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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved

at the Department meeting

November 25, 2025

Protocol # 6

Head of the Department Plakhin A.E.

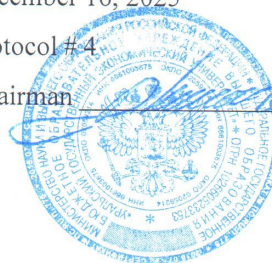
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by the Council for Educational and
Methodological Issues and Quality of
Education

December 16, 2025

Protocol # 4

Chairman  Karkh D.A.



(signature)

COURSE PROGRAMME

Title	Theory and methods of managerial decision-making
Field of study	38.04.02 Management
Profile	All programs (in English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
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Ekaterinburg
2025

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INTRODUCTION

The working program of the discipline is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)
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1. TARGET DEVELOPMENT DISCIPLINES

The objective of the course "Theory and Methods of Management Decision-Making" is to develop competencies aimed at acquiring knowledge, including independent learning, about the integrated management system of an organization in a modern context. It is essential to develop in students a modern, systematic, and holistic understanding of management decision-making methods. Management decisions should be viewed as a system for developing and implementing the socio-economic policies of firms and corporations in a competitive and dynamic environment over short- and long-term periods, based on scientific methods for assessing their own potential, market conditions, availability of appropriate resources, personnel training and professionalism, and other significant factors.

2. PLACE DISCIPLINES IN STRUCTURE OPOP

The discipline is a compulsory part of the curriculum.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours				Independent work including preparation of tests and coursework	Z.e.
	Total for the semester	Contact work (according to academic activity)				
		Total	Lectures	Laboratory		
Semester 2						
Credit with grade	72	20	8	12	52	2

4. PLANNED RESULTS DEVELOPMENT OPOP

As a result of mastering the OPOP, the graduate should have developed the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Code and name of the competence	Indicators of competency achievement
UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-1.UK-1 Know: methods of critical analysis; methodology of a systems approach; methods of identifying problem situations

UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-2.UK-1 Be able to: identify problem situations, search for information and solutions
	ID-3.UK-1 Have practical experience in developing and justifying a strategy for solving a problem situation based on a systems approach
UK-2 is capable of managing a project at all stages of its life cycle.	ID-1.UK-2 Know: principles of forming a project task within the framework of a designated problem; basic requirements for project work and criteria for evaluating the results of project activities
	ID-2.UK-2 Be able to: develop a project implementation plan taking into account possible implementation risks and the possibilities for eliminating them; plan the necessary resources
	ID-3.UK-2 Have practical experience in monitoring the progress of project implementation; correcting deviations; making changes to the project implementation plan
UK-6 Able to determine and implement priorities of one's own activities and ways to improve them based on self-assessment	ID-1.UK-6 Knowledge: theoretical and methodological foundations of self-development, self-realization, and use of creative potential; fundamentals of professional trajectory planning; technologies and methods of self-assessment
	ID-2.UK-6 Be able to: determine priorities of professional activity and ways to improve it based on self-assessment; develop, monitor, evaluate, and research components of professional activity; plan independent activities in solving professional problems
	ID-3.UK-6 Have practical experience in determining an effective course of action in the field of professional activity; making decisions at the level of one's own professional activity; planning one's own professional activity

General professional competencies (GPC)

Code and name of the competence	Indicators of competency achievement
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OPK-3 Capable of independently making informed organizational and managerial decisions, assessing their operational and organizational effectiveness, social significance, and ensuring their implementation in a complex (including cross-cultural) and dynamic environment;	ID-1.OPK-3 Know the methods of making informed organizational and managerial decisions
	ID-2.OPK-3 Be able to evaluate the operational and organizational effectiveness and social significance of organizational and managerial decisions taken
	ID-3.OPK-3 Have practical experience in implementing organizational and managerial decisions in a complex (including cross-cultural) dynamic environment

