Education Institution
«Belarusian State Pedagogical University named after Maxim Tank»

APPROVED
Vice-Rector for Academic Affairs
_____ A. V. Makovchik
_____ 2023
Registration No. УД-03-524-2023/уч.

MODERN MANAGEMENT CONCEPTS

Academic programme of the higher education institution for the specialty 7-06-0114-02 Educational Management

2023

The academic programme was developed in accordance with the advanced higher education standard for the specialty 7-06-0114-02 Educational Management and the curriculum for the specialty 7-06-0114-02 Educational Management (22.06.2023 No. 120-2023/ya)

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(Minutes No. 7 as of 11.07. 2023)

The format of the programme and accompanying materials corresponds to the current requirements of the Ministry of Education of the Republic of Belarus

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EXPLANATORY NOTE

Professional training of educational managers in the process of obtaining advanced higher education actualizes the task of mastering the conceptual and methodological foundations of management taking into account the current development of management theory. This is determined by the processes taking place in the market of educational services where the field of education is one of the sources of innovation development. Knowledge of modern management trends in the new economy, digitalization of education and transformation processes are becoming a necessary basis for the formation of a competent education manager.

The academic programme of this discipline contributes to the effective formation of postgraduates' knowledge about modern concepts and areas of management, the formation of managerial competence that ensures the success of their professional activities in educational management. This academic discipline is included in the state component of the curriculum of advanced higher education and as the part of Module 1.2. "Innovation Management in Education".

*The **goal** of the academic discipline* "Modern Management Concepts" is to create conditions for the development of a holistic system of theoretical knowledge and professional competencies in the field of modern management concepts that ensure the effectiveness of educational process.

*The **objectives** of the academic discipline:*

- to develop postgraduates' knowledge of the conceptual foundations of management;

– to develop postgraduates' skills and methods of management activities based on modern management concepts;

- to develop postgraduates' managerial competence that ensures the success of their professional activities in educational management.

The academic discipline "Modern Management Concepts" accumulates the existing fund of effective knowledge of the master's student in the field of management, provides them with theoretical knowledge and forms competencies in the field of educational management. The academic programme combines the conceptual and methodological foundations of management with practical aspects related to introducing master students to current issues of technological processes - marketing, benchmarking, consulting, self-management, stress management and entrepreneurship in the field of education.

The content of the programme takes into account the specifics of the specialty 7-06-0114-02 Educational Management. This is expressed in an adequate combination and consideration of current management knowledge in a psychological and pedagogical context. The content of the academic discipline has been selected using the following criteria: fundamental character, competence, relevance, interdisciplinarity, cultural and praxeological generalization.

A distinctive feature of the process of mastering the discipline "Modern Management Concepts" is the consideration of the principles of personalized learning: the sequence of implementation of the mechanism "differentiation–individualization–personalization"; individual educational result of the master

student; encouragement of the master student taking into account his/her learning capabilities; providing the master student with an adequate multi-level information and educational space; reflexology. The content of the academic discipline makes it possible to organize such forms of in-class activities as a lecture, practical classes and a business game.

The main pedagogical means of teaching that meet the goals of studying the discipline are: problem-solving learning implemented in lectures (monographic lecture, lecture-discussion); educational and research activities (conducting micro-research, working with cases individually and in a group); reflexive learning; business game "Management Consulting" (with elements of project training), computer training, computer-based diagnostics) in practical classes, as well as in the organization of independent work.

When studying the discipline "Modern Management Concepts", the following forms of independent work are used:

- independent work in the form of completing tasks in preparation for practical classes under the guidance of a teacher;
- compilation of a glossary, map-scheme or mentalization of the topic of the lecture;
- development of a report accompanied by a multimedia presentation;
- performing differentiated, multi-level tasks;
- development of the final project in the field of management consulting in the field of education.

The following diagnostic tools are used to assess the achievements of postgraduates:

- presentation of research papers by postgraduates in practical classes;
- report with a multimedia presentation;
- business game report;
- defense of the final project on management consulting in the field of education;
- taking an exam in the academic discipline.

Requirements for the Master's degree level

Master's students who have completed the study of the discipline should ***know***:

- methodological foundations of modern management;
- concepts of modern management;
- key areas of modern educational management.

