Документ подписан простой электронной подписью Информация о владельце: ФИО: Максим MAINESTRY OF SCIENCE AND Должность: директор департамента по образовательной политике Дата подписания: 31.05.2024 14:51:41 Уникальный программные deral State Autonomous Educational Institution of Higher Education 8db180d1a3f02ac9e60521a5672742735c18b1d6 "Moscow Polytechnic University"

APPROVE Vice-President or International Affairs Yu.D. Davydova/ 11 2024

WORKING PROGRAM OF THE DISCIPLINE

"Management and Business Performance Evaluation"

Field of study 38.03.02 Management

Educational program (profile) "Business Process Management"

> Qualification (degree) Bachelor

> > Form of study **Part-time**

Moscow 2024

Rdeveloper(s): Senior teacher of the Department of Management

Ruf

/ N.E. Sokolova/

Agreed:

Head of the Department of Management, Ph.D., Associate Professor

Of.

/E.E.Alenina/

Content

1. Goals, objectives and planned learning outcomes in the discipline	3
2. The place of discipline in the structure of the educational program	3
3. Structure and Contents of the discipline	3
3.1. Types of educational work and labor intensity	7
3.2. Thematic plan for studying the discipline	8
3.3. Contents of the discipline	9
3.4. Topics of seminars/practical and laboratory classes	11
4. Educational, methodological and information support	12
4.1. Regulatory documents and GOSTs	12
4.2. Main literature	12
4.3. Additional literature	12
4.4. Electronic educational resources	12
4.5. Licensed and freely distributed software	12
4.6. Modern professional databases and information references systems	12
5. Logistics1	13
6. Methodological recommendations1	13
6.1. Methodological recommendations for teachers on organizing training	13
6.2. Guidelines for students on mastering the discipline	13
7. Fund of assessment funds	17
7.1. Methods of monitoring and assessing learning outcomes	18
7.2. Scale and criteria for assessing learning outcomes	18
7.3. Evaluation tools	24

1. Goals, objectives and planned learning outcomes in the discipline.

The discipline "Management and assessment of the effectiveness of business processes" is aimed at students receiving higher education, aimed at obtaining the competence necessary to perform a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and for its structural divisions, acquiring the qualification "Manager" "

Course objectives:

- to generate knowledge in the field of technologies for assessing the economic and social conditions of entrepreneurial activity, identifying new opportunities and forming new business models.

- developing skills for coordinating business activities in order to ensure consistency in the implementation of the business plan by all participants.

Course objectives:

-form atslat chatels with villagegenerality ananalyze the relationships between functional strategies of companies in order to prepare balanced management decisions.

- to form the ability to analfrom organizational and economeconomic problems, in order to stimulate production and increase sales volumes, improve the quality and competitiveness of manufactured goods and services, economical and efficient use of material, financial and labor resources.

A list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the professional training program.

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage in the formation of relevant competencies:

Code and name of competence	Code and content of the competency achievement indicator
PK-4. Able to prepare for implementation, monitor parameters and assess the success of changes carried out in the organization	- IPK-4.1. Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities in the amount

sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. IPK-4.2 . Able to plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder participation; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the organization's readiness to change in accordance with the chosen solution; develop indicators Andassess the state of the organization; evaluate the business opportunity to implement the solution in terms of selected
selected approaches; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria. IPK-4.3 . Have the skills to analyze the organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed solution targets; management of interaction with stakeholders (satisfaction, degree of involvement); managing risks caused by changes carried out in the organization; analysis and evaluation of the effectiveness of the implemented solution; analyzing the reasons and developing ways to refine the solution if the solution fails to achieve the set business goals; analysis and development of ways to adapt the organization to the use of a new solution.

2. Place of discipline in the structure of the educational program

The discipline "Management and assessment of the effectiveness of business processes" is one of the disciplines of the part formed by participants in educational relations (B.1.2.12.) of the master's educational program.

The discipline "Management and assessment of the effectiveness of business processes" is interconnected logically, substantively and methodologically with the following EP disciplines:

- "Corporate and social responsibility -

"Foresight management"

- "Strategic management"

3. Structure and content of the discipline.

The total labor intensity of the discipline is _3_ credit(s) units (144 hours).

3.1. Types of educational work and labor intensity(according to forms of study)

3.1.1. Part-time education

No	Type of advectional work	Number of	Seme	esters
•	Type of educational work	hours	7	-
1	Auditory lessons	72	72	-
	Including:			-
1.1	Lectures	36	36	-
1.2	Seminars/practical sessions	36	36	-
71.3	Laboratory exercises	-	-	-
2	Independent work	72	72	-
3	Interim certification	-	-	-
	Test/differential test/exam	test	test	-
	Total	144	144	

3.2. Thematic plan for studying the

discipline(according to forms of study)

3.2.1. Part-time education

Sections/topics of the	Labor intensity, hour						
discipline							
	Total	Lecture	Seminars/practi cal lessons	Laboratory classes	PracticalPrepar ation	Independent Job	
THOSEMA1.The essence of the concept of "business process". Approaches to	16	4	4			8	
THOSEMA 2.Classification of business processes	16	4	4			8	
THOSEMA 3.Efficiency: essence and criteria.	16	4	4			8	
THOSEMA 4.Control system analysis	16	4	4			8	
THOSEMA 5.Management effectiveness assessment	16	4	4			8	
THOSEMA 6.Efficiency of public administration	16	4	4			8	

TEMA 7.Efficiency of the state's rule-making activities	16	4	4	8
THOSEMA 8.Organizational development: management effectiveness and system of	16	4	4	8
THOSEMA 9.Basic levels of intervention and methods of organizational development	16	4	4	8
Certification form				
Total hours	144	36	36	72

3.3. Contents of the discipline

Topic 1. The essence of the concept of "business process". Approaches to business process management

The essence of the concept of "business process". Stages of business process management. Business process relationships. Approaches to business process management.

Topic 2. Classification of business processes

Basic business processes. Supporting business processes. Business management processes. List of business management processes. Characteristics of business processes.

Topic 3. Efficiency: essence and criteria.

Ananalysis of private economic efficiency, socio-economic efficiency of organization management.

Indicators of the successful performance of the organization.

Seminar 1. Productivity indicators: enterprise profit, unit price, labor productivity, staff turnover, wages, social costs, investments in technology upgrades, losses in crisis situations (determining the organization's resistance to changes in sales markets.

Seminar 2. Assessing the effectiveness of organizations based on correlating productivity indicators and invested resources at different stages of the technological cycle.

Topic 4. Analysis of the control system.

Principles, methods and essence of management system analysis.

Peculiarities analisa Oorganizational pageatculture atboard, elements of the management system and the management process.

Seminar 3. Theoretical and methodological foundations of control systems research.

Seminar 4. Study of management functions, structures and processes. Topic

5. Assessment of management effectiveness.

Targeted, systemic, multi-parameter approach. Types of assessment. Seminar 5. Efficiencylabor of a managerial employee.

Labor efficiency of the management apparatus, its individual bodies and divisions. Efficiency of the management process; efficiency of the management system.

Topic 6. Efficiency of public administration. Efficiency of government and

public service.

Effectiveness of government policies and programs. Performance-based management in the public sector: opportunities and limitations.

Seminar 6. Measuring the effectiveness of public administration. State management of the economy and social sphere Topic 13.1. State economic management. State management of the social sphere

Topic 7. Efficiency of rule-making activities of the state.

Measures to improve the quality of new and existing regulations.

Seminar 7. Criteria for assessing regulations: general, sectoral and specific. Financial and economic indicators of the effectiveness of regulations.

Topic 8. Organizational development: management effectiveness and system of methods.

Methods for increasing the efficiency of organization management. Methods of organizational development.

Seminar 8. Main stages of development and implementation of an organizational development program

Topic 9. Basic levels of intervention and methods of organizational development.