<p>OPK-4 Capable of managing project and process activities in an organization using modern management practices, leadership and communication skills, identifying and evaluating new market opportunities, developing strategies for the creation and development of innovative areas of activity and the corresponding business models of organizations;</p>	<p>ID-1.OPK-4 Know modern methods, technologies and tools for managing project and process activities in an organization.</p>
	<p>modern management practices, leadership and communication skills in process and project activities</p>
	<p>ID-3.OPK-4 Have practical experience in identifying and assessing new market opportunities, developing a strategy for the creation and development of innovative areas of activity and the corresponding business models of the organization</p>

5. THEMATIC PLAN

Topic	Hours						
	Topic Title	Total hours	Contact work (according to academic activity)			Independent work	Control of independent work
			Lectures	Laboratory	Practical classes		
Semester 2		72					
Topic 1.	The concept and significance of management	1.5	0.5	1			
Topic 2.	Classification of management decisions (UK-2)	4.5	0.5	1		3	
Topic 3.	Requirements for the quality of management	4.5	0.5	1		3	
Topic 4.	Psychological aspects of the decision-making process (UK-6)	4.5	0.5	1		3	
Topic 5.	The influence of leadership style on management decisions (OPK-3)	4.5	0.5	1		3	
Topic 6.	Structure and stages of the management decision-making process	4.5	0.5	1		3	
Topic 7.	Goal orientation of management decisions	4.5	0.5	1		3	
Topic 8.	The management apparatus and its role in the process of making management decisions	4.5	0.5	1		3	
Topic 9.	Technology of developing management decisions: modeling methods	4	0.5	0.5		3	
Topic 10.	Technology for developing management decisions: expert methods	4	0.5	0.5		3	
Topic 11.	The external environment of the organization and its influence	4	0.5	0.5		3	
Topic 12.	The situation of uncertainty and possible risks in the development of management decisions	4	0.5	0.5		3	
Topic 13.	Risk management methods	4	0.5	0.5		3	
Topic 14.	Organization and control of implementation	4	0.5	0.5		3	
Topic 15.	Evaluation of the effectiveness of management	6	0.5	0.5		5	
Topic 16.	Responsibility for making management decisions	9	0.5	0.5		8	

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
Current control (Appendix 4)			
Topics 1-5	Test 1 (Appendix 4)	The test consists of 10 multiple-choice questions .	10 points
Topic 6-11	Test 2 (Appendix 4)	The test consists of 10 multiple-choice questions .	10 points

Topics 12-16	Test 3 (Appendix 4)	The test consists of 10 multiple-choice questions .	10 points
Interim assessment (Appendix 5)			
2nd semester (ZAO)	Ticket (Appendix 5)	The ticket contains 2 theoretical questions and one practical task.	100 points

DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the student's level of preparation.

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used.

The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

The procedure for converting the rating provided for by the assessment system for a discipline into a five-point system.

High level – 100% - 70% - excellent, good.

Average level – 69% - 50% – satisfactory.

Evaluation indicator	On a 5-point scale	Characteristics of the indicator
100% - 85%	Great	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at a high level
84% - 70%	Fine	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results. There may be some errors that the student can correct independently during the work process (answer , etc.)
69% - 50%	satisfactorily	have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize , calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at an average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to "excellent",
49% or less	not credited	the indicator characteristic corresponds to "unsatisfactory"

7. CONTENT DISCIPLINES

7.1. Lecture Contents

Topic 1. The concept and significance of management decisions in management (UK-1)

"Methods of Management Decision Making" as an academic discipline and as a scientific theory. The object, subject, and methods of study of the discipline. The historical aspect of the development of management decision-making methods. The "scientific management" school, the "classical" school, the "human relations" school, the "quantitative" school, the process approach, the systems approach, the situational approach, and their contribution to the history of management development and the theory of management decision-making. The management process and the process of making management decisions. Options (alternatives) in the decision-making process. Private choice and management decision: similarities and differences. Informational, organizational, psychological, and legal aspects of management decision.