Master's students who have completed the study of the discipline should ***be able to***:

- be oriented in current trends and current problems of management in the field of education;
- use the conceptual and methodological foundations of modern management in solving professional problems related to educational process;
- generate and implement innovative ideas in the field of educational management on a scientific basis;

- apply management methods in independent research and professional activities.

Master's students who have completed the study of the discipline must be ***proficient in***:

- management methodology and methods for solving typical professional tasks;
- skills of analyzing, evaluating and adapting modern management concepts in the context of managing an education institution;
- skills of implementing methods of activity in accordance with a particular management concept in the context of the professional task being solved;
- ways of solving practical problems of educational management and implementing these solutions in the interests of the education institution.

Master's degree student after mastering the academic discipline "Modern Management Concepts" must have universal professional competence (APC-1) - To analyse, evaluate and adapt modern management concepts in the management of an education institution.

The programme of the discipline "Modern Management Concepts" according to the standard curriculum of the specialty is designed for 90 hours for the full-time form of education (of which 36 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 16 hours; practical classes - 20 hours. 54 hours are allocated for self-study. The form of control is a **test** (in the first semester). Intermediate certification is carried out in accordance with the curriculum of the specialty in the form of an **exam** in the 1st semester.

The programme of the discipline "Modern Management Concepts" according to the standard curriculum of the specialty is designed for 90 hours for the part-time form of education (of which 8 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 4 hours; practical classes - 4 hours. 82 hours are allocated for self-study. Intermediate certification is conducted in accordance with the curriculum of the specialty in the form of an **exam** in the 2nd semester.

The study load of the discipline is 3 credit units.

CONTENT OF EDUCATIONAL MATERIAL

Topic 1. Conceptual and methodological foundations of modern management

Management methodology. Methodological levels of management.

The notion of "concept". Conceptual foundations of management theory. Modeling in control theory. Basic concepts of management. Basic management ideas. The relationship between business and management. The concept of adaptation, the concept of global strategies and the concept of target orientations as integrated methodological foundations of modern management. Interrelation of management concepts.

Methodological approaches to management. System approach in management theory. Activity approach and its characteristics in the context of management. Process approach in management. Situational approach in modern management. Quantitative approach to management.

Evolution of management. Historical background of modern management concepts. Fundamental concepts of management. General Organizational Science by A. A. Bogdanov. N. Wiener's cybernetic model. Cause-and-effect cycles as a set of positive and negative feedback chains. Using the analogy method to analyze an organization's performance. Models of organization life cycles by L. Greiner and I. Adizes. Image of the organization based on G. Morgan.

Basic management schools. General features of classical management schools. School of Scientific Management (f. Taylor, F. and L. Gilbreth, G. Emmerson and others) and the administrative school. School of Behavioral Sciences (R. Likert, A. Maslow, D. McGregor, etc.). School of Human Relations (G. Munsterberg, M. Folett, C. Barnard, E. Mayo, etc.). Management from the point of view of management psychology.

Management in the field of educational services. Current management trends in the educational services market. Knowledge management as a basic direction of modern management concepts. Features of management of a modern education institution: integration of approaches.

Topic 2. Concepts and key trends of modern management

Modern management trends in the new economy. Formation of a "new economy" as a result of the development of new knowledge. The new economy, its characteristics and impact on modern management in the field of education.

Customization and taylorization of modern management. Virtualization and globalization of modern management, examples of implementation in institutions providing educational services. Cross-cultural management. International management of organizations.

The concept of strategic management as a key direction in the development of modern management (goals, objectives, basic concepts, meaning). Methodology of strategic planning of the organization's activities. Strategic management of personnel, production, finances, etc .

Goals, objectives and functions of innovation management. Innovative management orientation as a competitive advantage of the organization. Innovative potential of the organization. The main sources of innovation development. Venture organizations.

The concept of quality management, its significance in modern conditions. Quality policy of modern organizations. Basic concepts of quality management. Total Quality Management (TQM) system. International standard ISO 9000. The essence of management quality and features of its assessment. Ways of ensuring compliance with quality standards.

Concepts of financial management. Economic tools of financial management. Characteristics of the following concepts: financial policy, pricing policy, control, budget balance. Financial management functions as subsystems in the enterprise management system.