3.4. Topics of reports in the discipline "Management and assessment of the effectiveness of business processes"

(formation of competence PC-4)

- 1. Efficiency ratingemanagement activity and professionalism
- 2. Managementnbased on the results: analysis and evaluation
- 3. Managementnchanges: innovation
- 4. Regatlaative reform in Russia: analysis and evaluation of effectiveness
- 5. Ananalysis and assessment of the effectiveness of government decisions
- 6. Effectivenity of public administration in the region
- 7. Mnogoaspectivity and dynamicity assessments EffectAndmanagement

8. EffectivenIntegrity of the public service: analysis and assessment

9. Ananalysis and risk management

- 10. Ananalysis and evaluation of government programs
- 11 EffectivenThe essence of rule-making activities of the state
- 12. OrganizeAnational development and the problem of bureaucracy
- 14. Effectivenmanagement and multidimensional intervention
- 15. Pageatcultural changes and management efficiency
- 16. Totalatquality management: analysis and evaluation
- 17. Managementnlack of efficiency in the public sector
- 18. Efficiency ratingemanagement activity and strategic behavior

19. MechanistAndlogical management model and organizational effectiveness

20. Dethiscentralization of management: analysis and evaluation of

effectiveness

21. CeljeVth approach to management: performance assessment

22. Factors transformations in the organization: analysis and evaluation of effectiveness

- 23. Powerned structures and management efficiency
- 24. Informalbthe organization's environment and management efficiency
- 25. EffectivenIntervention and organizational development
- 26. WITHOsocial and economic efficiency: analysis and assessment
- 27. TORmanagement efficiency iterations
- 28. ProduceTintegrity and efficiency of public administration
- 29. DOtrust, interaction and effectiveness

thirty. Efficiency ratingeactivity and command-and-control approach

- 31. TOontrol and monitoring in the organization
- 32. Informationtsion control support
- 33. WITHatPower of integration in management
- 34. Effectivenintegrity and quality of public administration 35. Dethownership of the State Duma
- 36. Methods organizational development

4. Educational, methodological and information support

4.1 Basic literature:

1. Kasyanenko, T.G. Economic assessment of investments: textbook and workshop / T.G. Kasyanenko, G.A. Makhovikova. - Moscow: Yurayt Publishing House, 2023. - 559 p. — (Bachelor and Master. Academic course). — ISBN 978-5-9916-3089-4. — Text: electronic // Educational platform Urayt [website]. - URL: <u>https://urait.ru/bcode/533059</u>

4.2 Further reading:

1. Staroverova, K.O. Management. Management efficiency: textbook for universities / K. O. Staroverova. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2024. - 269 p. - (Higher education). — ISBN 978-5-534-09017-8. — Text: electronic // Educational platform Urayt [website]. — URL:<u>https://urait.ru/bcode/538105</u>.

Management: textbook and workshop for universities / I. N. Shapkin [et al.]; under the general editorship of I. N. Shapkin. — 5th ed., revised. and additional - Moscow: Yurayt Publishing House, 2024. - 589 p. - (Higher education). — ISBN 978-5-534-09158-8. — Text: electronic // Educational platform Urayt [website]. — URL:<u>https://urait.ru/bcode/544945</u>.

4.3 Software and Internet resources:

- Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.4 Electronic educational resources

An electronic educational resource on the discipline is under development.

4.5. Licensed and freely distributed software.

Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.5. WITHModern professional databases and information reference systems

- 1. <u>http://www.gov.ru</u> WITHServer of state authorities of the Russian Federation.
- 2. <u>http://www.mos.ru</u> Official server of the Moscow Government. 3. <u>http://www.minfin.ru</u> Ministry of Finance of the Russian Federation.
- 4. <u>http://www.gks.ru</u>Federal State Statistics Service.
- 5. <u>http://www.ereport.ru</u> World economy.
- 6. <u>http://uisrussia.msu.ru</u>University information system of Russia.
- 7. <u>http://www.fin-izdat.ru</u> Publishing house "Finance and Credit" 8. <u>http://economist.com.ru</u> The Economist magazine.
- 9. <u>http://www.mevriz.ru</u> Zhurnal "Management in Russia and abroad"
- 10. <u>http://minpromtorg.gov.ru/</u> Ministry of Industry and Trade Russian Federation.

5. Material and technical support of discipline.

Auditoriums for lectures and seminars of the general fund: educational tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Methodological recommendations

6.1. Methodological recommendations for teachers on organizing training.

Current control (carried out by the lecturer and teacher): correctness of answers to questions on the topics covered; assessment of existing opinions and approaches to solving specific problems; essay preparation; intermediate testing in individual sections of the discipline.

When performing routine monitoring, it is possible to use test material. Samples of control questions and tasks for conducting ongoing monitoring are given in the appendix. When implementing a bachelor's degree program, an organization has the right to use e-learning and distance learning technologies. All materials are posted in the Moscow Polytechnic Library.

When training people with disabilities, e-learning and distance educational technologies must provide for the possibility of receiving and transmitting

information in forms accessible to them.

6.2. Guidelines for students on mastering the discipline.

Lecture is a systematic, consistent, monologue presentation by the teacher of educational material, usually theoretical character. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to later recall the studied educational material and supplement the content when working independently with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientificconclusions and practical recommendations, positive experience in public speaking. It is advisable to leave margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher's thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Methodological instructions for students when working at the seminar. Seminars are implemented in accordance with the working curriculum with consistent study of discipline topics. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommended to finalize your lecture notes by making appropriate notes from the literature recommended by the teacher and provided for by the curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

Since the student's activity in seminar classes is the subject of monitoring his progress in mastering the course, preparation for seminar classes requires a responsible attitude. During interactive classes, students must be active.

Methodical instructions for students by organizing independent work.

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

At onlIchii aboutatexpectant from hisla persons With OGlimited health capabilities, they will be provided with printed and (or) electronic educational resources in forms adapted to

restrictions on their health.

Guidelines for making presentations. Presentation (from the English word -

presentation) is a set of

color pictures-slides on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimesthey say, "slide film") is associated primarily with the information and advertising functions of pictures,

which are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact between the speaker and the demonstration material;
- mobility and compactness of information media and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for designing computer presentations General design rules

Many designers claim that there are no laws or rules in design. There are tips, tricks, tricks. Design, like any kind of creativity, art, like any way of some people communicating with others, like a language, like a thought, will bypass any rules and laws.

However, there are certain guidelines that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and guidelines.

Font design rules:

- Serif fonts are easier to read than sans serif fonts;
- It is not recommended to use capital letters for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation Design Guidelines

To ensure that the presentation is well received by the audience and does not evoke negative emotions (subconscious or fully conscious), it is present to follow the rules of its registration

it is necessary to follow the rules of its registration.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specificscombining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. So, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

Let's consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- Rfont size: 24–54 points (heading), 18–36 points (plain text);
- tsThe font color and background color should contrast (the text should be easy to read), but not hurt the eyes;
- font type: for the main text a smooth sans-serif font (Arial, Tahoma, Verdana), for the title you can use a decorative font if it is easy to read;
- Italics, underlining, bold font, and capital letters are recommended to be used only for semantic highlighting of a text fragment.
- Design of graphic information:
- Rdrawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- It is advisable to avoid drawings in the presentation that do not carry a semantic load, if they are not part of the style;
- tsThe color of graphic images should not sharply contrast with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
 if a graphic image is used as a background, then text
- against this background it should be clearly readable.
- Contents and arrangement of information blocks on the slide:
 Andthere should not be too many information blocks (3-6);
- RThe recommended size of one information block is no more than 1/2 the size of the slide;
- It is desirable to have blocks with different types of information on the page (text, graphs, diagrams, tables, pictures) that complement each other;
- • Key words in the information block must be highlighted;
- AndIt is better to place information blocks horizontally, blocks related in meaning - from left to right;
- nThe most important information should be placed in the center of the slide;

- • the logic for presenting information on slides and in a presentation should correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, we must not forget about their content - the text. In no case should itcontain spelling errors. You should also take into account the general rules of text formatting.

ByAfter creating a presentation and its design, you need to rehearse its presentation and your speech, check how the presentation as a whole will look (on a computer screen or projection screen), how quickly and adequately it is perceived from different places in the audience, under different lighting, noise, in an environment as close as possible to real performance conditions.

