Financial University under the Government of the Russian Federation

**Department of management**

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(full name of author/authors)

Theory and history of management

(subject name)

**SYLLABUS**

**Level of study:** Bachelor’s degree

**Field of study:** Business management (taught in English)

**Study program:** 38.03.02 “Management”

**Syllabus**

**1. Name of a subject:** Theory and history of management

**2. Mapping of learning outcomes (list of competences), with the relevant indicators described and subject learning outcomes indicated:**

 Table 1

|  |  |  |  |
| --- | --- | --- | --- |
| Competence code | Competence  | Competence development indicators[[1]](#footnote-1) | Learning outcomes (skills[[2]](#footnote-2), and knowledge) and indicators that show competence development  |
| UK-1 | The ability to perceive the cross-cultural diversity of society in socio-historical, ethical and philosophical contexts, to analyze and evaluate the worldviewof the processes and patterns taking place. | 1. Uses knowledge about the laws of the development of nature, the cross-cultural diversity of society to form a worldview assessment of the ongoing processes.2. Uses the skills of philosophical thinking and logic to formulate reasoned judgments and conclusions in professional activities.3. Works with various sets of information to identify patterns of functioning of human, nature and society in socio-historical and ethical contexts. | To know the stages and patterns of development of society, the formation of intercultural diversity. To be able to use basic knowledge about the laws of nature, multicultural diversity of society for analysis and evaluation of various social trends, phenomena and facts, form one’s own ideological position in society, use in material and practical activities.To know the basic principles, laws and categories of philosophical and historical knowledge in their logical integrity and consistency and in relation to the theory of management.To be able to form one’s own worldview position in society, improve their views and beliefs.To know the principles and approaches to the formation of information bases in order to analyze and identify patterns of development of social processes.To be able to use the necessary tools for searching,analyzing and synthesizing information. |
| PKN-1 | Knowledge of the basic scientific concepts and categories of economics and management science and the ability to apply them in solving professional problems. | 1. Demonstrates knowledge of terminology, trends, schools, modern management trends and the positionof Russian managerial thought.2. Utilizes the ability to adapt and generalize the results of modern scientific research for the implementation of research work in the undergraduate program. | To know the methodology of studying the history of managerial thought; the main stages of the development of management as a science and profession; the main theories and concepts of human interaction in the organization, the role of the historical approach in the management of the organization, the main modern approaches to management.To be able to use the conceptual framework of management theory, the basics of theory to solve practical management problems.To know the basic modern concepts of management, the principles of development and the laws of the functioning of the organization, the roles, functions and tasks of the manager in a modern organization, the results of the latest researchTo be able to apply theoretical knowledge to the preparation of materials within the curriculum, set goals and formulate tasks related to the implementation of professional functions. |
| PKN-3 | The ability to apply forecasting tools, planning methods and management decision-making, as well as to use ways to ensure coordination and control of the organization's activities. | 1. Applies methods of analysis of the internal and external business environment, with the definition of areas of competitive advantage of the company.2. Uses methods for calculating plans, programs and forecasts at different levels of the economy with the definition and evaluation of their effectiveness.3. Works with forecast documents and plans of the organization, the economic development of the industry, the region and the economy as a whole. | To know the theoretical foundations and approaches to the analysis of the business environment, the main theories of competition and competitiveness.To be able to able to use the necessary tools to analyze the external and internal environment of the organization, to identifythe competitive advantages of the company.To know the theoretical foundations of operational and strategic planning and forecasting.To be able to able to use the necessary tools for drawing up plans, forecasts and programs and evaluating them.To know the system of plans and the technology of developing forecast documents at different levels.To be able to use modern tools to solve specific tasks of a certain level. |

**3. Place of the subject in the curriculum**

2nd semester of the 1st year.

**4. Workload in credits and academic hours, with class work (lectures and seminars) and self-study indicated**

Table 2

|  |  |  |
| --- | --- | --- |
| **Type of work**  | **Total** **(in credits and hours)**  | **2nd semester of the 1st year (in hours)** |
| **Overall workload**  | ***4/144*** | ***4/144*** |
| ***Class work***  | ***50*** | ***50*** |
| *Lectures*  | ***16*** | ***16*** |
| *Seminars, practicals*  | ***34*** | ***34*** |
| ***Self study***  | ***94*** | ***94*** |
| Formative assessment  | *Essay**Term paper - 9h.* | *Essay**Term paper - 9h.* |
| Summative assessment  | *Exam* | *Exam* |

**5. Subject content (with the thematic components indicated).**

Topic 1. Methodological foundations of research on the evolution of management theory and practice

Management as a set of knowledge about governance. Basic elements of organization and management. Approaches to the study of the history of management and the periodization of the evolution of management. Managerial revolutions. The difference between the history of managerial thought and the history of management. A set of historical, economic and social factors that determined the stages and qualitative changes in the content of the history of managerial thought. The importance of studying the history of managerial thought for mastering the basics of the general theory of management. Formation of management science and connection with other sciences. Problems of management science and the history of managerial thought.