Topic 2. Classification of management decisions (UK-2)

Systematization of management decisions. Classification criteria for management decisions. Approaches to classifying management decisions. Types of management decisions depending on the criterion: routine and innovative, strategic and tactical, global and local, short-term and long-term, correctable and uncorrectable, deterministic and probabilistic, formalized and informal, single-criteria and multi-criteria, individual and collegial, documented and undocumented. The main forms of management decisions: law, decree, order, directive, instruction, etc.

Topic 3. Requirements for the quality of management decisions

The concept of management decision quality and its effectiveness. Decision quality as a set of its characteristics. Validity, timeliness, consistency, adaptability, and reality of management decisions as integral characteristics of decision quality. Properties of management decisions. The dependence of decision quality on the conditions of its development and adoption. The main factors influencing the quality of management decisions. Ways and means of improving the quality of management decisions.

Topic 4. Psychological aspects of the decision-making process (UK-6)

Psychological Phenomena in Decision-Making. The Phenomena of F. Irwin, R. Stoner, L. Plunkett, G. Hale, and D. Janis. Individual and Group Approaches to Decision-Making. The Impact of Group Composition on Decision-Making. Specifics of Decision-Making in Parity and Hierarchical Groups. The Phenomena of "Leadership Avoidance," "False Consensus," "Virtual Decider," and Other Psychological Phenomena Influencing Management Decision- Making

Topic 5. The influence of leadership style on management decisions (OPK-3)

Personal qualities of a manager and leadership style. The relationship between a manager's personal qualities and the decision-making process. The combination of individual managerial qualities that ensure effective management. The influence of leadership style on the decision-making process. The Vroom-Yetton decision-making model, its capabilities, and its importance for managers in

Topic 6. Structure and stages of the management decision-making process (OPK-4)
Stages and main operations of the decision-making process. Logical framework for a manager's activities in developing decisions. Stages of decision development and adoption. The content of the decision-making procedure: situation analysis, problem identification, determination of selection criteria, development of alternatives, selection of the best alternative, decision coordination, implementation management, monitoring and evaluation of results. Individual and collective decision-making. The need for decision coordination. Causes and consequences of inconsistency. The Japanese "ringi" decision-making model, its features, advantages, and disadvantages. Team participation in the decision-making process. The concept of "collective responsibility." Differences between Western and Japanese models of management decision-making.

Topic 7. Target orientation of management decisions
Goal and alternatives for achieving it. SMART goal setting methodology (ER). Goal-problem-solution: the relationship and correlation of these categories. Goal hierarchy. Strategic and tactical goals and achieving their alignment. Constructing a goal tree. Alternatives for achieving goals and choosing a solution. Analysis and comparison of solution alternatives based on their alignment with organizational goals.

Topic 8. The management apparatus and its role in the process of making management decisions

The administrative apparatus as a system for making and implementing management decisions. Choosing an organizational structure and distributing authority between different levels of management. Decision-making centers at different levels of management. The problem of centralization and decentralization of the decision-making process. Economic, informational, and social aspects in determining the most rational level of decision-making.

Topic 9. Technology of developing management decisions: modeling methods

The concept of technology for developing and making management decisions. Modeling methods (operations research methods) as a way to use mathematical models to solve typical problems. Developing and optimizing solutions to specific problems using modeling methods. Game theory models and their use in management practice. Queueing theory models (optimal service) and their purpose. Inventory management models. Linear programming models. Statistical models for developing management decisions.