CodeandCode And content indicatorname of competenceachievementscompetencies	Form of assessment tool	Degrees of levels of	
--	-------------------------------	----------------------------	--

7. Fund of assessment funds

PC-4.Able to	IPK-4.1 .Knows visual modeling languages; collection,	Baselevel
prepare for	analysis, systematization, storage and maintenance of	
implementation	business analysis information; information	-
, monitor	technologies (software) used in the organization, to the	capablea
parameters and	extent necessary for business analysis purposes;	nalyze,
assess the	systems theory; subject area and specifics of the	apply
success of	organization's activities to the extent sufficient to solve	skills and
changes carried	business analysis problems; theory of interpersonal and	functions
out in the	group communication in business interaction; conflict	of
organization	theory; requirements management methods, techniques,	compete
-	processes and tools; risk management theory; methods	nce in
	of planning the organization's activities; methods and	educatio
	techniques for determining indicators for assessing the	
	current or desired state of the organization; methods for	nal and
	assessing the effectiveness of decisions.	prepared
	ANDPC-4.2. Able to plan, organize and conduct	situation
	meetings and discussions with stakeholders; identify,	8
	register, analyze and classify risks and develop a set of	
	measures to minimize them; present business analysis	Elevatedle
	information in a variety of ways and formats for	vel
	discussion with stakeholders; apply information	1 1
	technology to the extent necessary for business analysis	- capable
	purposes; analyze internal (external) factors and	analyze,
		applyskill
	conditions affecting the organization's activities;	s and
	analyze the degree of stakeholder participation; explain	functions
	the need for work	of
	Bybusiness analysis; make changes in accordance with	competen
	the chosen solution; assess the organization's readiness	ce in
	to change in accordance with the chosen solution;	practice
	develop indicators and assess the state of the	and in
	organization; evaluate the business opportunity to	non-
	implement the solution in terms of selected target	standard
	indicators; analyze the organization's activities; model	situations
	the scope and boundaries of work; collect, classify,	
	systematize and ensure storage and updating of business	
	analysis information; formalize the results of business	
	analysis in accordance with the selected approaches;	
	•	
	analyze the requirements of stakeholders in terms of	
	quality criteria determined by the selected approaches;	
	analyze the subject area; analyze the requirements for	
	the solution in terms of quality criteria determined by the	
	selected approaches; evaluate the effectiveness of the	
	solution in terms of selected criteria.	
	ANDPC-4.3. Possess analysis skills the organization's	
	readiness to implement changes; development and	
	implementation of measures to prepare the organization	
	for changes; monitoring ongoing changes in terms of	
	achieving the developed solution targets; management	
	of interaction with stakeholders (satisfaction, degree of	
	involvement); managing risks caused by changes	
	carried out in the organization; analysis and evaluation	
	of the effectiveness of the implemented solution;	
	analysis of the development of ways to refine the	
	solution if the solution fails to achieve the set business	
	goals; analysis and development of ways to adapt the	
	organization to the use of a new solution.	

7.1. Methods for monitoring and assessing learning outcomes

In the process of mastering this discipline, the student develops and demonstrates the following competencies:

7.2. Scale and criteria for assessing learning outcomes

In the process of mastering the educational program, competencies, including their individual components, are formed step by step in the course of mastering students of disciplines (modules), practices in accordance with the curriculum and calendar schedule of the educational process.

By the indicator for assessing competencies at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

PC-4. Able to prepare for implementation, monitor parameters and assess the success of cl in the organization

Index	Criteria assessments					
Index	2	3	4	5		

ANDPC-4.1. Knowsvisual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques,	studentdemonstrates a complete absence or insufficient compliance with the following knowledge: languagesvisual modeling; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group	studentdemonstrates incomplete compliance with the following knowledge: languagesvisual modeling; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; theory systems; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business	studentdemonstrates partial compliance with the following knowledge: languagesvisual modeling; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for business analysis purposes; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory;	studentdemo compliance following ki languagesvi collection, a systematizat and mainter business ana information technologies used in the of the extent no business ana purposes; sy subject area of the organ activities to sufficient to analysis pro of interperso communicat interaction; theory; requ managemen techniques, tools; risk m
---	---	--	--	--

processesand requirements management tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions.	communicationsin business interaction; conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions.	interaction; conflict theory; requirements management methods, techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. Allowedsignificant errors, insufficient knowledge is manifested, according to a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	methods,requirements management techniques, processes and tools; risk management theory; methods of planning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. studentdemonstrates partial compliance with the following skills	methodsplanning the organization's activities; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for assessing the effectiveness of decisions. Educationaloperates freely with acquired knowledge.	
IPK-4.2. Able to plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats	student Notable or insufficiently able plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them;	studentdemonstrates incomplete compliance with the following skills: plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them;	studentDemonstrates partial compliance with the following skills: to plan,organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a complex	studentdemonstrates full compliance with the following skills: to plan,organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; introduce	