Topic 2. Early management concepts

The role of management in the period of the formation of economic civilization. Features of the theory and practice of management in a slave-owning society. Management in the countries of the Ancient East. Managerial concepts of thinkers of ancient states. Conditions for the emergence of managerial ideas during the formation and development of feudal society. Managerial thought of the V-XV centuries: sources, concepts and features.

Topic 3. Managerial thought in the conditions of formation and development of the market structure

Prerequisites for the emergence of new management ideas. The evolution of management concepts in the XVI–XVIII centuries. Theory and practice of management in the Eastern states of the Middle Ages. Management and managerial thought in the era of trade capitalism. Interpretation of Power and Management by N. Machiavelli. "Utopian projects" of the organization of economy and management. Middle ages management thinkers: Thomas Aquinas, Roger Bacon, John Ball, Walt Tyler, Jan Huss, Luca Paccioli, Martin Luther, Jean Calvin, Thomas More, Thomas Munzer.

Topic 4. Development of management theory in the early stages of industrial capitalism (late XVIII - first half of the XIX century.)

Prerequisites for the emergence of early industrial capitalism (late XVIII-first half of the XIX century). The main tasks of management in the era of industrial capitalism. Industrial revolution and its results for the economy and management of European countries. Development of management theory during the first Industrial Revolution. The main patterns, trends in the development of managerial thought. Features of the development of the leading countries, which determined the formation of new ideas in the field of management at the early stages of industrial capitalism. Representatives: Adam Smith, Jean-Baptiste Say, David Riccardo, Antoine Cournot, Johann Thunen, Charles Fourier, Louis Blanc, Robert Owen, etc. The contribution of pioneer practitioners to the development of management.

Topic 5. Classical direction in management theory: school of scientific management, administrative school, bureaucratic school

Founders of scientific management: engineers and researchers. School of Scientific Management in Europe and Asia. School of scientific management: F. W. Taylor, H. Gantt, F. and L. Gilbret, G. Emerson, H. Ford. Key features of the administrative school of management. Administrative School: H. Fayol, L. Gulick, J. Mooney, A. Reilly, L. Urwick. Influence of the concepts of bureaucracy on the development of management theory and practice. The Concept of Bureaucracy and its Evolution: M. Weber and his followers. A look at the classical approach from the point of view of modern management.

Topic 6. Humanistic direction in management: school of human relations, behavioral school

The emergence of interest in the social side of the organization. The concept of man as a factor of production before the school of human relations. Prerequisites for the emergence of the school of human relations. The main representatives of the school of human relations: G. Munsterberg, M. Follett, E. Mayo, F. Roethlisberger, A. Maslow, C. Barnard. The importance and role of schools of human relations in the development of management science. Prerequisites for the formation and emergence of the school of behavioral sciences. The ideas of the behavioral school. Content theories of motivation: A. Maslow, D. McGregor, D. Mccleland, F. Hertzberg. Procedural theories of motivation: V. Vroom, Porter-Lawrel. The model of labor enrichment by J. Hackman and J. Oldham, theory of Z-Y. Ouchi. Study of leadership problems by representatives of the School of Behavioral Sciences. A look at these schools in modern times.

Topic 7. Managerial thought in Russia

The Formation of the Russian State and the Pre-Petrine Era: Sylvester, Yu. Krizhanich, A. L. Ordin-Nashchokin. Peter's and Post-Peter's Epoch: I. Pososhkov, M. V. Lomonosov. The reign of Catherine II and Paul I. Managerial ideas of the early 19th century. Managerial ideas of the second half of the 19th and early 20th centuries: the views of the nobility, the bourgeoisie, the revolutionary democrats, university professors, and statesmen. Management ideas in Russia during the industrial revolution. Scientific organization of labor: representatives of scientific management in Russia in the 1920s and 1930s. Management ideas and their practical implementation at industrial enterprises in the works of A. K. Gastev, O. A. Ermansky, I. M. Burdyansky, N. A. Vitke, F. R. Dunaevsky, E. F. Rozmirovich, etc. P. M. Kerzhentsev - the founder of the Soviet school of time management. Theory and practice of management in the USSR in the 1930s and 1950s. Trends in Russian management in the second half of the twentieth century. The revival of interest in management theory in the 1960s and 1980s. A systematic approach to production management. Theory of optimal functioning of the economy. Theory of social management. Theory of management of socio-economic processes. Problems of management personnel training.