Topic 10. Technology of developing management decisions: expert methods

The purpose of expert methods for developing management decisions. Their scope of application. The examination procedure. The main methods of expert assessments and their specific features. The commission method. The "brainstorming" method and its advantages. Features of the Delphi method. The scenario development method and its use for forecasting the development of a situation. Methods for assessing the quality of experts. Expert measurements. Methods for obtaining quantitative and qualitative expert

Topic 11. The external environment of the organization and its influence on the decision-making process

The organization as an open system. The concept and characteristics of the external environment of the organization. Characteristics of external factors and assessment of their impact on the organization's activities. Factors of direct and indirect influence. The concept of a management situation. Classification of management situations. The essence of the situational approach to management. Methods of forecasting the external environment and their features. The importance of forecasting the external

<p>Topic 12. Uncertainty and potential risks in developing management decisions The concept of uncertainty in decision-making. The concept and classification of risks at various stages of management decision-making. Risk and chance: two sides of the same coin. Risk classification scheme. Pure and speculative risks. Quantitative risk assessment . Risk zone. Risk curve. Risk coefficient. Calculation of quantitative risk indicators</p>
<p>Topic 13. Risk management methods</p> <p>Methods for developing management decisions in uncertain situations. Risk management as a professional activity. Formulating a risk management strategy. Methods for preventing and limiting risks. Methods for compensating for potential losses when making erroneous decisions. Heuristic decision-making methods. Criteria for selecting alternatives to a risky decision. Risk management methods. Ways to limit and reduce risks.</p>
<p>Topic 14. Organization and control of decision implementation</p> <p>The role of control as a management function. The procedure for organizing control over the implementation of management decisions. A model for implementing decisions. Motivating participants implementing management decisions. Types of control over decision implementation. Control systems, their varieties, and areas of application.</p>
<p>Topic 15. Evaluation of the effectiveness of management decisions</p> <p>The concept of management decision effectiveness. The dependence of decision effectiveness on its quality. The need and possibility of assessing the effectiveness of management decisions. Quantitative and qualitative methods for assessing management decisions. Components of management decision effectiveness. Economic, social, and organizational effectiveness. Management decision effectiveness as an indicator of overall management effectiveness.</p>
<p>Topic 16. Responsibility for making management decisions</p> <p>Responsibility for decisions and their consequences. The nature and types of responsibility. Legal responsibility and its types. Administrative responsibility in an organization and its varieties. The economic, social, and moral responsibility of a manager. Accountability as a procedure for exercising responsibility.</p>

7.2 Contents of practical classes and laboratory work

Topic 1. The concept and significance of management decisions in management (UK-1)

- 1) Search, critical analysis and synthesis of information, application of a systems approach to solving the assigned tasks in the management process.
- 2) The historical aspect of the development of management decision-making methods. The "scientific management" school, the "classical" school, the "human relations" school, the "quantitative" school, the process approach, the systems approach, the situational approach, and their contribution to the history of management development and the theory of management decision-making.
- 3) Private choice and management decision: similarities and differences.
- 4) Informational, organizational, psychological and legal aspects of management decisions.
- 5) Determining the range of tasks within the framework of the set goal and choosing the optimal ways to solve them, based on current legal regulations, available resources and limitations

Topic 2. Classification of management decisions (UK-2)

Approaches to classifying management decisions. Types of management decisions based on their characteristics. Basic forms of management decisions.

Topic 3. Requirements for the quality of management decisions

The quality of a solution as a set of its characteristics.
Dependence of the quality of a decision on the conditions of its development and adoption.
The main factors influencing the quality of management decisions.
Ways and means of improving the quality of management decisions

Topic 4. Psychological aspects of the decision-making process (UK-6)

Psychological phenomena of the decision-making process.
Phenomena of F. Irwin, R. Stoner, L. Plunkett, G. Hale, D. Janis.
The phenomena of "leadership avoidance", "false consensus", "virtual solver" and other psychological phenomena that influence the process of making management decisions.

Topic 5. The influence of leadership style on management decisions (OPK-3)

Personal qualities of a manager and leadership style.
The Vroom-Yetton decision-making model, its capabilities and significance for a manager in management practice.
Leadership styles identified in the Vroom-Yetton model.