The concept of production management: goals, objectives, features of the organization, development trends. Structure of technological processes, classification of operating systems.

The concept of communication management as a promising direction (goals, tasks, methods, etc.). Features of communication processes in the organization. Possible errors when building a communication system in an organization.

The concept of crisis management. Management in the context of reorganization. The phenomenon of financial insolvency (bankruptcy). Opportunities to preserve human resources in the context of enterprise reorganization. The need for intra-company transformation and reorganization processes.

Human resource management concept: structure and interrelationships of the main provisions. HR branding: external and internal image of the organization as an employer. Modern areas of work with personnel: crowdsourcing, outsourcing, outstaffing. Development and implementation of the KPI system. Head Hunting as a modern recruiting trend. Technology and types of coaching. Job Shadowing: a new format for staff development. Assessment center: advantages and disadvantages. Outplacement: domestic and foreign experience.

Topic 3. Topical issues of management in the field of education

Management in the service sector. Education as a service sector. The service sector as an intensive and socially significant sector of the modern economy. Distinctive features of service sector organizations. Determining the quality parameters of educational services provided. Portal for rating the quality of services rendered by organizations of the Republic of Belarus. Market research and product positioning.

Key areas of modern management in the service sector: corporate management concept, marketing management, time management, brand management, project management (personal management), self-management, stress management.

Corporate management concept. Management of social and economic efficiency and organizational development of modern organizations. Corporate social responsibility. Modern models of organizational development. Theory of resource dependence (J. Pfeffer and G. Salachik). The theory of random transformations (J.

March and J. Smith). Olsen. Diagnostic methods and technologies of organizational development. Sociological methods of diagnostics. Psychological techniques. Assessment of the economic and social effectiveness of projects aimed at improving the organization's management. Methods of assessing the quality of management. Methods of evaluating personnel performance. The concept and essence of social development of an organization. The main directions of corporate social responsibility (CSR). CSR as a policy and concept of strategic development of an organization.

Marketing management. Basic concepts of marketing management. Marketing as a system of production and sales activities. Marketing potential. Economic efficiency of marketing activities.

Benchmarking - basic concepts, goals, objectives and implementation principles. Types of benchmarking. Benchmarking technology. Sources of information for benchmarking, the process of selecting a partner, and requirements for organizing work. Examples of benchmarking implementation in the management experience of organizations.

Project management as one of the key areas of modern management. Features of the project organizational structure. Functional areas of project management. Project management processes. Managing project development. Project implementation management. Personal management - goals, objectives, meaning and components.

The essence and meaning of time management. Typical mistakes of managers in time management. Principles of efficient use of time. Rules of personal organization and self-discipline. Methods of recording and analyzing the manager's time use.

Self-management concepts. (L. Seivert; M. Woodcock and D. Francis; B. Schwalbe and H. Schwalbe). Domestic approaches to self-management. The relationship between self-management and business culture.

Image management. Image management of the organization (internal and external). The main directions of image management. Brand management - goals, objectives and meaning. Rebranding. Stages of creating a brand.

Stress management - goals, objectives, meaning and components.

Management consulting in the field of education. Trends and problems of the management consulting market development. The essence, goals and development factors of management consulting. Stages of management consulting. Behavioral roles of consultants and types of client organizations. Multi-role tactics of consultant behavior. Determining the quality of consulting services provided.

Business game "Management Consulting". Defense of the final project in the field of modern management concepts in the field of education. Final lesson.

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE

(full-time education)

No.	Section title, topics	Number of hours						Form of knowledge control
		Lecture	Practical classes	Seminars	Laboratory work	Other activities	Self-study	
	MODERN MANAGEMENT CONCEPTS	16	20				54	
1.	**Conceptual and methodological foundations of modern management**	**4**	**4**					
1.1	Conceptual foundations of control theory 1. Management methodology. Methodological levels of management. 2. The notion of "concept". Conceptual foundations of control theory. 3. Historical prerequisites of modern management concepts. Evolution of management. 4. The concept of adaptation, the concept of global strategies and the concept of target orientations as enlarged methodological foundations of modern management.	2					4	Compilation of a vocabulary of scientific terms on the topic of the lecture
1.2	Methodological approaches to management 1. A system approach to control theory. 2. Activity approach and its characteristics in the context of management. 3. Process approach in management. 4. Situational approach in modern management. 5. Quantitative approach to management.		2				4	Report-presentation on the practical lesson.
1.3.	Fundamental concepts of management 1. General organizational science by A.A. Bogdanov. 2. Cybernetic model by N. Wiener.	2					2	Drawing up a mind map based on the content of the lecture