Topic 8. New approaches in management theory and practice

Prerequisites for the emergence of the school of management science and the main approaches within the new school. Quantitative approach in management. Mathematical modeling. Mathematical description of the problem of optimal distribution of limited resources by L. V. Kantorovich. Methods of operations research: F. Morse, J. Kimball. Game theory: J. Von Neumann, O. Morgenstern, J. Nash. A. Turing's works as the basis of computer science and artificial intelligence. The concept of bounded rationality by G. Simon. A systematic approach to management. Process approach in management. Situational approach to management. A change in the management paradigm. Development of the theory of organization and organizational behavior. Strategic management. Theory of competitiveness. Organizational culture and business ethics. National management models. Development of the theory of corporate governance. Corporate social responsibility. Modern concepts of leadership. Change management. Innovation management. Knowledge management.

 **6. List of teaching and methodological materials needed for the students self-study**

**6.1. List of questions for student self-study and types of out-of-class activities**

Table 3

|  |  |  |
| --- | --- | --- |
| **Itemized subject content**  | **Questions the students should answer within the self-study process**  | **Types of out-of-class activities**  |
| Topic 1.Methodological foundations of research on the evolution of management theory and practice | * The essence and nature of management.
* Various approaches to the periodization of managerial thought: advantages and disadvantages.
* Managerial revolutions: periodization of the history of management theory and practice.
* Approaches to the classification of management schools: similarities and differences.
* The ratio of the concepts of "school of management", "direction of management thought", "approach in management thought", "management paradigm".
* The main elements of the management process.
* Division of labor and responsibility in management.
* The main approaches to the study of the history of management.
* Under the influence of what factors are the ideas, theories and technologies of management formed and evolved?
* Why does the study of the history of management science help to penetrate the logic of management thinking?
* Management paradigm and management ideology.
* Development and improvement of management. Differences between management theory and other sciences.
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion (answers to questions on the topic). Study of literature. |
| Topic 2. Early management concepts | * The main characteristics of the management systems in the period of the formation of economic civilization.
* Famous Ancient Egyptian treatises: management guidelines.
* Managerial ideas in Ancient Greece and Ancient Rome: similarities and differences.
* Managerial ideas of Ancient Greece (Xenophon, Plato, Aristotle). Xenophon's work "Domostroy" is the first textbook on personnel management.
* How did the changes in the economic practice of Ancient Rome affect the interpretation of management issues? The views of Cato, Pliny, Varro, Columella.
* The specifics of ancient Chinese managerial thought.
* The main management ideas of the states of the Near East. The laws of Hammurabi.
* The main trends of ancient Chinese managerial thought. The views of Confucius, Lao Tzu, Shang Yang, Sun Tzu, Han Fei Tzu.
* Features of the managerial thought of the feudal society.
* Comparison of managerial thought of slave-owning and feudal society.
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion.Preparing a presentation on the topic. Select the topic of the essay. |
| Topic 3. Managerial thought in the conditions of formation and development of the market structure | * Why was there a stagnation in the theory of management in the Middle Ages?
* What are the specifics of the management concept of Thomas Aquinas?
* The influence of the works of N. Machiavelli on the development of managerial thought, the main methodological guidelines of his theory.
* Features of "utopian projects" of management organization.
* The ideas of T. Mohr, T. Campanella, T. Munzer: similarity and difference.
* New management ideas in the works of representatives of mercantilism, physiocrats and the classical school of economic thought.
* Managerial problems in the works of W. Petty.
* A. Smith: features of the concept of division of labor
* L. Pacioli and his work on accounting.
* Calvin and Thomas More and their managerial views.
* Why did the process of initial capital accumulation become the starting point not only for the development of the market structure, but also for the formation of new management principles?
* What management problems are considered in the works of W. Petty? Why is he considered one of the founders of the new methodology of management research?
* What is the essence of the industrial revolution for the economy and management in Europe?
* Why, in the conditions of the formation of the market structure, was the separation of management into an independent function?
* What are the differences between a craft workshop, a manufactory, and a factory? How has factory production and its development affected management practices?
* What new management ideas are being developed in the works of representatives of the classical school of economic thought?