for discussionpresent business analysispresent business analysiseventsPOtheirinformationisness analysiswithanalysisanalysisanalysisminimization; analysis in a varietyapplyvariety of ways analysisvariety of ways analysispresent business analysisfor discussion with analysisinformationand formats for analysisdiscussion with informationvariety of ways analysisinformation informationanalysisinformationtechnology to the etchnology to the etchnology to the etchnology to the etchnology to the informationinformation purposes; extent necessary for businessanalysis analyze informationandread analyzeinformation technology to the etchnology to the informationpurposes; extent necessary factors and analyze informationpurposes; extent necessary factors and conditions analyze information's analyze internal activities; analyze internal activities; analyze internal activities; analyze internal activities; analyze internal activities; analyze internal activities; analyze internal activities; analyze the activities; analyze the activities; analyze the activities; analyze the activities; analyze the activities; activities; analyze the activities; activities; analyze the activities; activities; analyze the accordance with the chosen for businessactivities; analyze activities; analysis work; analysis work; analysis work; analysis work; accordance with the chosen for businessactivities; analyze activi					
stakeholders; informationinformation in a variety of ways and formats for all formats for all formats for all formats for all scussion with stakeholders; and formats for analysispresent business information in a variety of ways and formats for discussion with stakeholders; and formats for analysispresent business information information information informationanalysis analyze informations analyze informationsand formats for information technology to the extent necessary for business analyze internal cexternal) factors and conditions analyze internal activities; analyze internal information's activities; analyze internal activities; analyze internal activities; analyze internal activiti	for discussion	present business	present business	eventsPOtheir	informationbusiness
applyvariety of waysanalysisfor discussion with stakeholders; applyinformationand formats forinformationinformationextent necessarystakeholders;and formats forinformationanalysisinformationapplyapply informationdiscussion withpurposes;technology to thestakeholders; applybusinessextent necessaryanalyzisinformationtechnology to thestakeholders; applypurposes; analyzeand conditionsanalysisanalysisinformationtechnology to theand zze internalextent necessaryfor businessconditionsaffecting thepurposes;(external) factorsanalysis purposes;analysis purposes;and conditionsanalyze internalaffecting theaffecting theconditionsaffecting theaffecting theaffecting theaffecting theaffecting theanalyze theand conditionsaffecting theaffecting theactivities; analyzeanalysis work;atakeholderactivities; analyzeactivities; analyzeactivities; analyzeanalysis work;stakeholderactivities; analysis work;accordance withthe degree ofaccordance withexplain the needanalysis work;accordance withaccordance withaccordance withexplain the needanalysis work;accordance withaccordance withsolutin; assessanalysis work;accordance withthe dogree ofexplain the needacco	with	analysis	analysis	minimization;	analysis in a variety
information technology to the extent necessary for business analyze internal extent necessary informationand formats for discussion with stakeholders; apply information technology to the extent necessary for business analyze internal and conditions analyze internal analyze internal extent necessary if or business analyze internal and conditions analyze internal activities; extent necessary if or business analyze internal external) factors analyze internal activities; internal factors analyze internal activities; internal factors analyze internal degree of stakeholder organization's activities; analyze the analyze internal degree of analyze the analyze internal degree of analyze the analyze the analyze the analyze the cordance with the chosen for business accordance with the chosen solution; assess the change in accordance with the chosen solution; assess the change in accordance with the chosen solution; assess the change in accordance with the chosen solution; assess the chosen solution; assess the state of the solution; develop indicators and accordance with the chosen solution; develop indicat	stakeholders;	information in a	information in a	present business	of ways and formats
technology to the extent necessary analysisdiscussion with stakeholders; apply information technology to the extent necessary for business analyze internal affecting the organization's analyze thermal degree of analyze the analyze thermal activities; analyze internal activities; analyze the analyze the analyze the analyze the degree of for business accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess the state of the indicators and accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; develop indicators and accordance with the chosen solution; develop indicators; analyze the of selected target indi	apply	variety of ways	variety of ways	~	for discussion with
extent necessary for business analysis information analysis information's and conditions analysis andyze internal (external) factors analyze internal (external) factors analyze internal analyze internal (external) factors analyze internal analyze internal (external) factors analyze internal analyze internal (external) factors analyze internal analyze internal (external) factors analyze internal degree of stakeholder organization's activities; analyze the explain the need for business analyze the explain the need for business accordance with the chosen for business accordance with the chosen solution; assess the chosen organization's accordance with the chosen solution; assess the chosen organization's accordance with the chosen solution; assess the chosen solution; assess the state of the chosen solution; assess the state of selected target indicators and assess the state of selected target indicators; analyze the solution in terms of selected target indicators; analyze the of selected target <td>information</td> <td>and formats for</td> <td>and formats for</td> <td>information in a</td> <td>stakeholders; apply</td>	information	and formats for	and formats for	information in a	stakeholders; apply
for business analysis purposes; technology to the 	technology to the	discussion with	discussion with	variety of ways	information
analysisinformationtechnology to the extent necessary for businessstakeholders; apply informationbusiness analysis internal (external) (external) factors and conditions analyze internal activities;business analyze internal analyze internal (external) factors and conditions analyze internal activities;business analyze internal activities;business analyze internal analyze internal activities;business analyze internal activities;business and conditions affecting the organization's analyze the analyze the analysis work; the chosen solution; assess accordance with the chosen organization's accordance with the chosen organization's accordance with the chosen organization's accordance with the chosen organization's accordance with the chosen organization; solution; develop indicators and cordance with the chosen organization; solution; develop indicators; analyze the orga	extent necessary	stakeholders;	stakeholders;	and formats for	technology to the
purposes; analyze internal (external) factors and conditions analysistechnology to the extent necessary for businessinformation technology to the informationpurposes; analyze factors and conditions analyze internal analyze internal activities;extent necessary for businesspurposes; analyze conditions affecting the organization's analyze internal affecting the and conditionspurposes; analyze internal affecting the affecting the and conditionspurposes; analyze internal affecting the affecting the affecting the atficities; analyzeinformation technology to the analysis purposes; analyze internal affecting the articipation; articipation; analyze the analyze the analyze the analyze the analyze the analyze the analyze the analyze the analyze the analyze the analysis work; analysis work; accordance with the chosen solution; asses accordance with the chosen accordance with the	for business	apply	apply information	discussion with	extent necessary for
analyze internal (external) factors and conditions and conditions and conditions analysisextent necessary analysis analysis analyze internal activities; analyze internal activities; analyze internal activities; analyze internal activities; analyze the degree of stakeholder organization's attivities; analyze the degree of stakeholder organization's attivities; analyze the degree of stakeholder organization's attivities; analyze the degree of stakeholder organization's attivities; stakeholder for business degree of stakeholder for business accordance with the chosen organization's accordance with the chosen solution; assess the solution; assess to solution; assess to solution; assess to the chosen organization's accordance with the chosen solution; assess the chosen change in accordance with the chosen solution; assess the chosen solution; develop readiness to change in accordance with the chosen solution; develop indicators and assess the state of the change in assess the state of the change in assess the state of the change in assess the state of the change in assess the state of the chosen solution; develop evaluate the business of selected target indicators; analyze the indicators; analyze the indicators; an	analysis	information	technology to the	stakeholders; apply	business analysis
(external) factors and conditions affecting the organization's analyze internal activities;analysis analyze internal analyze internal analyze internal analyze internal activities;extent necessary for business analyzis purposes; analyze internal analyze internal analyze internal activities;for business analyze internal analyze internal analyze internal analyze internal analyze the analyze internal and conditions arganization's analyze internal analyze the analyze the analysis work; stakeholderextent necessary for business analysis work; make changes in accordance with the accordance with accordance with the obsen solution; assess accordance with the obsen solution; assess accordance with the chosen accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen organization's accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess the chosen solution; develop radiness to solution; develop radiness to solution; develop radiness to solution; develop radiness to solution; develop radiness to solution; develop radiness to solution; develop radiness solution; develop radiness solution; develop radiness solution; develop radiness solution; develop radiness solution; develop radiness solution; develop radiness solution; develop radiness solution;	purposes;	technology to the	extent necessary	information	purposes; analyze
and conditions affecting the organization's analyze internal activities;analyze internal (external) factors analyze internal and conditions analyze internal activities;for business analyze internal activities; analyze internal activities;conditions affecting the organization's analyze internal activities; analyze internal activities;conditions analyze internal activities; analyzeconditions analyze internal activities; analyzeconditions analyze internal activities; analyzeconditions analyze internal activities; analyzeconditions analysis work; anale activities; analyzeconditions analysis work; make activities; analyzeparticipation; activities;affecting the organization's atkeholderand conditions affecting the activities; analyzeand conditions analysis work; make activities; analyzeand conditions analysis work; make accordance with the degree of stakeholderand conditions activities; analyzeanalysis work; accordance with the explain the need accordance with the chosenfor business accordance with the chosenanalysis work; assessaccordance with the chosenaccordance with the chosenanalysis work; assess the state of the cosenanalysis work; accordance with the chosenanalysis work; accordance with the chosenaccordance with the chosenanalysis work; accordance with the chosenaccordance with the chosenaccordance with the chosenanalysis work; accordance with the chosenaccordance with the chosenaccordance with the chosenaccordance with the chosenaccordance with <br< td=""><td>analyze internal</td><td>extent necessary</td><td>for business</td><td>technology to the</td><td>internal (external)</td></br<>	analyze internal	extent necessary	for business	technology to the	internal (external)
affecting the organization'spurposes; analyze internal activities; analyze the analyze the analysis work; stakeholderand conditions and conditions and conditions and conditions and conditions and conditions and conditions activities; analyze the degree of analysis work; stakeholderand conditions and conditions and conditions and conditions activities; analyze the degree of explain the need for business accordance with the chosen for business analysis work; the chosen solution; assess the chosen solution; assess the chosen solution; develop indicators and change in solution; develop indicators and change in solution; develop indicators and change in solution; develop indicators and change in solution; develop indicators and change in accordance with the chosen solution; develop indicators and change in assess the state organization's solution; develop indicators and change in solution; develop indicators and change in solution; develop indicators and change in cordance with the chosen solution; develop indicators and assess the state organization's solution; develop indicators and assess the state organization; solution; develop indicator	(external) factors	for business	analysis purposes;	extent necessary	factors and
organization's activities;analyze internal (external) factors and conditions affecting the organization's atheolderand conditions affecting the organization's affecting the affecting the organization's affecting the activities; analyze the degree of activities; analyze the analyze the orbusiness degree of activities;and conditions affecting the organization's affecting the affecting the activities; analyze the degree of activities; analyze the analyze the analyze the analyze the analysis work; stakeholderand conditions affecting the affecting the affecting the activities; analyze the degree of stakeholderand conditions affecting the affecting the affecting the affecting the activities; analyze the degree of stakeholderanalyze internal (external) factors affecting the affecting the affecting the activities; analyze the degree of stakeholderanalyze internal degree of stakeholder affecting the activities; analyze activities; analyze the degree of stakeholderanalyze internal (external) factors affecting the activities; analyze the degree of stakeholderactivities; analyze affecting the activities; analyze the degree of stakeholderactivities; analyze affecting the activities; analyze the degree of stakeholderactivities; analyze affecting the activities; analyze the degree of stakeholderactivities; analyze attivities; analyze the degree of stakeholder stakeholderactivities; analyze actordance with the chosen solution; assess the chosenactivities; analysis accordance with the chosen solution; assess the state of indicators and assess the	and conditions	analysis	analyze internal	for business	conditions affecting
activities; analyze the and conditions affecting the and conditions affecting the activities; analyze affecting the activities; analyze the analyze the analysis work; analysis work; analysis work; accordance with the chosen the chosen change in accordance with the chosen solution; assess accordance with the chosen change in solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess accordance with the chosen solution; assess the chosen solution; assess accordance with the chosen solution; assess the chosen solution; assess the chosen solution; assess the chosen solution; assess the chosen solution; assess the chosen solution; develop readiness to solution; develop solution; develop solution; assess the chosen solution; develop solution; develop solution; develop organization; solution; develop solution; develop organization; solution; develop solution; develop organization; solution; develop solution; develop organization; solution; develop solution; develop organization; solution; develop solution; develop organization; solution; develop solution;	affecting the	purposes;	(external) factors	analysis purposes;	the organization's
analyze the degree of stakeholder organization's activities; analyze the degree of analysis work; analysis work; analysis work; stakeholder organization's analysis work; stakeholder organization's analysis work; stakeholderand conditions affecting the activities; analyze the degree of stakeholderparticipation; explain the need analysis work; analyze the degree of stakeholderanalysis work; analysis work; analysis work; solution; assess accordance with the heneseparticipation; organization's analysis work; the chosen solution; assessanalysis work; the chosen solution; assess the chosenmake changes in accordance with the chosen solution; assessanalysis work; the chosenanalysis work; the chosen solution; assessanalysis work; the chosen solution; assessanalysis work; the chosenanalysis work; the chosen solution; assessanalysis work; the chosenanalysis work; the chosenaccordance with the chosen organization's organization'saccordance with the chosenaccordance with the chosenaccordance with the chosenaccordance with the chosenof the organization; organization; organization;selected target indicators and assess the state of the organization; solution in termsselected target indicators; ana	organization's	analyze internal	and conditions	analyze internal	activities; analyze the
degree of stakeholderaffecting the organization's activities;activities; analyze the degree of stakeholderaffecting the organization's activities; analyze the degree of stakeholderaffecting the organization's activities; analyze the degree of stakeholderaffecting the organization's activities; analyze the degree of stakeholderaffecting the organization's activities; analyze the degree of stakeholderaffecting the organization; stakeholderthe need for business analysis work; make changes in accordance with the chosenaffecting the organization; assessthe need for business analysis work; assess the organization; accordance with the chosenaffecting the organization; assessthe need chosen solution; assessaccordance with the chosen solution; assessaccordance with the chosenaccordance with the organization'saccordance with the organiza	activities;	(external) factors	affecting the	(external) factors	degree of stakeholder
stakeholder participation; explain the need analyze the degree ofthe degree of stakeholderorganization's activities; analyze the degree of stakeholderanalysis work; make changes in accordance with explain the need stakeholderanalyze the explain the need stakeholderorganization; stakeholderanalysis work; make changes in accordance with explain the need make changes in participation; analysis work; make changes in accordance with explain the needorganization's readiness to the chosenanalysis work; make changes in accordance with the chosenanalysis work; make changes in analysis work;analysis work; make changes in accordance with the chosenanalysis work; mal assess the state organization's solution; assessanalysis work; mal assess the state organization'sanalysis work; mal assess the state organization; solution; develop the chosenanalysis work; mal assess the state of indicators and assess the state of indicators and assess the state of indicators and assess the state of indicators; analyze the organization; solution; develop evaluate the indicators; of the implement the organization; solution; develop<	analyze the	and conditions	organization's	and conditions	participation; explain
participation; explain the need for businessactivities; analyze the degree of stakeholderstakeholder participation; explain the need for businessactivities; analyze the degree of stakeholderchanges in accordance with the chosen solution; assess the organization's readiness to change in solution; assessstakeholder for business accordance with the chosenactivities; analyze the degree of stakeholderchanges in accordance with make changes in accordance with the chosenactivities; analyze the degree of stakeholderchanges in explain the need for business accordance with the chosenactivities; analyze the degree of stakeholderchanges in accordance with the chosen solution; assess the chosenactivities; analyze the degree of stakeholderchanges in accordance with the chosen solution; assess the chosenactivities; analyze the degree of stakeholderchanges in accordance with the chosen solution; assess the chosenactivities; analyze the chosen solution; assess the chosenchange in accordance with the chosen solution; develop indicators and assess the state of the organization; solution; developactivities; analyze the chosen solution; assess the chosenactivities; analyze the chosen solution; develop <td>degree of</td> <td>affecting the</td> <td>activities; analyze</td> <td>affecting the</td> <td>the need for business</td>	degree of	affecting the	activities; analyze	affecting the	the need for business
explain the need for businessanalyze the degree ofparticipation; explain the need for businessthe degree of explain the need for businessaccordance with the chosen solution; assess the organization'saccordance with the need explain the need make changes in analysis work; in accordance with make changes in analysis work; the chosen solution; assessthe degree of explain the need make changes in analysis work; in accordance with make changes in analysis work; the chosen solution; assessthe degree of explain the need make changes in analysis work; in accordance with the chosen solution; assessthe degree of explain the need make changes in analysis work; in accordance with the chosen solution; assessthe degree of explain the need make changes in analysis work; in accordance with the chosen solution; assesschange in accordance with the chosen solution; assessaccordance with make changes in accordance with the chosenthe degree of solution; assess the chosen solution; assessaccordance with the chosen solution; develop indicators and assess the statethe degree of solution; develop indicators and accordance with the chosenthe degree of solution; develop indicators and assess the state of the organization; solution; developaccordance with indicators; analyze the organization; assess the state of the organization; solution; developaccordance with indicators; analyze the organization; activities; modelaccordance with indicators; and we help we h	stakeholder	organization's	the degree of	organization's	analysis work; make
for business analysis work;degree of stakeholderexplain the need for businessstakeholder participation;chosen solution; assess the explain the needmake changes in accordance with solution; assessparticipation; analysis work;make changes in accordance with analysis work;for business accordance with make changes in accordance with make changes in solution; assessfor business accordance with make changes in solution; assessfor business accordance with make changes in solution; assessfor business analysis work; the chosenreadiness to the chosen solution; accordance with the chosenreadiness to change in solution; assessthe chosen readiness to the chosensolution; assess solution; assesssolution; assess the chosenaccordance with the chosensolution; assess accordance with the chosenchange in accordance with the chosenorganization's solution; developevaluate the business solution; develop the chosenopportunity to implement the solution; developof the the chosensolution; develop readiness to solution; developevaluate the the organization's assess the statesolution; develop selected targetorganization; solution; developsolution; develop indicators and businesssolution; develop assess the state of the organization; solution; developsolution; develop selected targetorganization; solution; developof the implement the organization; solution in termsopportunity to selected targetof work; collect, selected target <td>participation;</td> <td>activities;</td> <td>stakeholder</td> <td>activities; analyze</td> <td>changes in</td>	participation;	activities;	stakeholder	activities; analyze	changes in
