topic 7. Personality vs Organization: interaction aspects</p> <p>Personality characteristics: values, attitudes, their formation and change; ability and skills, the "big five" concept. The influence of personality characteristics on organizational behavior of the individual.</p> <p>Motivation as the basis of organizational behavior. The concept of motivation, motivation, stimulus, and incentives. The model of motivation as a process. Theories of motivation. Motivation and performance of the individual.</p> <p>The entry of a person into the organization. The theory of role behavior.</p> <p>Status and organizational behavior. Job satisfaction: the Concept of organizational commitment. Quality of work life. A study of satisfaction and organizational commitment.</p>	LTR, SS
<p>Topic 8. Behavior management in organization– Organizational management of motivation. Motivation through goal-setting.</p>	LTR, SS
	SS

<b>Course part topics</b>	<b>Work type</b>
Feedback. Assessment of the work. A study of the effectiveness of the system of controlling the behavior of individuals in organizations.	
Topic 9. Group genesis and dynamics in organization The group in the organization. The group's influence on the behavior and effectiveness of individuals. Social facilitation and social inhibition. The concept of the group. The types of groups. The Genesis and development of small groups. Factors influencing the effectiveness of groups in organizations.	LTR, SS
Topic 10. Personality behavior regulation in a group Conformity as a factor of group interaction. The conformal factors of behavior. Norms and group effectiveness. The definition of the concept, mechanisms of formation, characteristics of group norms, functions in the group process. How to change group norms. The group cohesiveness. Factors group cohesion. The influence of group cohesion on the effectiveness of the group's activities.	LTR, SS
Topic 11 Group behavior management in an organization – Leadership in the group: the relationship between the concepts. Theory of leadership. Group decision-making. The process of group decision making. Characteristics of group tasks. The phenomena of decision-making process of the group. Ways to organize group discussions. The influence of minorities on the decision. The concept of team. Kinds of commands. Building an effective team	LTR, SS
Topic 12. Organization change management Innovation: concept, types. Types of reactions to innovations in the organization. The causes of resistance to innovations. Strategies to overcome resistance to innovations. Tactics of implementing change. Management support organizational changes	

\* - it is filled in only by full-time study: LTR – lectures; LR – laboratory work; SS - seminars.

## **6. MATERIAL AND TECHNICAL SUPPORT OF THE DISCIPLINE**



*Table 6.1. Material and technical support of the discipline*

Audience type	Equipping the audience	Specialized educational/laboratory equipment, software and materials for the development of the discipline (if necessary)
Lecture hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations. Audience 340	Multimedia Projector Casio XJ-F100W Wall Screen Digis Dsem-1105
Computer class	A computer classroom for conducting classes, group and individual consultations, ongoing monitoring and intermediate certification, equipped with personal computers (in the amount of _21_ pcs.), a blackboard (screen) and multimedia presentation technical means. Audience 27, 29	Lenovo AIO-510-22ISH Intel I5 2200 MHz/8 GB/1000 GB/DVD/audio Monoblock, 21" Casio XJ-V 100W Multimedia Projector monitor, Motorized Digis Electra 200*150 Dsem-4303 Screen
For independent work of students	An auditorium for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIOS.	Library Hall

\* - the audience for independent work of students must be specified!!

## **7. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL SUPPORT OF THE DISCIPLINE**

### Main literature

1. Jesper Blomberg, Organization Theory: Management and Leadership Analysis Second Edition, SAGE Publications Ltd; Second edition, 2023, ISBN 1529605725, 376 pages
2. Heather A. Haveman, The Power of Organizations: A New Approach to Organizational Theory, Princeton University Press, 336 pages, 2022, ISBN 0691241805

### Additional literature:

1. Organizational Behaviour and Work: A Critical Introduction, by by Fiona M. Wilson, OUP Oxford, 424 pages, 2013
2. Human Resource Management: Theory and Practice, John Bratton, Jeff Gold, Palgrave Macmillan, 672 pages, 2012
3. Leading Change, John Kotter, Harvard Business Review Press, 208 pages, 2012