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion.Preparing a presentation on the topic.Select the topic of the essay. Preparation for the test on topics 1-3. |
| Topic 4. Development of management theory in the early stages of industrial capitalism (late XVIII-first half of the XIX century.) | * How did industrialization affect the implementation of the management process and the development of society?
* What is the contribution of Charles Babbage to the development of managerial thought?
* What is the progressiveness and reactivity of the theory of A. Ure?
* Why Trentowski considered the founder of systematic and situational analysis?
* What is the contribution of R. Owen to the development of management?
* Why is the Henry Towne is often considered the founder of management science?
* The Contribution Of Jean-Baptiste Say and A. Smith in the development of managerial thought?
* What innovations in the field of practical management are attributed to R. Arkwright?
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion.Preparing a presentation on the topic. Select the topic of the essay. |
| Topic 5. Classical direction in management theory: school of scientific management, administrative school, bureaucratic school | * Approaches to the classification of management schools.
* What is the content of Taylor's four scientific principles? In what order should they be applied?
* Why did Taylor criticize the old management system?
* What is the essence of the Taylor system? What is the method of establishing the rate of production of Taylor? What principles guided Taylor in the distribution and awarding of works?
* What is a differential wage system?
* The views of Taylor's followers- H. Gannt, F. and L. Gilbreth, H. Ford. Comment on Emerson's principles of efficiency.
* Describe the differences between the functions and principles of H. Fayol.
* What are the most significant management principles from the point of view of administrative theory? Are all of them applicable at the present time?
* What are the similarities and differences between Taylor and Fayol and their schools?
* What functions of management were identified by Gulick? What are their differences from the control functions of Fayol? What are the features of his theory of organization?
* What are the practical aspects of the organizational theory of Mooney and Reilly?
* Why is L. Urwick's theory called synthetic?
* L. Gulick: theory of organization.
* J. Mooney and A. Reilly: managerial principles
* L. Urwick: synthetic theory
* The influence of the concepts of bureaucracy on the development of the theory and practice of management.
* M. Weber: the theory of bureaucratic organization.
* The development of bureaucratic theory in the works of R. Merton.
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion. Preparing for a presentation on the topic. Select the topic of the essay.Preparation for the test on topics 4-5. |
| Topic 6. Humanistic approach in management: school of human relations, behavioral school | * The emergence of a new management philosophy.
* The role and significance of the School of Human Relations in the development of management science and practice.
* What is psychotechnics? What areas and problems of economic psychotechnics were identified by G. Munsterberg?
* What are the features of M. Follett's theory of conflicts? What are the ways to minimize the negative consequences of conflicts?
* To what extent is the concept of workers ' participation in management, developed by M. Follett, applicable in modern conditions?
* What impact did the Hawthorne experiments have on the development of management theory and practice?
* What new forms of group interaction were discovered in the Hawthorne experiments?
* What are the contradictions of the Hawthorne effect?
* What are informal norms of behavior?
* What methods of long-term motivation of employees ' activity were first proposed in the works of E. Mayo?
* What, according to E. Mayo, is the cause of social conflicts?
* What innovations did E. Mayo propose in the field of practical management?
* What influence, according to E. Mayo, does a small group of organizations have on the behavior of an employee?
* What new tasks of management in the organization were formulated by C. Barnard?
* What qualities of the manager were highlighted by C. Barnard? As far as they are relevant and universal in modern conditions?
* The theory of organizational behavior by F. Roethlisberger.
* What can be attributed to the shortcomings of the school of human relations? What attitudes of the school of human relations are, in your opinion, controversial?
* What is the difference between the concepts of "motive" and "motivation"?
* What are the main provisions of the theory of behavior regulation?
* Describe the situations in which today you can effectively use motivation such as carrot and stick? What is the difference between substantive and procedural theories of motivation?
* Explain the essence of the simplified model of motivating human behavior by needs. Why is Maslow's theory of needs called hierarchical?
* What is the difference between the theory of C. Alderfer and the concept of A. Maslow?
* What is enlightened management in the understanding of A. Maslow?
* What are the differences between hygiene factors and F. Hertzberg's motivators?
* What does the enrichment of labor include? How does the enrichment of labor differ from social design?