analysis work; make changes in accordance with the chosen organization'sstakeholder participation; analysis work; make changes in accordance with the chosen solution; assessparticipation; analysis work; make changes in accordance with the chosenparticipation; analysis work; make changes in accordance with the chosenparticipation; analysis work; make changes in accordance with the chosenparticipation; explain the need for business analysis work; make changes in solution; assessparticipation; explain the need for business accordance with the chosenassess the state solution; assess solution; develop indicators and change inassess the state of solution; develop indicators and change inparticipation; make changes in solution; develop indicators and change inparticipation; make changes in solution; develop indicators and change inparticipation; make changes in solution; developassess the state of indicators and solution; developparticipation; make change in assess the state of the organization; evaluate the businessparticipation; mate change in assess the state of the organization; evaluate the businessparticipation; mate change in assess the state of the organization; evaluate the businessparticipation; mate change in assess the state of <br< td=""><td>explain the need</td><td>analyze the</td><td>participation;</td><td>the degree of</td><td>accordance with the</td></br<>	explain the need	analyze the	participation;	the degree of	accordance with the
make changes in accordance with the chosenparticipation; explain the need for businessanalysis work; make changes in accordance with analysis work;explain the need for businessorganization's readiness to change analysis work; in accordance with make changes in solution; assessexplain the need for businessorganization's readiness to change analysis work; in accordance with the chosenexplain the need for businessorganization's readiness to solution; assessexplain the need for businessorganization's accordance with the chosenreadiness to readiness to solution; assessexplain the need for businessorganization's accordance with the chosenreadiness to readiness to solution; develop indicators and change inexplain the need make changes in solution; develop indicators and change inorganization's solution; develop indicators and change inexplain the need make changes in solution; develop indicators and change inorganization; solution; develop indicators and change inexplain the need make changes in solution; develop indicators and change inorganization; solution; develop indicators and solution; developexaluate the solution; develop selected targetorganization; solution; develop solution; developorganization; solution; developof the the chosenthe chosen solution; develop indicators and businessassess the state of the organization; solution; developindicators and solution; developastess the state of the organization; assess the state of the organization;indicators; analy	for business	degree of	explain the need	stakeholder	chosen solution;
accordance with the chosenexplain the need for businessmake changes in accordance with the chosenfor business analysis work; the chosenreadiness to change in accordance with develop indicators and assess the stateorganization's readiness toaccordance with the chosenmake changes in solution; assessaccordance with the chosenthe chosen solution; assess the solution; assess the solution; assessaccordance with the chosenthe chosen accordance with the organization's solution; assessand assess the state of the organization; evaluate the businesschange in solution; develop indicators and organization; setsets the stateorganization's solution; developreadiness to change organization; develop indicators and solution; developorganization's selected targetindicators and organization; solution; developchange in indicators and solution; developindicators and solution; developselected target indicators and solution; developord he organization; solution; developsess the state of indicators and solution; developindicators and solution; developactivities; modelorganization; solution; opportunity to of the implement the solution in terms organization; solution in termsof selected target implement the organization; solution in terms of selected targetof work; collect, classify, systematize and updating of selected targetof the implement the organization; analyze the indicators; analyze the organization's solution in terms solution in terms activities; mode	analysis work;	stakeholder	for business	participation;	assess the
the chosenfor businessaccordance with theanalysis work; make changes in solution; assessin accordance with the make changes in solution; assessanalysis work; make changes in accordance with the chosenin accordance with develop indicators and assess the stateorganization'saccordance with the chosenthe chosen readiness toaccordance with the organization'sthe chosen solution; assessand assess the state of the organization; evaluate the businesschange in solution; develop indicators and organization; developreadiness to readiness tosolution; assess the chosenorganization's indicators and solution; developorganization's indicators and change in indicators and change in change in indicators and change in solution; developthe chosen indicators and solution; developselected target indicators and solution; developof the organization; solution; developselected target indicators and indicators and solution; developassess the state of indicators and solution; developindicators; analyze the organization; activities; model the scope and boundariesof the valuate the indicators and businessassess the state of implement the organization; solution in terms solution in terms of selected targetsolution in terms of and updating of and updating of and updating of selected target solution in terms of selected targetsolution in terms of and updating of and updating of analyze the indicators; analyze the indicators; solution in terms solution in terms solution in terms <br< td=""><td>make changes in</td><td>participation;</td><td>analysis work;</td><td>explain the need</td><td>organization's</td></br<>	make changes in	participation;	analysis work;	explain the need	organization's
solution; assess theanalysis work; make changes in accordance withthe chosen solution; assessmake changes in accordance withthe chosen develop indicators and assess the state of the organization'sorganization's readiness tothe chosen solution; assessaccordance with the organization'sthe chosen solution; assess the solution; assess the solution; assess the solution; assess the solution; developthe chosen readiness to solution; assessthe chosen organization's the chosenmake changes in accordance with in accordance with in accordance withthe chosen solution; developthe chosen solution; develop indicators and of theorganization's change in indicators and change in change in indicators and of thesolution; develop indicators and accordance with assess the state of the organization; evaluate the businesssolution; develop indicators and assess the state of indicators and businesssolution; develop indicators; analyze the organization; assess the state of indicators and businesssolution; develop indicators; analyze the organization; assess the state of indicators and businesssolution; develop indicators; analyze the organization; activities; model the scope and boundaries of work; collect, opportunity to of the implement the organization; solution in terms of selected target businessmake changes in and updating of of selected target indicators; analyze the indicators; organization's solution in termsmake changes in activities; modelthe chosen solution in terms of and updating of business act	accordance with	explain the need	make changes in	for business	readiness to change
themake changes in accordance withsolution; assess the chosenaccordance with readiness todevelop indicators and assess the statereadiness tothe chosenreadiness tosolution; assesschange inorganization'sevaluate the businessaccordance withtheaccordance withreadiness toorganization'sevaluate the businessaccordance withtheaccordance withreadiness to changeorganization'sevaluate the businessaccordance withtheaccordance withreadiness to changeopportunity tothe chosenorganization'sthe chosenin accordance withimplement thesolution; developreadiness tosolution; developselected targetindicators; analyzeindicators andaccordance withassess the state ofindicators; analyzeindicators; analyzeof thethe chosenthe organization;assess the state ofthe organization;organization;solution; developevaluate thethe organization;activities; model theevaluate theindicators andbusinessevaluate thescope and boundariesbusinessassess the stateopportunity tobusinessof work; collect,opportunity toof theimplement theof selected targetindicators;organization;solution in termssolution in terms ofsolution in terms ofsolution in termsevaluate theof selected targetund ensure storagesolution in terms <td< td=""><td>the chosen</td><td>for business</td><td>accordance with</td><td>analysis work;</td><td>in accordance with</td></td<>	the chosen	for business	accordance with	analysis work;	in accordance with
organization'saccordance with the chosenthe organization's readiness tothe chosenand assess the statereadiness tosolution; assesschange inorganization'sevaluate the businessaccordance withtheaccordance withreadiness to changeopportunity tothe chosenorganization'sthe chosenin accordance withimplement thesolution; developreadiness tosolution; developthe chosensolution; developindicators andchange inindicators andsolution; developselected targetassess the stateaccordance withassess the state ofindicators; analyzeof thethe chosenthe organization;assess the state ofindicators; analyzeof thethe chosenthe organization;assess the state ofthe organization'sorganization;solution; developevaluate thethe organization;activities; model theevaluate theindicators andbusinessevaluate thescope and boundariesbusinessassess the stateopportunity tobusinessof work; collect,opportunity toof theimplement theopportunity toclassify, systematizeimplement theorganization;solution in termssolution in terms ofsolution in termsevaluate theof selected targetsolution in terms ofof theof theindicators;selected targetsolution;of selected targetbusinessindicators;selected ta	solution; assess	analysis work;	the chosen	make changes in	the chosen solution;
readiness tothe chosenreadiness tosolution; assess theof the organization;change insolution; assesschange inorganization'sevaluate the businessaccordance withtheaccordance withreadiness to changeopportunity tothe chosenorganization'sthe chosenin accordance withimplement thesolution; developreadiness tosolution; developselected targetsolution; developindicators andchange inindicators andsolution; developselected targetassess the stateaccordance withassess the state ofindicators; analyzeindicators; analyzeof thethe chosenthe organization;assess the state ofindicators; analyzeindicators; analyzeorganization;solution; developevaluate thethe organization;activities; model theevaluate theindicators andbusinessevaluate thescope and boundariesbusinessassess the stateopportunity tobusinessof work; collect,opportunity toof theimplement theopportunity toclassify, systematizeimplement theorganization;solution in termssolution in terms ofsolution in termssolution in termssolution in terms ofand updating ofof selected targetbusinessselected targetbusiness analysisindicators;opportunity toanalyze theindicators; analyzeinformation;indicators;opportunity toanalyze	the	make changes in	solution; assess	accordance with	develop indicators
change in accordance with the chosensolution; assess accordance with the chosenchange in accordance with the chosenorganization's the chosenevaluate the business opportunity to implement the solution; developsolution; develop indicators and assess the state of the organization;readiness to solution; developsolution; develop the chosensolution; develop selected targetassess the state organization;accordance with indicators and assess the statesolution; develop indicators and assess the state of the chosensolution; develop indicators and assess the state of the organization; assess the state of the organization;solution; develop selected targetof the evaluate the businessthe chosen assess the statethe organization; assess the state of the organization; assess the stateactivities; model the scope and boundariesbusiness opportunity to opportunity to of theof the implement the organization; solution in termspoportunity to opportunity to businessof work; collect, classify, systematize and ensure storage solution in termssolution in terms solution in termssolution in terms implement the organization; solution in termssolution in terms of and updating of business analysis indicators; analyze the organization's solution in termsorganization's selected target solution in terms of solution; solution in termsof selected target indicators; analyze the organization's solution in termssolution in terms of selected target solution; selected target<	organization's	accordance with	the organization's	the chosen	and assess the state
accordance with the chosenthe organization'saccordance with the chosenreadiness to change in accordance withopportunity to implement thesolution; develop indicators and assess the statechange in change inindicators and indicators and assess the statesolution; develop indicators and accordance withsolution; develop indicators and assess the statesolution; develop indicators and assess the statesolution; develop indicators; analyzeof the evaluate the the chosenthe organization; evaluate theassess the state of the organization; assess the state ofthe organization; assess the state of the organization; assess the state ofthe organization; assess the state of the organization; activities; model the scope and boundariesorganization; evaluate the implement the opportunity toof the implement the organization; solution in termsof work; collect, collect, opportunity toopportunity to of selected target indicators; analyze the organization; solution in termsof selected target indicators; analyze the indicators; analyze solution in terms solution in terms solution in termsand updating of business analysis information; formalize the results of business analyze	readiness to	the chosen	readiness to	solution; assess the	of the organization;
the chosenorganization'sthe chosenin accordance withimplement thesolution; developreadiness tosolution; developthe chosensolution in terms ofindicators andchange inindicators andsolution; developselected targetassess the stateaccordance withassess the state ofindicators andindicators; analyzeof thethe chosenthe organization;assess the state ofindicators; analyzeorganization;solution; developevaluate thethe organization;activities; model theevaluate theindicators andbusinessevaluate thescope and boundariesbusinessassess the stateopportunity toof work; collect,of work; collect,opportunity toof theimplement theopportunity toclassify, systematizeimplement theorganization;solution in termsimplement theand ensure storagesolution in termsevaluate theindicators; analyzeusiness analysisindicators; analyzeindicators;opportunity toanalyze theindicators; analyzeimplement theanalyze theindicators;opportunity toanalyze theindicators; analyzeindicators;solution in termsactivities; modelinformation;analyze theindicators;activities; modelof business analysisindicators;solution in termsactivities; modelof business analysis	change in	solution; assess	change in	organization's	evaluate the business
solution; develop indicators and assess the statereadiness to change in assess the statesolution; develop indicators and assess the statethe chosen solution; developsolution in terms of selected target indicators; analyzeof thethe chosenthe organization; evaluate theassess the state of the organization; assess the state ofindicators; analyzeorganization; evaluate thesolution; develop the organization; assess the stateevaluate thethe organization; assess the state ofthe organization; assess the state of the organization;organization; evaluate thesolution; develop the organization; assess the stateevaluate thethe organization; assessactivities; model the scope and boundariesbusiness opportunity to of theof theimplement the of selected targetopportunity toclassify, systematize and ensure storagesolution in terms of selected targetbusinesssolution in terms of selected targetsolution in terms of and updating ofof selected target indicators; analyze the organization'sopportunity toanalyze the analyze the indicators; analyzeinformation; formalize the results of business analysis	accordance with	the	accordance with	readiness to change	opportunity to
indicators and assess the statechange in accordance with assess the stateindicators and assess the state of the organization;solution; develop indicators; analyzeselected target indicators; analyzeof thethe chosenthe organization; evaluate theassess the state of the organization;indicators; analyze assess the state of the organization;indicators; analyze the organization;organization; evaluate thesolution; develop indicators andevaluate thethe organization; activities; model the scope and boundariesbusiness opportunity toassess the stateopportunity tobusinessof work; collect, classify, systematize and ensure storageimplement the of selected targetorganization; solution in termssolution in terms of selected targetand updating of business analysisof selected target indicators; analyze the organization'songanization's solution in termsselected target indicators; analyzebusiness analysisorganization's solution in termsorganization's solution in termsselected targetbusiness analysis	the chosen	organization's	the chosen	in accordance with	implement the
assess the stateaccordance with the chosenassess the state of the organization; evaluate theindicators and assess the state of the organization; evaluate theindicators; analyze the organization; activities; model the scope and boundariesevaluate theindicators and indicators andbusinessevaluate the evaluate theindicators; analyze the organization; activities; model the scope and boundariesbusinessassess the state opportunity to implement the organization;opportunity to implement the of selected targetopportunity to implement the of selected targetof selected target indicators; analyze the implement the organization;solution in terms organization; solution in termsand updating of the organization; indicators; selected targetindicators; indicators; organization's solution in termsonganization's solution in termsindicators; analyze the organization; the organization's solution in termsindicators; selected targetindicators; indicators; organization's solution in termsof selected target indicators; analyze selected targetinformation; formalize the results of business analysis	solution; develop	readiness to	solution; develop	the chosen	solution in terms of
of thethe chosenthe organization;assess the state ofthe organization'sorganization;solution; developevaluate thethe organization;activities; model theevaluate theindicators andbusinessevaluate thescope and boundariesbusinessassess the stateopportunity tobusinessof work; collect,opportunity toof theimplement theopportunity toclassify, systematizeimplement theorganization;solution in termsimplement theand ensure storagesolution in termsevaluate theof selected targetsolution in terms ofand updating ofof selected targetbusinessindicators;selected targetbusiness analysisindicators;opportunity toanalyze theindicators; analyzeinformation;analyze theimplement theorganization'sthe organization'sformalize the resultsorganization'ssolution in termsactivities; modelof business analysis	indicators and	change in	indicators and	solution; develop	selected target
organization; evaluate the indicators and businesssolution; develop indicators and assess the stateevaluate the businessthe organization; evaluate theactivities; model the scope and boundariesbusinessassess the stateopportunity to implement the organization;opportunity to solution in termsbusinessof work; collect, opportunity toopportunity to implement the of selected targetorganization; solution in termssolution in terms of selected targetand ensure storage and updating of business analysisof selected target indicators;opportunity to analyze the implement theselected target indicators; analyze the organization'sinformation; formalize the results of business analysis	assess the state	accordance with	assess the state of	indicators and	indicators; analyze
evaluate the businessindicators and assess the statebusinessevaluate the businessscope and boundariesopportunity to opportunity toassess the stateopportunity to implement thebusinessof work; collect, classify, systematizeopportunity to implement theof the organization;implement the of selected targetopportunity to implement theclassify, systematizesolution in termsevaluate the businessof selected targetsolution in terms of selected targetand updating of business analysisindicators; analyze the organization'sopportunity to analyze the organization'sindicators; analyze the organization'sinformation; formalize the results of business analysis	of the	the chosen	the organization;	assess the state of	the organization's
businessassess the stateopportunity tobusinessof work; collect,opportunity toof theimplement theopportunity toclassify, systematizeimplement theorganization;solution in termsimplement theand ensure storagesolution in termsevaluate theof selected targetsolution in terms ofand updating ofof selected targetbusinessindicators;selected targetbusiness analysisindicators;opportunity toanalyze theindicators; analyzeinformation;analyze theimplement theorganization'sthe organization'sformalize the resultsorganization'ssolution in termsactivities; modelof business analysis	organization;	solution; develop	evaluate the	the organization;	activities; model the
opportunity to implement the solution in termsof the implement the organization; solution in termsimplement the solution in termsopportunity to implement the solution in termsclassify, systematize and ensure storagesolution in termsevaluate the businessof selected target indicators;solution in terms of selected targetand updating of business analysisindicators; analyze the organization'sopportunity to analyze the organization'sselected target indicators; analyze formalize the resultsorganization's organization'ssolution in termsactivities; modelof business analysis	evaluate the	indicators and	business	evaluate the	scope and boundaries
implement the solution in termsorganization; evaluate the businesssolution in terms of selected targetimplement the solution in terms of solution in terms of solution in terms of selected targetand ensure storage and updating of business analysisindicators; analyze the organization'sopportunity to implement the solution in termsindicators; analyze the organization'sinformation; formalize the results of business analysis	business	assess the state	opportunity to	business	of work; collect,
solution in termsevaluate the businessof selected target indicators;solution in terms of selected targetand updating of business analysisindicators;opportunity to implement the organization'sanalyze the solution in termsindicators; analyze the organization'sinformation; formalize the results of business analysis	opportunity to	of the	implement the	opportunity to	classify, systematize
of selected target indicators;businessindicators; analyze the organization'sselected target indicators; analyze the organization'sbusiness analysis information;on selected target indicators;opportunity to implement the organization'sindicators; analyze the organization'sbusiness analysisorganization's organization'ssolution in termsactivities; modelactivities; modelof business analysis	implement the	organization;	solution in terms	implement the	and ensure storage
indicators; analyze the organization'sopportunity to implement the solution in termsanalyze the organization'sindicators; analyze the organization'sinformation; formalize the results of business analysis	solution in terms	evaluate the	of selected target	solution in terms of	and updating of
analyze the organization'simplement the solution in termsorganization'sthe organization's activities; modelformalize the results of business analysis	of selected target	business	indicators;	selected target	business analysis
organization's solution in terms activities; model activities; model of business analysis	indicators;	opportunity to	analyze the	indicators; analyze	information;
	analyze the	implement the	organization's	the organization's	formalize the results
activities; model of selected target the scope and the scope and in accordance with	organization's	solution in terms	activities; model	activities; model	of business analysis
	activities; model	of selected target	the scope and	the scope and	in accordance with