	3. Models of life cycles of the organization of L. Greiner and I. Adizes. 4. Image of the organization according to G. Morgan.							
1.4.	Major schools of management 1. Common features of classical management schools. 2. The School of Scientific Management (F. Taylor, F. and L. Gilbreth, G. Emmerson, etc.) and the Administrative School. 3. School of Behavioral Sciences (R. Likert, A. Maslow, D. McGregor, etc.). 4. School of human relations (G. Münsterberg, M. Folette, C. Barnard, E. Mayo, etc.). 5. Management in the field of educational services. Knowledge management as a basic direction of modern management concepts. 6. Features of management of a modern education institution: integration of approaches.		2				4	Report-presentation on the practical lesson.
2	**Concepts and key trends of modern management**	**6**	**8**					
2.1.	Modern trends in management in the new economy 1. The new economy, its characteristics and impact on modern management in the field of education. 2. Customization, Taylorization, virtualization and globalization of modern management. 3. Concepts of financial management. 4. The concept of production management.	2					2	Compilation of a lecture summary and a glossary of terms.
2.2	Key concepts of modern management used in the field of education 1. The concept of strategic management in the conditions of education institutions. 2. Goals, objectives and functions of innovation management in education institutions. 3. The concept of quality management, its importance in modern conditions.		2				4	Report-presentation on the issue (with examples of the implementation of the management concept in an institution providing educational services)
2.3	Modern management concepts that ensure educational process 1. The concept of communication management. 2. The concept of crisis management.	2					2	Development of a mind map based on the content of the lecture

	3. The concept of human resource management. 4. Technology and types of coaching.							
2.4.	Modern concepts of work with personnel 1. Modern trends of work with personnel 2. The essence of the concepts of crowdsourcing, outsourcing, outstaffing. 3. Development and implementation of the KPI system.	2					2	Compiling a comparative table "Modern concepts of working with personnel".
2.5.	Features of HR management 1. HR management in the field of education. 2. Head Hunting as a modern recruiting trend. 3. Job Shadowing: a new format for personnel development. 4. Assessment center: advantages and disadvantages. 5. Outplacement: domestic and foreign experience.		2				4	Report-presentation on the practical lesson.
2.6.	Implementation of modern management concepts in institutions providing educational services. 1. Examples of implementation of the concept of strategic management in the conditions of an education institution. 2. Examples of implementations of innovation management in education institutions.		2				4	Fulfilling differentiated and multi-level tasks.
2.7.	3. Examples of the introduction of modern management concepts in institutions providing educational services. 4. Analytical review of the relationship between modern concepts of management in the field of education.		2				4	Development of a roadmap for the implementation of the concept of modern management in the activities of the EE (at the choice of the postgraduate and on the subject of the master's research)
3.	**Topical issues of management in the field of education**	**6**	**8**					

3.1	Management in the field of educational services. 1. Education as a service sector. Distinctive features of service organizations. 2. Key areas of modern management in the field of educational services. 3. Project management as one of the key areas of modern management.	2					2	Drawing up a mind map based on the content of the lecture
3.2	Current trends in modern management in the field of educational services 1. The concept of corporate management. 2. Marketing management. 3. Benchmarking technology. 4. The essence and significance of time management. 5. Concepts of self-management.	2					2	Compiling a comparative table "Current trends in modern management in the field of educational services".
3.3.	Project management in the field of education 1. Features of the project organizational structure. 2. Functional areas of project management. 3. Project management processes. 4. Project development management. 5. Project implementation management.	2					2	Developing and presenting an example of the implementation of the concept of project management in the field of education.
3.4.	Key areas of modern management in the field of educational services. 1. Concepts of self-management. 2. Principles of effective use of time in time management. 3. Personal management goals, objectives, meaning, constituent elements. 4. The main directions of image management. 5. Stress management goals, objectives, meaning, constituent elements.		2				4	Report-presentation in the practical class. Supplementing the comparative table "Current trends in modern management in the field of educational services".
3.5	Business game "Management Consulting". 1. Management consulting in the field of education. 2. Case solving. Tendencies and problems of development of the market of management consulting in the field of educational services. 3. Case solving. Defining the quality of consulting services provided.		2				2	Completing the tasks of the business game