* Comment on the provisions of the Hackman and Oldham model of labor enrichment.
* Formulate the basic assumptions of the theories X, Y, and Z.
* Explain by example the essence and practical applicability of Vroom's theory of expectations.
* How to diagnose the management style of the enterprise before implementing the McGregor’s program?
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion.Preparing for a presentation on the topic. Select the topic of the essay. |
| Topic 7. Managerial thought in Russia | * What historical documents can be considered the first sources of Russian managerial thought?
* What useful management tips are given in the work of Sylvester
* "Domostroy"?
* What is the significance for understanding the history of Russian managerial thought of the Sudebnik of 1497?
* Yu. Krizhanich and his "Politics". What recommendations are contained in his book?
* What is interesting about the proposals of A. L. Ordin-Nashchokin from the point of view of managerial thought
* What administrative reforms did Peter I carry out?
* What contribution did M. V. Lomonosov make to the development of managerial thought?
* Russian Emperors and the ideas of entrepreneurship development.
* Russian ideologists of the merchant class and their managerial views.
* What are the main directions of development of Russian managerial thought in the XIX century?
* What managerial problems did the noble managerial thought solve?
* What were the main managerial ideas of the revolutionary Democrats and Narodniks?
* Give a description of the management ideas of Russian entrepreneurs of the XIX century.
* Theories about the management of A. V. Goltsev, and V. V. Ivanovsky.
* I. I. Pikhno's contribution to the development of managerial thought.
* What management ideas were contained in the projects and reforms of M. M. Speransky?
* What was the reason for the opening of the first university programs for training entrepreneurs and managers in Russia in the XIX century?
* The main management ideas of prominent Russian statesmen of the late XIX – early XX centuries.
* What is the merit of S. Yu. Witte in the development of Russian managerial thought?
* What is the relationship in the views of representatives of different classes in Russia in the XIX century?
* What prevented the spread of the scientific organization of labor in Russia?
* What characterized the post-revolutionary period of the development of the theory of scientific organization of labor?
* What are the main representatives of the scientific organization of labor in the Soviet period?
* What is the content of A. Bogdanov's tectology?
* Describe the concept developed by O. Ermansky.
* Why does the management culture begin with the executive one?
* The basis for the formation of the administrative-command system.
* Development of the theory of management by Soviet economists in the post-war period.
* The reasons for the collapse of the administrative-command system.
* Management ideas in the transition to a market economy.
 | Working with lecture notes, electronic library system, information and educational portal.Preparing for a presentation on the topic. |
| Topic 8. New approaches in management theory and practice | * The use of mathematical research methods in the management system.
* Development of management situation modeling.
* What are the methodological prerequisites for the emergence of a systematic approach? Why is the system approach now the most popular methodology of scientific analysis and practical management thinking?
* What are the main stages of the formation and development of a systematic approach to management? Why did the system approach become widespread only in the second half of the twentieth century?
* What are the main principles of the system approach? What is its limitation?
* List the uncertainty factors of modern business organizations. How these factors affect the organization, and how they should be responded to according to management theory.
* Consider the feedback system using the example of three different types of organizations.
* What is the essence and practical value of studying synergistic effects in management?
* How do the concepts of "system approach" and "system analysis" relate? Where can system analysis be applied?
* What is the reason for the emergence of the situational approach? Is the situational approach universal? In what situations is the use of a situational approach not effective?
* What are the features of the scenario approach?
* C. Barnard's views on the organization.
* What is the peculiarity of H. Simon's approach to the problem of decision-making?
* What new tasks and functions of the manager appeared, according to P. Drucker, in the XXI century?
* What are the features of the concept of "management by goals"? Why has this concept become one of the most popular among practicing managers?
* How are the principles and functions of management changing in the "knowledge society"?
* What does the McKinsey – 7C model show? What is its practical significance?
* What are the features of situational leadership theories?
 | Working with lecture notes, electronic library system, information and educational portal.Preparation for a seminar session held in the form of a discussion.Preparing for a presentation on the topic. Writing essays on topics.Working with lecture notes, electronic library system, information and educational portal.Preparation for the exam. |