### ***Resources of the Internet information and telecommunication network:***

*UNIBC (Scientific Library) provides access to the following EBS:*

- EBS RUDN Access mode: <http://lib.rudn.ru/> - from RUDN stationary computers
- University Library ONLINE – Access mode: <http://www.biblioclub.ru/>
- Book collections of SPRINGER publishing house. – Access mode: [www.springerlink.com](http://www.springerlink.com)
- Universal databases of East View. – Access mode: <http://online.ebiblioteka.ru/>

- EBC publishing house "Yurayt" Access mode: <http://www.biblio-online.ru>
- EBS Publishing House "Lan", collections
- Electronic library system "Znaniy.com" - access to the main collection is granted

### **Electronic resources for educational activities**

*Bulletin of the RUDN, all series* / Access mode: <http://journals.rudn.ru/>  
*eLibrary.ru* / Access mode <http://www.elibrary.ru/defaultx.asp> from any computer on the territory of the RUDN

*RSL Dissertations* Access mode: <https://dvs.rsl.ru/?>

*BIBLIOPHIKA* / Access mode: <http://www.bibliophika.ru/>

*Columbia International Affairs Online (CIAO)* Access mode: <http://www.ciaonet.org/>

*East View. Collection "Statistical publications of Russia and CIS countries"*

*Grebennikon* Access mode: <http://grebennikon.ru/>

*LexisNexis* Access Mode: <http://academic.lexisnexis.eu>

Search engines: Yandex ([yandex.ru](http://yandex.ru)), Google ([google.ru](http://google.ru)).

### **Information and reference portals:**

1. [www.advertology.ru](http://www.advertology.ru)
2. [www.marketing.spb.ru](http://www.marketing.spb.ru)
3. [www.p-marketing.ru](http://www.p-marketing.ru)
4. [www.4p.ru](http://www.4p.ru)
5. [www.advi.ru](http://www.advi.ru)
6. [www.cfin.ru](http://www.cfin.ru)
7. [www.expert.ru](http://www.expert.ru)
8. [www.rbc.ru](http://www.rbc.ru)

*Educational and methodological materials for independent work of students during the development of the discipline/ module\*:*

1. A course of lectures, standard tasks and a control test on the discipline "Management organization theory" is posted on the TUIS portal, Access mode: <https://esystem.rudn.ru/enrol/index.php?id=13708>

## **8. EVALUATION MATERIALS AND A POINT-RATING SYSTEM FOR ASSESSING THE LEVEL OF COMPETENCE FORMATION IN THE DISCIPLINE**

Evaluation materials and a point-rating system\* for assessing the level of competence formation (part of competencies) based on the results of mastering the discipline "Management organization theory" are presented in the Appendix to this Work Program of the discipline.

### **Developers:**

Associate Professor of the Market-

**Chernikov S.U.**

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ing Department

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Signature

Full name

**Faculty name and head:  
Dean of the Faculty of Econom-  
ics**

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Signature

**Andronova I.V.**

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Full name

**Head of department:  
Marketing dept head**

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Signature

**A.M. Zobov.**

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Full name

Appendix to the Work program of the discipline  
"Marketing metrics (effectiveness of marketing  
projects)"

APPROVED

At the meeting of the Department of Marketing

" \_\_\_\_\_ " \_\_\_\_\_ 2022, Protocol no. \_\_

Head of the Marketing Department

\_\_\_\_\_ Zobov A.M.