in accordance	stakeholder	systematize	requirementsstakehol
with the chosen	requirements in	Andensure storage	ders in terms of
approaches;	terms of quality	and updating of	quality criteria
analyze the	criteria	business analysis	determined by the
requirements of	determined by the	information;	selected approaches;
stakeholders in	selected	formalize the	analyze the subject
terms of quality	approaches;	results of business	area; analyze the
criteria	analyze the	analysis in	requirements for the
determined by	subject area;	accordance with	solution in terms of
the selected	analyze the	the selected	quality criteria
approaches;	requirements for	approaches;	determined by the
analyze the	the solution in	analyze the	selected approaches;
subject area;	terms of quality	requirements of	evaluate the
analyze the	criteria	stakeholders in	effectiveness of the
requirements for	determined by the	terms of quality	solution in terms of
the solution in	selected	criteria determined	selected criteria.
terms of quality	approaches;	by the selected	
criteria	evaluate the	approaches;	
determined by	effectiveness of	analyze the subject	
the selected	the solution in	area; analyze the	
approaches;	terms of selected	requirements for	
evaluate the	criteria.	the solution in	
effectiveness of		terms of quality	
the solution in		criteria determined	
terms of selected		by the selected	
criteria.		approaches;	
		evaluate the	
		effectiveness of	
		the solution in	
	with the chosen approaches; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected	with the chosen approaches; analyze the requirements of stakeholders in terms of quality criteriarequirements in terms of quality approaches; analyze the subject area; analyze the subject area; analyze the approaches; analyze the approaches; analyze the subject area; analyze the subject area; the solution in terms of quality criteria approaches; evaluate the effectiveness of the solution in terms of selected criteria.effectiveness of the solution in terms of selectedrequirements for approaches; terms of selected 	with the chosen approaches; analyze the requirements of stakeholders in terms of quality criteriarequirements in terms of quality approaches; analyze the selectedAndensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; analyze the subject area; analyze the criteriaAndensure storage and updating of business analysis in accordance with the selected approaches; evaluate the effectiveness of the solution in terms of selected the solution in terms of selected evaluate the effectiveness of the solution in terms of selected criteria.Andensure storage and updating of business analysis information; formalize the requirements for terms of selected approaches; evaluate the effectiveness of the solution in terms of selected criteria.Andensure storage and updating of business analysis information; formalize the requirements for terms of selected approaches; evaluate the effectiveness of the solution in terms of selected criteria.requirements for the solution in terms of selected criteria.requirements for terms of quality criteria determined by the selected approaches; evaluate the effect