**6.2. List of questions/assignments/topics for students’ preparation to formative assessment**

**Sample questions for the intermediate test**:

1. According to H. Gantt, production habits do not apply:

a) scientific selection of personnel.

b) hard work.

c) cooperation and integrity.

d) the constant desire to improve the skills and the maximum use of one’s abilities by the employee.

2. The idea common to the schools of scientific management and administrative management is...

3. The idea of workers ' participation in management was first put forward by...

4. Emmerson focused on the study of those areas of management where:

a) efficiency is a consequence of increasing labor productivity by improving labor.

b) efficiency is a consequence of increasing labor productivity due to the intensification of labor.

c) efficiency is a consequence of increased productivity through the introduction of a system of performance charts.

d) efficiency is a consequence of increasing labor productivity by reducing costs.

5. Procedural theories of motivation are based on....

6. When studying the scientific organization of labor and management, A. Gastev focused on:

a) the organization of the work of the entire workshop and the enterprise.

b) the organization of a separate workplace.

c) issues of the formal structure of the enterprise.

d) the informal structure of the enterprise.

7. According to F. Hertzberg, only... satisfaction makes the employee's motivation positive……

**Sample essay topics:**

1. Management: science, practice, art.

2. Managerial revolutions, their content and significance for the development of management.

3. Managerial legacy: why we need history.

4. Features of the development of management methods in the pre-industrial, industrial and post-industrial eras.

5. The main features of Eastern civilization and their impact on the practice and theory of management.

6. Sun Tzu (Confucius, Lao Tzu, Plato, Aristotle - choose) and modern management.

7. The main features of ancient civilization and its influence on the practice and theory of management.

8. General and special approaches to management in ancient Greece and ancient Rome.

9. State models and management problems.

10. Renaissance thinkers and their contribution to the development of managerial thought.

11. Machiavelli as a classic of management.

12. Prerequisites for the formation of the manager's profession. Problems of owners and managers.

13. The impact of industrial revolutions on management as a science and practice.

14. The contribution of classical economists to the development of management theory.

15. The contribution of the predecessors of scientific management to the development of management theory.

16. The role of management schools in the formation of managerial thinking.

17. Comparison of management schools of the XX century. Their pros and cons.

18. Principles of Fayol and modern time.

19. Advantages and limitations of the quantitative approach in management.

20. Post-industrial society and its impact on the theory and practice of management.

21. The concept of learning organizations in modern management.

22. Formation of scientific management in Russia.

23. Development of the theory and practice of economic management in the USSR in the first half of the XX century.

24. Works of A. Bogdanov in the development of a systematic approach in management.

25. A. Gastev and his contribution to the development of scientific management ideas.

26. The Soviet administrative-command system: achievements and shortcomings.

27. Managerial thought in the USSR and Russia in the second half of the XX-early XXI.

28. The influence of technological structures on the development of the economy and management changes.

29. The Japanese management model and its impact on the development of management theory and practice.

30. Content of the School of Scientific Management. Its relevance for modern Russian enterprises.

31. The role of ethics and culture in business and management.

32. Formation of market structures and new forms of management in the 90s of the XX century.

33. The Russian model of management and prospects for its development.

34. The future of management: knowledge and expectations.

35. The problem of efficiency in management theory. The evolution of views.

36. The problem of power in management theory. The evolution of views.

37. Problems of leadership in management theory. The evolution of views.

38. How to become a group leader: lessons in management theory.

39. The problem of motivation in management theory. The evolution of views.

40. The problem of bureaucracy in management theory. The evolution of views.

41. Problems of personnel management in the theory of management. The evolution of views.

42. The problem of social responsibility in management.

43. The problem of wisdom in management: past and present.

44. The concept of democratization of governance and its development.

45. Rationality and irrationality in management.

46. Linearity and non-linearity in management. Evolution.

47. Analysis of the situation (to be chosen) from the point of view of management theory.

48. A new management paradigm in the twenty-first century: "what is important now".

49. "Business in the funk style" and the problems of modern management.

**Sample themes of term papers**:

1. The origin, stages and forms of development of the scientific organization of labor in Russia.

2. The problem of personnel management in the works of Taylor.

3. Comparative characteristics of the Witke’s school of human relations and representatives of the Western school E. Mayo, M. Follet, F. Roethlisberger, G. Munsterberg.

4. The development of theoretical views on management in the period from the XVII to the XIX century.

5. Ideas of entrepreneurship in Western Europe.

6. Comparative characteristics of Taylor’s and Gastev’s ideas.

7. Modern trends in management development.

8. Formation and development of scientific management in the USA.

9. The reforms of Peter the Great as a stage in the development of managerial thought.

10. The content and significance of the Hawthorne experiment in the history of management.

11. Socio-psychological methods of organization management.

12. Trends in the development of organizational management structures.

13. The study of management problems in Ancient China.

14. The concept of scientific management of the Central Institute of Labor.

15. Humanitarian values in management.

16. Delegation of tasks and powers by the manager.

17. The ideas of management in the works of the thinkers of Ancient Egypt.

18. Problems of regulation, planning and forecasting in the views of Kondratiev.

19. Formation and development of the school of "management science" (quantitative approach).

20. Ideas of the organization of managerial work of P. M. Kerzhentsev.

21. The system of government in the interpretation of Plato.

22. The management system of Russian entrepreneurs of the XIX century.

23. Research on the needs and motivational behavior of people in the organization.

24. Comparative characteristics of the American and Japanese management models.

25. Development of the behavioral direction in management.

26. Modern motivational systems.

27. The role and significance of the scientific institutes of the “Scientific organization of labor” in the economic development of Russia and the USSR.

28. Management of the state economy in Ancient India.

29. Ideas of conflict resolution at the enterprise in the works of Russian and foreign scientists.

30. Evolution of organizational culture concepts.

31. Managerial leader: personal qualities and effectiveness.

32. The main stages of the development of organizational and managerial thought in Russia.

33. Leadership styles and their effectiveness.

34. The contribution of Russian statesmen to the development of management ideas.

35. Social mission and organizational culture of enterprises.

36. Formation and effective management of teams.

37. Organizations of the future and new management paradigms.

**Sample questions for the exam:**

1. The contribution of representatives of the administrative school to the development of management science.

2. Describe the contribution of Luca Paccioli to the science of management.

3. Forms of power. The use of different forms of power in the management of the organization.

4. Emerson's contribution to the development of the philosophy of management.

5. Describe the contribution of F. and L. Gilbretov to the theory of management

6. The experiment in Hawthorne: tasks, the course of the experiment, the main conclusions.

7. Enterprise management under socialism: basic principles and results.

8. Describe R. Owen's views on management.

9. Describe the role of Whitney and H. Ford in the development of management

10. Describe the main content of the management thought of Ancient China

11. The School of Human Relations and its contribution to management theory.

12. Conflicts in management: the main types and typical causes of conflicts.

13. Describe the contribution of Charles Babbage to the development of management science

14. Describe the behavioral school and describe its contribution to the development of management

15. Describe the scientific organization of labor and its place in the management of the organization.

16. Describe the main content of management thought during the industrial Revolution and the formation of capitalism

17. Describe the control function: the place in the system of management functions, the main tasks and results. Control stages.