3.6.	1. Micro-modeling of the stages of management consulting. 2. Micro-modeling of multi-role tactics of consultant behavior. 3. Micro-modeling of behavioral roles of the consultant and types of client organizations. 4. Essay "The essence, goals and factors of development of management consulting in the field of educational services".		2				4	Business game Report Writing an essay with a reflective focus
3.7.	Defense of the final project in the field of modern concepts of management in the field of education. Final lesson. 1. Requirements for implementation and criteria for evaluating projects. 2. Relay of projects (project defense). 3. Evaluation and reflection of completed projects. 4. Evaluation and reflection of the study of the discipline "Modern Management Concepts".		2				2	Preparing reports-presentations of final projects in the field of modern management concepts
	Total	**16**	**20**				**54**	**Exam**

INFORMATION AND METHODOLOGICAL SECTION

List of basic literature:

1. Артеменок, Е. Н. Стратегический и инновационный менеджмент в образовании [Электронный ресурс] : электрон. учеб.-метод. комплекс / Е. Н. Артеменок // СДО Moodle / Белорус. гос. пед. ун-т. – Режим доступа: https://bspu.by/moodle/course/view.php?id=2271. – Дата доступа: 15.05.2023.

List of additional literature:

1. Брасс, А. А. Менеджмент: основные понятия, виды, функции : пособие для подгот. к экзаменам / А. А. Брасс. – Минск : Соврем. шк., 2016. – 352 с.
2. Ермолич, С. Я. Менеджмент в социально-педагогической сфере : учеб.-метод. пособие / С. Я. Ермолич ; Белорус. гос. пед. ун-т. – Минск : Респ. ин-т высш. шк., 2015. – 196 с.
3. Ковальчук, Л. С. Экономика образования / Л. С. Ковальчук. – Минск : Белорус. гос. пед. ун-т, 2018. – 135 с.
4. Корзникова, Г. Г. Менеджмент в образовании : учебник / Г. Г. Корзникова. – 2-е изд., перераб. и доп. – М. : Инфра-М, 2017. – 327 с.
5. Майорова, Е. С. Как организовать успешное продвижение образовательных услуг на международные рынки: основные принципы построения эффективной маркетинговой стратегии учреждения образования / Е. С. Майорова, О. Н. Кунгурцева // Нар. асвета. – 2014. – № 8. – С. 7–11.
6. Менеджмент в образовании : учеб. и практикум для бакалавриата и магистратуры / С. Ю. Трапицын [и др.] ; под ред. С. Ю. Трапицына. – М. : Юрайт, 2018. – 413 с.
7. Образование в интересах устойчивого развития в Беларуси: теория и практика / под науч. ред. А. И. Жука, Н. Н. Кошель, С. Б. Савеловой. – 2-е изд. – Минск : Белорус. гос. пед. ун-т, 2017. – 640 с.
8. Савенко, Т. В. Междунродный рынок образовательных услуг: проблемы и перспективы интеграции Республики Беларусь / Т. В. Савенко // Изв. Гомел. гос. ун-та им. Ф. Скорины. – 2019. – № 2. – С. 136–139.
9. Седова, Н. В. Стратегия развития экспорта образовательных услуг в России / Н. В. Седова // Вестн. Воронеж. гос. ун-та. Сер.: Проблемы высш. образования. – 2016. – № 3. – С. 99–102.
10. Шарипов, Ф. В. Педагогический менеджмент / Ф. В. Шарипов. – М. : Унив. кн., 2014. – 480 с.

Websites and electronic resources

Type	Mode of access	Objective
Internet site	https://president.gov.by/en	information resource
Internet site	https://www.hofstede-insights.com/country-comparison-tool	information resource
Internet site	https://www.belarus.by/en//	information resource
Internet site	www.learningapps.org	interactive tasks tool
Internet site	https://plos.org/publications	electronic resource
Internet site	https://e-management.guu.ru/jour/index	electronic resource
Internet site	https://hr-elearning.ru/hr-menedzher-obyazannosti-trebovaniya-i-k	electronic resource
Internet site	https://: www.bspu.by.	electronic resource

Diagnostic tools

The following diagnostic tools are used to assess the achievements of postgraduates:

- presentation of research papers by postgraduates in practical classes;
- report with a multimedia presentation;
– business game report;
- defense of the final project on management consulting in the field of education;
- taking an exam in an academic discipline.