ANDPC-4.3. Ownskills in analyzing the organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators	student Notowns or lacks ownsskills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring of ongoing	studentdoes not have enough skills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed	studentpartially possesses skills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed	studentfully masters the skills and methods analysisthe organization's readiness to implement changes; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed solution targets; management of interaction with
---	---	---	---	---

solutions;manage ment of	changes Withfrom the	targeted indicatorssolution	targeted indicatorssolutions	interestedparties (satisfaction, degree
interaction with	point of view of	s; management of	; management of	of involvement);
stakeholders and	achieving the	interaction with	interaction with	managing risks
parties	developed	stakeholders	stakeholders	caused by changes
(satisfaction,	solution targets;	(satisfaction,	(satisfaction,	carried out in the
degree of	management of	degree of	degree of	organization; analysis
involvement);	interaction with	involvement);	involvement);	and evaluation of the
	stakeholders and	, .		effectiveness of the
managing risks		managing risks	managing risks	
caused by	parties	caused by changes	caused by changes	implemented
changes carried	(satisfaction,	carried out in the	carried out in the	solution; analyzing
out in the	degree of	organization;	organization;	the reasons and
organization;	involvement);	analysis and	analysis and	developing ways to
analysis and	managing risks	evaluation of the	evaluation of the	refine the solution if
evaluation of the	caused by	effectiveness of	effectiveness of the	the solution fails to
effectiveness of	changes carried	the implemented	implemented	achieve the set
the implemented	out in the	solution;	solution; analyzing	business goals;
solution;	organization;	analyzing the	the causes and	analysis and
analyzing the	analysis and	reasons and	developing ways to	development of ways
reasons and	evaluation of the	developing ways	finalize the	to adapt an
developing ways	effectiveness of	to refine the	solution if the	organization to use a
to refine the	the implemented	solution if the	solution fails to	new solution
solution if the	solution;	solution fails to	achieve the set	
solution fails to	analyzing the	achieve the set	goals	
achieve the set	reasons and	business goals;	business goals;	
business goals;	developing ways	analysis and	analysisand	
analysis and	to refine the	development of	developing ways	
development of	solution if the	ways to adapt an	to adapt the	
ways to adapt the	solution fails to	organization to	organization to use	
organization to	achieve the set	use a new solution	the new solution	
the use of a new	business goals;			
solution.	analysis and			
	development of			
		1		