18. Describe the planning function: the place in the system of management functions, the main tasks and results.

19. The New School of Management and its contribution to management theory.

20. Describe the bureaucratic organization according to M. Weber and its main properties

21. Describe the contribution of A. A. Bogdanov to the theory of management

22. Describe the relationship between the concepts of "Management Theory", "History of management" and " History of managerial thought”.

23. Describe meaningful theories of motivation.

24. M. Weber's model of bureaucracy and its role in the development of management theory.

25. Theoretical views of H. Fayol and their significance for modern management

26. Administrative School of Management and its role in the development of managerial thought

27. The main provisions and representatives of the School of Human Relations

28. The Hawthorne experiments: the main stages and the research results

29. F. Taylor's contribution to the development of scientific management: standardization of work operations, labor rationing, introduction of scientific approaches and personnel placement, personnel training, development of methods of labor stimulation

30. The contribution of the followers of H. Fayol to the formation and development of scientific management (J. Mooney, L. Urwick)

31. Theoretical and methodological foundations of the behavioral school of management and its representatives

32. The main directions of the new school of management science. The connection of the new school with the development of cybernetics, economic and mathematical modeling.

33. Russian organizational and technical concepts of management A. A. Boglanov, A. K. Gastev, A. A. Ermansky.

34. The formation of administrative and planned regulation of the national economy in Russia and the concept of centralized production management at enterprises in the 30-50s

35. Describe the contribution of A. A. Bogdanov to the theory of management

36. Managerial thought and practice in the early civilizations of the East: Chinese and Indian civilizations

37. Managerial thought and practice in European Civilization: Ancient Greece, Ancient Rome

38. Describe the main content of the management thought of Ancient Greece

39. Scientific organization of labor and its place in the management of the organization

40. Describe the main provisions of the school of scientific management and its representatives

41. The School of Behavioral Sciences and its representatives. The contribution of this direction to the development of management as a science

42. Describe the content theories of motivation and their founders, highlight the advantages and disadvantages.

43. Describe the role of management in the development of the economy, entrepreneurship, and society.

44. List the managerial revolutions and describe their role in the development of society.

45. The School of "Human Relations" and Behaviorism: founders and contributions to science.

46. Describe the main content of the management thought of Ancient Egypt

47. List and describe the functions of management, their content and relationship

48. Planning as a management function. The content of short-term, medium-term and long-term planning in the organization, their relationship and interdependence.

49. The evolutionary development of managerial thought. Managerial revolutions.

50. Describe the Russian school of management and reveal the theoretical views of Ermansky.

51. Describe the value of strategic management. Describe the main types of strategy.

52. Describe the principles of management and their historical development.

53. Describe the new trends in the development of modern management theory.

54. Describe the features of the theoretical views of the representatives of the behavioral school of management.

55. Describe the theoretical foundations and practical methods of scientific organization of labor in enterprises.

56. Describe the development of management theory in the works of the main representatives of the classical (administrative) school of management.

**Example of an examination ticket**:

**Ticket No. …**

**Question 1** – theoretical (30 points). Managerial thought and practice in European civilization: Ancient Greece, Ancient Rome.

**Question 2 - tests**. (10 points). Specify the correct answer option(s).

**Test 1**. The subject of the study of the new management science of A. Bogdanov is:

a) things, properties and processes.

b) organizational relations.

c) development of the structure of the earth's crust.

d) contradictions of social development.

**Test 2**. According to Maslow, the main categories of needs are:

a) deficit needs and development needs.

b) external and internal needs.

c) the needs of realization and self-realization.

d) physiological and social needs.

**Test 3**. A characteristic feature of the industrial revolution was the growth of labor productivity based on: A) Specialization of production; B) Cooperation; C) Machine industry; D) Manufacturing.

**Test 4**. "Salic Truth" - the code of law relating to ...

a) The Ostrogothic Kingdom.

b) the Byzantine Empire.

c) The Frankish Kingdom.

d) Ancient Rome.

e) Ancient Russia.

**Test 5**. According to H. Fayol, all the activities of an enterprise, regardless of its size and complexity, can be divided into six groups (essential functions):

a) production, commercial, financial, insurance, accounting, management.

b) technical, commercial, financial, insurance, accounting, planning.

c) technical, commercial, financial, insurance, accounting, management.

d) production, trade, commercial, financial, accounting, management.