## **EVALUATION TASK FUND FOR THE COURSE**

**Management organization theory**

(COURSE NAME)

**38.04.02 «Management»**

(code and name of the training area)

**International Marketing**

(name of the training profile)

**Master**

Qualification (degree) of the graduate

## Passport of the fund of evaluation funds for the discipline Management organization theory

Direction / Specialty: 38.04.02. "Management"

Specialization International marketing

### Summary evaluation table of the discipline Management organization theory

The code of the controlled competence	Controlled discipline topic	EMF (forms of control of the level of development of OOP)									Points per topic	
		Classroom work					Independent work					Exam
		Survey	Test	Work in the classroom	Presentation	Tasks	HT execution	Essay	Project	Report		
<i>PC-2; UC-1; GPC-1; GPC-2; PC-5; GPC-5</i>	Organization structure			1							10	10
	Organization structure: Context characteristics			1			5		3		9	9
	Organization structure plans			1					3	4	8	8
<i>PC-2; UC-1; GPC-1; GPC-2; PC-5; GPC-5</i>	Organization design			1			5		3		9	9
	Organization effectiveness			1	5				3		9	9
	Personality vs Organization: interaction aspects			1					3	4	8	8
<i>PC-2; UC-1; GPC-1; GPC-2; PC-5; GPC-5</i>	Behavior management in organization			1		5			3		9	9
<i>PC-2; UC-1; GPC-1; GPC-2; PC-5; GPC-5</i>	Group genesis and dynamics in organization			1		5			3		9	9
<i>PC-2; UC-1; GPC-1; GPC-2; PC-5; GPC-5</i>	Personality behavior regulation in a group			2	5	5			6		9	9
	<b>Evaluation</b>		10								10	20
	<b>Total</b>		10	10	10	15	10		27	8	10	100

## Description of the point-rating system

Conditions and criteria for grading. Students are required to attend lectures and seminars, participate in certification tests, and complete teacher assignments. Active work at the seminar is especially appreciated (the ability to conduct a discussion, a creative approach to the analysis of materials, the ability to clearly and succinctly formulate their thoughts), as well as the quality of preparation of control papers (tests), presentations and reports.

Grades in the disciplines taught are set based on the results of the study demonstrated by students throughout the entire period of study (usually a semester). The final grade is determined by the sum of points received by 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 within the time limits stipulated by the training program. If a student has not completed any of the training tasks without valid reasons (missed a test, passed an abstract later than the due date, etc.), then points are not awarded to him for this type of academic work, and works prepared later than the due date are not evaluated. For various types of work during the entire period of study, a student can receive a maximum amount of 100 points.

### Point-rating system of knowledge assessment, rating scale

BRS points	Traditional assessments of the Russian Federation	ECTS scores
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	Test	Passed

#### Description of ECTS grades:

A ("Excellent") - the theoretical content of the course has been fully mastered, without gaps, the necessary practical skills of working with the mastered material have been formed, all the training tasks provided for in the training program have been completed, the quality of their performance is estimated by the number of points close to the maximum.

In ("Very good") - the theoretical content of the course is fully mastered, without gaps, the necessary practical skills of working with the mastered material are mainly formed, all the training tasks provided for in the training program are completed, the quality of most of them is estimated 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 have not been sufficiently formed, all the training tasks provided for in the training program have been completed, the quality of none of them has been evaluated with a minimum number of 5 points, some types of tasks have been completed with errors.

D ("Satisfactory") - the theoretical content of the course has been partially mastered, but the gaps are not significant, the necessary practical skills of caring for the mastered material have been mainly formed,

most of the training tasks provided for in the training program 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 work skills have not been formed, many of the training tasks provided for in the training program have not been completed, or the quality of some of them is estimated 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 training tasks provided for in the training program have not been completed or the quality of their performance has been assessed by a number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the training tasks

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

### ***Fund of evaluation funds for conducting intermediate certification of students in the discipline***

Materials for assessing the level of mastering the educational material of the discipline (evaluation materials), including a list of competencies indicating the stages of their formation, a description of indicators and criteria for assessing competencies at various stages of their formation, a description of evaluation scales, standard control tasks or other materials necessary for assessing knowledge, skills, and (or) experience of activity characterizing the stages of competence formation in the process of mastering the educational program, methodological materials defining the procedures for assessing knowledge, skills, skills and (or) experience of activity characterizing the stages of competence formation have been developed in full and are available to students on the discipline page in the TUIS RUDN.

The program is compiled in accordance with the requirements of the OS in the RUDN