Methodological recommendations for organizing and performing independent work

When studying the discipline "Modern Management Concepts", the following forms of independent work are used:

- independent work in the form of completing tasks when performing laboratory work under the guidance of the teacher;
- compilation of a glossary, map-scheme or mentalization of the topic of the lecture;
- development of a report accompanied by a multimedia presentation;
- performing differentiated, multi-level tasks;
- development of the final project in the field of management consulting in the field of education.

Exam Questions

1. Management methodology. Methodological levels of management.
2. The notion of "concept". Conceptual foundations of management theory.
3. Historical background of modern management concepts. Evolution of management.
4. The concept of adaptation, the concept of global strategies and the concept of target orientations as integrated methodological foundations of modern management.
5. Methodological approaches to management: system and activity approach in management theory.
6. Methodological approaches to management: process, situational and quantitative
7. General Organizational Science by A. A. Bogdanov.
8. N. Wiener's cybernetic model.
9. Models of organization life cycles by L. Greiner and I. Adizes.
10. Images of the organization based on G. Morgan.
11. General features of classical management schools.
12. School of Scientific Management (f. Taylor, F. and L. Gilbreth, G. Emmerson, and others) and the administrative school.
13. School of Behavioral Sciences (R. Likert, A. Maslow, D. McGregor, etc.).
14. School of Human Relations (G. Munsterberg, M. Folett, C. Barnard, E. Mayo, etc.).
15. Management in the field of educational services. Features of the educational services market.
16. Knowledge management as a basic direction of modern management concepts.
17. Features of management of a modern educational institution: integration of approaches.
18. Customization, taylorization, virtualization and globalization of modern management.
19. Concepts of financial management.
20. Production management concept.
21. The concept of strategic management in education institutions.
22. Goals, objectives and functions of innovation management in education institutions.
23. The concept of quality management, its significance in modern conditions.
24. The concept of communication management.
25. The concept of crisis management.
26. The concept of human resource management.
27. Technology and types of coaching.
28. Modern areas of HR work: crowdsourcing. outsourcing, outstaffing. Job Shadowing, KPI, Head Hunting.
29. Assessment center: advantages and disadvantages. Outplacement: domestic and foreign experience.

30. Education as a service sector. Distinctive features of service sector organizations.
31. Project management as one of the key areas of modern management.
32. Corporate management concept.
33. Marketing management.
34. Benchmarking technology.
35. Self-management concepts.
36. Principles of effective use of time in the concept of time management.
37. Personal management: goals, objectives, meaning, components.
38. The main directions of image management.
39. Stress management: goals, objectives, meaning, components.
40. Management consulting in the field of education.

Practice-oriented tasks for the exam

1. Describe the term "new economy", what it is and its impact on modern management in the field of education.
2. Formulate current problems of management in the field of education.
3. Give examples of the implementation of modern management concepts in institutions that provide educational services.
4. Give examples of the implementation of the concept of strategic management in the context of an educational institution.
5. Give examples of the implementation of innovative management in education institutions.
6. Give an example of the implementation of the project management concept in the field of education.
7. Provide examples of effective implementation of modern management concepts in education institutions.
8. Formulate promising trends in the development of management in the field of educational services from your point of view.
9. In your opinion, what are the goals and factors of development of management consulting in the field of educational services?
10. Formulate the essence and significance of time management for the head of an education institution.
11. Give an example of using coaching technology in an education institution.
12. In your opinion, what are the trends and problems in the development of the management consulting market in the field of educational services?
13. List the stages of management consulting and formulate criteria for determining the quality of consulting services provided.
14. Give an example of the consultant's multi-role behavior tactics with different types of client organizations (of your choice).
15. Analytical conclusion on the interrelation of modern concepts of management in the field of education.

Criteria of evaluating the learning outcomes

The level of knowledge and methods of activity in the field of modern management concepts is evaluated.