Topic 6. Structure and stages of the management decision-making process (OPK-4)

Stages and main operations of the decision-making process. Stages of decision development and adoption.
The content of the decision-making procedure: analysis of the situation, identification of the problem, determination of selection criteria, development of alternatives, selection of the best alternative, coordination of decisions, implementation management, control and evaluation of the results of the manager's activities
in the process of decision development.
The Japanese decision-making model "ringi", its features, advantages and disadvantages.
The difference between Western and Japanese models of management decision-making.
The concept of "collective responsibility".

Topic 7. Target orientation of management decisions

Goals as the basis for decision-making. The SMART (ER) goal-setting methodology.
Hierarchy of goals. Strategic and tactical goals, achieving their alignment.
Building a goal tree.

Topic 8. The management apparatus and its role in the process of making management decisions

Concept and types of organizational structures.
Selection of the organizational structure and distribution of powers between different levels of management.
The problem of centralization and decentralization of the decision-making process.
Economic, informational and social aspects in determining the most rational level of decision-making.

Topic 9. Technology of developing management decisions: modeling methods

- 1) The concept and essence of technologies for developing and making management decisions.
- 2) Modeling methods (operations research methods) as a way of using mathematical models to solve typical problems.
- 3) Game theory models, their use in management practice.
- 4) Models of queuing theory (optimal service), their purpose.
- 5) Inventory management models.
- 6) Linear programming models.
- 7) Statistical models for developing management decisions.

Topic 10. Technology of developing management decisions: expert methods

Purpose and scope of application of expert methods for developing management decisions.
Basic methods of expert assessments and their specifics.
Commission method.
Brainstorming method.
Delphi method.
Scenario development method.
Methods for obtaining quantitative and qualitative expert assessments.

Topic 11. The external environment of the organization and its influence on the decision-making process

Concept and characteristics of the external environment of the organization.
Factors of direct and indirect influence.

Topic 12. Uncertainty and potential risks in developing management decisions

Concept and classification of management situation.
The essence and characteristics of the situational approach in management.
Concept and classification of risks at various stages of management decision-making.
Risk classification scheme.
Calculation of quantitative indicators of the risk level.

Topic 13. Risk management methods

Risk management in developing management decisions in an uncertain situation.
Formation of a risk management strategy.
Methods of risk prevention and limitation.
Heuristic methods of decision making.
Risk management methods.
Methods for limiting and reducing the level of risks

Topic 14. Organization and control of decision implementation

The procedure for organizing control over the implementation of management decisions.
Motivation of participants implementing a management decision.
Types of control over the implementation of decisions.
Control systems, their types and areas of application.

Topic 15. Evaluation of the effectiveness of management decisions

The necessity and possibility of assessing the effectiveness of management decisions.
Quantitative and qualitative methods for assessing management decisions.
Economic, social, organizational efficiency.

Topic 16.

Responsibility for making management decisions

The essence and types of legal liability.
Administrative responsibility in an organization, its types.
Economic, social and moral responsibility of the manager.

7.3. Contents of independent work

Topic 3. Requirements for the quality of management decisions

Review of lecture materials, creation of a mind map based on the lecture.
Preparing for the seminar.
Reading primary and secondary literature on the subject. Preparing a presentation on the topic.
Preparing reports on the following topics:
1. Requirements for the solution, quality and content of the solution.
2. Use of information and communication technologies in solving professional problems based on knowledge of economic, organizational and management theory.

Topic 4. Psychological aspects of the decision-making process (UK-6)

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Preparing reports on the following topics:

1. Situational and behavioral factors influencing the development of management decisions.
2. The influence of traditions and specifics of the enterprise on the development of management decisions.
3. The role of the human factor in the process of developing a management decision.
4. Ethical foundations of management decisions.

Topic 5. The influence of leadership style on management decisions (OPK-3)

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Preparing reports on the following topics:

1. Information support for the director's decisions.
2. The influence of personal characteristics and temperament on the process of developing and making management decisions.
3. Social, psychological and ethical aspects of management decisions.