**Question 3 - practice-oriented task** (20 points). E. Downes formulated the law of increasing conservatism: all organizations become more conservative with age, if they are not in the stage of rapid growth or internal reorganization. From this law, as well as from other age patterns, he drew the following conclusions:

The older the bureaucratic structure, the more likely it is to survive.

The older the bureaucratic structure, the greater the range of social tasks it solves.

Questions:

1. Do you agree with these conclusions?

2. What are the challenges facing the company at different stages of the life cycle?

3. What should the organization’s management do to prevent a crisis, if possible. Suggest an action plan. What is the purpose of the proposed measures?

**7. Mandatory and optional reading list**

1. Тихомирова, О. Г. Менеджмент организации: теория, история, практика: учебное пособие / О.Г. Тихомирова, Б.А. Варламов. - Москва : НИЦ ИНФРА-М, 2020. - 256 с. - (Высшее образование: Бакалавриат). – ЭБС ZNANIUM.com. - URL: https://new.znanium.com/catalog/product/1057222 (дата обращения: 26.05.2020). - Текст : электронный.

2. Теория менеджмента : учебник для бакалавров / Л. С. Леонтьева [и др.] ; под редакцией Л. С. Леонтьевой. — Москва : Издательство Юрайт, 2019. — 287 с. — (Бакалавр. Академический курс). — ЭБС Юрайт. — URL: https://ez.el.fa.ru:2428/bcode/425850 (дата обращения: 26.05.2020). - Текст : электронный.

3. Теория менеджмента : учебник и практикум для академического бакалавриата / В. Я. Афанасьев [и др.] ; ответственный редактор В. Я. Афанасьев. — 2-е изд., перераб. и доп. — Москва : Издательство Юрайт, 2019. — 665 с. — (Бакалавр. Академический курс). — ЭБС Юрайт. — URL: https://ez.el.fa.ru:2428/bcode/425856 (дата обращения: 26.05.2020). — Текст : электронный.

Дополнительная литература

4. Хохлова Т.П. Теория менеджмента: история управленческой мысли: учебник / Т.П. Хохлова. - Москва: Магистр, 2015, 2016. - 384 с. - (Бакалавриат). – Текст: непосредственный. - То же. – 2018. – ЭБС ZNANIUM.com. - URL: https://new.znanium.com/catalog/product/920548 (дата обращения: 26.05.2020). – Текст: электронный.

5. Теория управления : учебник для вузов / под общей редакцией Н. И. Астаховой, Г. И. Москвитина. — Москва : Издательство Юрайт, 2020. — 375 с. — (Высшее образование). — ЭБС Юрайт. — URL: https://ez.el.fa.ru:2428/bcode/450080 (дата обращения: 26.05.2020). - Текст : электронный.

6. Понуждаев Э.А. Теория менеджмента: история управленческой мысли, теория организации, организационное поведение. Кн.1.: учебное пособие / Э.А. Понуждаев, М.Э. Понуждаева. - Москва; Берлин : Директ-Медиа, 2015. – 661с. – ЭБС Университетская библиотека online. - DOI 10.23681/271807. - URL: http://ezpro.fa.ru:2405/index.php?page=book\_red&id=271807(дата обращения:

26.05.2020). - Текст : электронный.

7. Семенова, И.И. История менеджмента : учебное пособие / И.И. Семенова. – 2-е изд., перераб. и доп. – Москва : Юнити, 2015. – 199 с. – ЭБС Университетская библиотека online. - Режим доступа: по подписке. – URL: http://ezpro.fa.ru:2405/index.php?page=book\_red&id=115181 (дата обращения: 26.05.2020). – Текст : электронный.

**8. List of IT resources, incl. the list of software, information and reference systems (as appropriate).**

1. Электронная библиотека Финансового университета (ЭБ) http://elib.fa.ru/

2. Электронно-библиотечная система BOOK.RU http://www.book.ru

3. Электронно-библиотечная система «Университетская библиотека ОНЛАЙН» http://biblioclub.ru/

4. Электронно-библиотечная система Znanium http://www.znanium.com

5. Электронно-библиотечная система издательства «ЮРАЙТ» https://www.biblio-online.ru/

6. Деловая онлайн-библиотека Alpina Digital http://lib.alpinadigital.ru/

7. Научная электронная библиотека eLibrary.ru http://elibrary.ru

8. Электронная коллекция книг издательства Springer: Springer eBooks http://link.springer.com/

9. Пакет баз данных компании EBSCO Publishing, крупнейшего агрегатора научных ресурсов ведущих издательств мира http://search.ebscohost.com

10. Коллекция научных журналов Oxford University Press https://academic.oup.com/journals/

1. To be filled in when the updated Financial University educational standards and federal state educational standards of higher education “3++” are implemented. [↑](#footnote-ref-1)
2. Skills are described when the Financial University educational standards of the 1st generation and federal state educational standards of higher education “3+” are implemented. [↑](#footnote-ref-2)