There are stages in mastering the educational material, or levels of educational activity (assimilation of educational material).

The first level - actions for recognition, recognition of concepts (object), distinguishing and establishing similarity.

The second level is actions to reproduce the educational material (object of study) at the level of memory, i.e. unconscious reproduction.

The third level is actions related to the reproduction of educational material (the object of study) at the level of understanding (conscious reproduction), description and analysis of the action with the object of study.

The fourth level - actions to apply knowledge in a familiar situation according to the model, performing actions with clearly defined rules, applying knowledge based on a generalized algorithm to solve a new educational problem.

The fifth level is the application of knowledge (skills) in an unfamiliar situation to solve a new set of tasks, creative transfer of knowledge (independent use of previously acquired knowledge in a new situation, to solve a problem; vision of the problem and ways to solve it, etc.).

Integrated 10-point scale for assessing the academic achievements of master students in the academic discipline "Modern Management Concepts"

Levels	Scores	Evaluation indicators
	0	No response or refusal to respond
1. Low (receptive)	1	Recognition of the object of study, recognition of certain well-known terms and facts; manifestation of the desire to overcome learning difficulties; manifestation of situational interest in the teaching and subject. UNSATISFACTORY
	2	Recognition of the object of study, distinguishing definitions, structural elements of knowledge; manifestation of volitional efforts and motivation of learning. UNSATISFACTORY
2. Satisfactory (receptive-reproductive)	3	Incomplete reproduction of the programme educational material at the memory level; the presence of significant errors that can be eliminated with the help of the teacher; difficulties in applying special, general educational and intellectual skills; the desire to overcome difficulties; situational manifestation of responsibility, self-criticism. SATISFACTORY
	4	Mastering educational material at the reproductive level and its incomplete reproduction; the presence of correctable errors with additional questions; difficulty in applying certain special, general educational and intellectual skills or individual skills; the manifestation of strong-willed efforts, interest in learning,

		adequate self-esteem, independence, meaningfulness of actions, etc. is VERY SATISFACTORY
3. Medium (reproductively productive)	5	Conscious reproduction of programme training material, including those of varying degrees of complexity, with minor errors; difficulty in applying certain special, general educational and intellectual skills; interest in learning and achieving results. ALMOST GOOD
	6	Full reproduction of the programme training material with minor errors; application of knowledge in a familiar situation according to the model; application of special, general educational and intellectual skills with little help from the teacher; perseverance and the desire to overcome difficulties; situational manifestation of the desire for creativity. WELL
4. Sufficient (productive)	7	Mastering programme training material, including various degrees of complexity, operating with it in a familiar situation; the occurrence of single insignificant errors in activities; independent application of special general educational and intellectual skills; manifestation of the desire for creative transfer of knowledge, organization, self-criticism, reflection, etc. VERY GOOD
	8	Knowledge of the programme educational material and operating it in familiar and unfamiliar situations; the occurrence of individual insignificant errors in activities that are independently corrected by the student; the presence of a certain experience of creative activity; the manifestation of conscientiousness, responsibility, self-esteem, reflection, etc. ALMOST PERFECT
5. High (productive, creative)	9	Free use of programme training materials of various degrees of complexity in an unfamiliar situation; performing creative tasks; high level of independence and erudition. EXCELLENT
	10	Free use of programme training materials of various degrees of complexity using information from other training courses and disciplines; the ability to consciously and quickly transform the acquired knowledge to solve problems in non-standard situations; manifestation of purposefulness, responsibility, cognitive activity, creative attitude to learning. PROFICIENT

INTERDISCIPLINARY COMPLIANCE OF THE ACADEMIC PROGRAMME IN THE ACADEMIC DISCIPLINE "MODERN MANAGEMENT CONCEPTS"

The educational discipline to be complied with	Department	Proposals for changes in the content of the academic programme of the higher education institution in the educational discipline	The decision made by the Department that has developed the academic programme (with the date and the minutes number)
Digital Education Management	Department of Pedagogy	To eliminate duplication in studying the questions 1. "Specifics of management as a type of management activity" 2. "The history of formation and modern interpretation of the concepts of "management" and "manager".	Minutes No. as of _____2023
HR Management		To eliminate duplication in studying the concepts: "HR management" and "personnel marketing", "human resource management".	Minutes No. as of _____2023