Topic 6. Structure and stages of the management decision-making process (OPK-4)

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Preparing reports on the following topics:

1. Problems of improving the methodology for developing UR in a technical system.
2. Analysis and improvement of the relationship between science and art in the development of management decisions.
3. Construction of the structure of the problem field and structuring of the causes.
4. Problems affecting the quality of management decisions.

Topic 7. Target orientation of management decisions

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Use of targeted technologies for the preparation, adoption and implementation of sustainable development.
2. Application of SWOT analysis in the development and adoption of SD.
3. Priority of the goal when developing the SD.
4. Results-based management is one of the tools for achieving the goals of a management decision.

Topic 8. The management apparatus and its role in the process of making management decisions

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Analysis and improvement of the relationship between science and art in the development of management decisions.
2. Democratization of management decision-making processes.
3. Analysis of objects and subjects of management when developing a management decision.

Topic 9. Technology of developing management decisions: modeling methods

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Technology of development of management decisions.
2. Classification of situations and problems in the development of management decisions.
3. Principles of constructing models when developing management decisions.

Topic 10. Technology of developing management decisions: expert methods

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Organization and efficiency of using expert assessments.
2. Expert forecasting methods.
3. Interaction of methods and models in the development of management decisions.
4. Features of the construction of heuristic methods.
5. The essence and content of the scenario method.
6. The decision tree method and stages of its implementation.
7. The essence and content of the brainstorming method.
8. Conditions for applying the game-theoretic method.

Topic 11. The external environment of the organization and its influence on the decision-making process

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. The influence of the external environment on the implementation of alternative solutions
2. The role of information and its sufficiency in the development and adoption of SD.
3. Information support of decisions and information security.

Topic 12. Uncertainty and potential risks in developing management decisions

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Uncertainty and risk in management decisions.
2. The influence of personnel professionalism on uncertainties in the development of management systems.
3. Types of errors in management activities that increase uncertainty in the development of management decisions.
4. Characteristics of management risks in the development of management decisions.

Topic 13. Risk management methods

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Organizational methods for reducing uncertainties.
2. Development of management decisions in conditions of panic.
3. Measures to reduce the potential risk of management decisions.
4. Risk insurance when developing a management decision.

Topic 14. Organization and control of decision implementation

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Control of management decisions – as a management function.
2. Product quality is the final result of sustainable development.
3. Foreign ideas about the development of management decisions.

Topic 15. Evaluation of the effectiveness of management decisions

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Qualitative and quantitative assessment of management decisions.
2. Features of calculating the effectiveness of commercial decisions.
3. Criteria for evaluating decisions.
4. Development of management decisions: secrecy and confidentiality.

Topic 16.

Responsibility for making management decisions

Review of lecture materials, creation of a mind map based on the lecture.

Preparation for the seminar on issues.

Reading primary and secondary literature on the subject. Compiling a presentation on the topic.

Preparing messages by topic:

1. Responsibility and duty are an integral attribute of management activity.
2. Social and environmental responsibility of the manager in the process of developing and implementing management decisions.
3. Professional responsibility. Legal and disciplinary liability of the manager for HR.
4. Ethical responsibility of the manager for management decisions.

7.3.1. Sample questions for independent preparation for the test/exam
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for
the test/exam
Appendix 2

7.3.3. List of coursework
Not provided for in the curriculum

7.4. Student's electronic portfolio
Materials are not posted

7.5. Methodological recommendations for completing the test
Not provided for in the curriculum.

7.6 Methodological recommendations for completing coursework
Not provided for in the curriculum.

8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By statement student

IN purposes availability development programs For persons With limited opportunities health at
necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
- electronic educational resources By discipline V forms, adapted To restrictions their health;
- studying disciplines By individual educational plan (outside dependencies from forms training);
- electronic education And remote educational technologies, which provide for possibilities reception
and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems,
compound which defined RPD.

9. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES

Website libraries USUE

<http://lib.usue.ru/>

Main literature:

2. Ivanov P. V., Dashkova I. A., Tkachenko I. V., Kostylev V. I., Zakharchenko N. S. Methods
of making management decisions [Electronic resource]: Textbook for universities. - Moscow:
URAYT, 2022. - 276 - Access mode: <https://urait.ru/bcode/494754>

3. Trofimova L. A., Trofimov V. V. Methods of making management decisions [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2022. - 335 - Access mode: <https://urait.ru/bcode/488692>

4. Korotkov E. M., Zhernakova M. B. Practical Management [Electronic resource]: Study guide. - Moscow: Scientific Publishing Center INFRA-M, 2020. - 330 - Access mode: <https://znanium.com/catalog/product/1047090>

5. Busov V. I. Management decisions [Electronic resource]: Textbook for universities. - Moscow: URAYT, 2022. - 254 – Access mode: <https://urait.ru/bcode/488770>

6. Rubchinskiy A. A. Methods and models of making management decisions [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2022. - 526 – Access mode: <https://urait.ru/bcode/489291>

7. Busov V. I., Lyabakh N. N., Satkalieva T. S., Taspenova G. A. Theory and practice of making management decisions [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2022. - 279 - Access mode: <https://urait.ru/bcode/489310>

Further reading:

2. Khalin V. G., Aksenova O. A. Theory of Decision-Making in 2 volumes. Volume 1 [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2020. - 250 – Access mode: <https://urait.ru/bcode/450459>

3. Taha H. A., Minko A. A. Introduction to operations research: scientific publication. - Moscow: Williams, 2007. - 901

4. Filinov-Chernyshev N. B. Development and adoption of management decisions [Electronic resource]: Textbook and practical training for universities. - Moscow: URAYT, 2022. - 324 - Access mode: <https://urait.ru/bcode/490235>

5. Shapkin A.S., Shapkin V.A. Mathematical methods and models of operations research [Electronic resource]: Textbook. - Moscow: Publishing and trading corporation "Dashkov i K", 2019. - 398 - Access mode: <https://znanium.com/catalog/product/1091193>

6. Korolev. Operations Research. Course for Management Personnel. [Study Guide. In 2 Parts]. Part 1. Objectives, Principles, and Methodology of Operations Research [Electronic Resource]: - Ekaterinburg: [b. i.], 2012. - 1 – Access Mode: <http://lib.usue.ru/resource/limit/books/12/e226.pdf>

10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE

List of licensed software:

Astra Linux Common Edition. Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk000343 from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17, 2018. Term actions licenses - without restrictions term.

MyOffice standard. Agreement No. SK-281 from 7 June 2017. Date conclusions - 07.06.2017. Term actions licenses - without restrictions term.

List of information reference systems, resources of the information and telecommunications network "Internet":

Reference and legal information system Consultant +. Agreement No. 143/223-U/2025 from December 2, 2025 Term actions licenses to December 31, 2026

Reference and legal information system Guarantee. Agreement No. 58419 from 22 December 2015. Term actions licenses -without restrictions term

11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS EDUCATIONAL PROCESS BY DISCIPLINE

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

7.3.1. Sample questions for independent preparation for the exam

1. The concept and significance of management decisions. The difference between a private decision and a management decision.
2. Scientific management and the specifics of making management decisions
3. Administrative management and the specifics of making management decisions.
4. Bureaucratic management and the specifics of making management decisions.
5. School of human relations and the specifics of making management decisions.
6. Situational management and the specifics of making management decisions
7. Components of a management decision. Subjects and objects of a management decision.
8. Approaches (aspects) of making management decisions.
9. Classification of management decisions.
10. Requirements for the quality of management decisions.
11. Requirements for management decisions and conditions for achieving requirements.
12. Psychological phenomena of decision making (phenomena of F. Irwin, R. Stoner , L. Plunkett and G. Hale).
13. Psychological phenomena of decision-making (phenomena of D. Janis , “avoidance of leadership”, “demonstrative disagreement”)
14. Key personal characteristics that influence the adoption and implementation of management decisions.
15. Leadership style in the decision-making process. The Vroom-Yetton model .
16. Process approach to making management decisions.
17. Situational and systemic approaches to the decision-making process.
18. Features of the Japanese decision-making model.
19. Metafunctions of management and their role in making management decisions.
20. Requirements for goal quality. Goal setting in decision making. The SMART (ER) goal setting methodology.
21. The concept of the "goal tree" and the rules for constructing it. The importance of this methodology for making management decisions.
22. Methods of making management decisions: PATTERN system, RDE system, functional analysis method, Dean and Hauser method .
23. The influence of the management apparatus and organizational management structures on the decision-making process. Decentralization of decisions.

24. Modeling methods in decision making.
25. Expert methods in decision making.
26. Brainstorming method: stages and importance.
27. Evaluation of the expert's qualities.
28. Methods for obtaining high-quality expert decisions: methods of expert classification, ranking of alternatives, expert curves.
29. Internal and external environment of the organization, SWOT analysis.
30. Factors of direct and indirect influence in the analysis of the external environment, their importance for decision-making.
31. Concept and classification of risks.
32. Quantitative and qualitative assessments of risk levels.
33. Risk management and risk management.
34. Creation of a risk management system.
35. Risk management system diagram.
36. Risk management methods.
37. Organization of management of implementation of management decisions.
38. Quality criteria for accepted documents.
39. System for monitoring the implementation of management decisions.

7.3.2. Practical assignments for independent preparation for the exam

№.№	Task content	Competence
Open-ended tasks		
1.	What is the quality of a management decision and what indicators are used to evaluate it?	UK-1 UK-2 UK-6 OPK-3 OPK-4
2.	What performance indicators of management decisions are used for evaluation in state and municipal government bodies?	UK-1 UK-2 UK-6 OPK-3 OPK-4
3.	What role does organizational design play in the development of management decisions?	UK-1 UK-2 UK-6 OPK-3 OPK-4
4.	What factors do not influence the feasibility of a management decision and why?	UK-1 UK-2 UK-6 OPK-3 OPK-4
5.	What types of risks are included in investment risks?	UK-1 UK-2 UK-6 OPK-3 OPK-4
Closed-ended tasks		
1.	<p>What is the risk associated with developing and making management decisions?</p> <p>A. With uncertainty and unreliability of information.</p> <p>Б. The difficulty of forecasting socio-economic indicators in the context of environmental changes.</p> <p>В. With the existence of different interests of managers and performers.</p> <p>Г. Due to the lack of objective methodological tools for assessing risk parameters and indicators.</p>	UK-1 UK-2 UK-6 OPK-3 OPK-4

№№	Task content	Competence
2.	<p>The possibility of danger or failure in the activities of an organization is called:</p> <p>A. Risk. Б. Bankruptcy. B. Uncertainty. Г. innovative activities.</p>	UK-1 UK-2 UK-6 OPK-3 OPK-4
3.	<p>The main reason for the emergence of risks in the activities of an organization is:</p> <p>A. Lack of resources. Б. Incompetence of managers. B. Low qualification of performers. Г. Environmental uncertainty.</p>	UK-1 UK-2 UK-6 OPK-3 OPK-4
4.	<p>What factors influence the quality of management decisions?</p> <p>A. Organizational structure and the technology adopted in the organization for developing and making management decisions. Б. Personality of the leader. B. The system of distribution of rights, duties and responsibilities of managers. Г. Balance between centralization and decentralization of the process of development and adoption of management decisions.</p>	UK-1 UK-2 UK-6 OPK-3 OPK-4
5.	<p>The quantitative characteristic of probable losses is called:</p> <p>A. The controllability range. B. The cost of risk. C. The level of sophistication of the solution. D. The degree of risk.</p>	UK-1 UK-2 UK-6 OPK-3 OPK-4