Interim certification form: test.

ANDCommercial certification of students in the form of a test is carried out based on the results of completing all types of academic work provided for by the curriculum for a given discipline (module), while taking into account the results of ongoing monitoring of progress during the semester. Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), a grade of "pass" or "fail" is assigned.

Only students who have completed all types of academic work provided

for by the work program in the discipline "Sales and Customer Relationship Management" are allowed to take the final certification.

Grading scale	Description		
Passed	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance with the knowledge atmenius, skillOV privedaytime V TAblitz of indicators, Ohandles acquired knowledge, skills, abilities, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, costatdaysPRand analytical operations, transfer knowledge And&hanges to new, non-standard situations.		
Nit is accepted	None or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.		

7.3. Evaluation tools for the discipline "Management and assessment of the effectiveness of business processes"

No .OS	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the Federal
1	Report, message (DS)	The product of the student's independent work, which is pubpersonal presentation to present the results obtained in solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages
2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Test task fund
3	Test (W)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Test questions for testing

Topics of reports in the discipline "Management and assessment of the effectiveness of business processes"

(formation of competence PC-4)

1. Assessment of management effectiveness and professionalism 2. Management by results: analysis and evaluation

3. Change Management: Innovation

4. Regulatory reform in Russia: analysis and evaluation of effectiveness

5. Analysis and assessment of the effectiveness of government decisions

6. Efficiency of public administration in the region

7. Multidimensionality and dynamism of management effectiveness assessment

8. Efficiency of the civil service: analysis and assessment

9. Risk analysis and management

10. Analysis and evaluation of government programs

eleven. Efficiency of the state's rule-making activities

12.Organizational development and the problem of bureaucracy

13. Management Effectiveness and Multidimensional Intervention

14.Structural changes and management effectiveness

15. Total quality management: analysis and evaluation

16.Performance Management in the Public Sector

17.Management performance assessment and strategic behavior

18.Mechanistic management model and organizational effectiveness

19.Decentralization of management: analysis and evaluation of effectiveness

20. Target approach in management: performance assessment

21.Factors of transformation in an organization: analysis and evaluation of effectiveness

22. Power structures and management efficiency

23.Informal environment of the organization and management effectiveness

24.Intervention effectiveness and organizational development

25.Socio-economic efficiency: analysis and assessment

26. Krmanagement efficiency iterations

27. Government Productivity and Efficiency

28.Trust, interaction and efficiency

29.Performance assessment and command-and-control approach

thirty.Control and monitoring in the organization

31.Management information support

32. The essence of integration in management

33. Efficiency and quality of public administration

Report evaluation criteria

No	Criterion	rion ABOUTprice			
		ex.	chorus	atdovl.	unsatisfactory
1	Structure of the report	The report contains semantic parts balanced in volume	The report contains three semantic parts, unbalanced in volume	ABOUT the bottom of the semantic parts is missing in the report	The report does not show the presence of semantic parts
2	Contents of the report	The content reflects the essence of the problem under consideration and the main results obtained	The content does not fully reflect the essence of the problem under consideration or the main results obtained	The content does not fully reflect the essence of the problem under consideration and the main results obtained	The content does not reflect the essence of the problem under consideration or the main results obtained
3	Mastery of the material	The student has complete command of the material presented, is problem oriented, and answers questions freely	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem
4	Matching theme	ANDthe angry material fully corresponds to the stated topic	ANDangry material contains elements that are not relevant to the topic	The material presented contains a large number of elements that are not related to the topic.	ANDangry material is slightly relevant to the theme

Testing in the discipline "Management and assessment of the effectiveness of business processes" (formation of PC-4 competence)

- 1. What is a business process?
- a) It is a set of actions aimed at achieving a specific business goal
- b) It is the process of managing an organization
- c) It is a process that converts inputs into outputs
- d) It is a process of creating value for the customer
- 2. What are the main types of business processes?
- a) Basic, supporting, management
- b) Operating activities, investing activities, financing activities
- c) Incoming, internal, outgoing
- d) Primary, secondary, tertiary
- 3. What is business process efficiency?

- a) The relationship between results and resources spent
- b) The ability of the process to achieve its objectives
- c) Number of operations performed per unit of time
- d) Difference between revenues received and costs incurred

4. How can you evaluate the effectiveness of a business process?

- a) Through productivity and quality indicators
- b) Using cost-benefit metrics
- c) By analyzing data about the process and its environment
- d) All answers are correct

5. What methods of assessing the effectiveness of business processes are most common?

- a) ABC analysis, benchmarking, functional cost analysis
- b) SWOT analysis, PESTLE analysis, value chain analysis
- c) Pareto analysis, Ishikawa diagram, "5 whys" method
- d) All listed methods

6. What is ABC analysis?

- a) Method for determining the most significant activities
- b) Analysis of the influence of various factors on the process
- c) Method for determining priority areas for development
- d) Method for assessing process effectiveness

7. What is benchmarking?

- a) Compare your process with competitors' processes
- b) Compare your process with best practices
- c) Comparison of processes within the organization
- d) Determining the best way to carry out the process

8. What is functional cost analysis?

- a) Analysis of process functions and their costs
- b) Determine the cost of each process function
- c) Determine the most expensive process functions
- d) All of the above

9. What key indicators are used to assess the operational efficiency of a business process?

- a) Productivity, quality, costs
- b) Process execution time, process cost, number of errors
- c) Profit, profitability, turnover
- d) All specified indicators

10. What is the process approach to managing an organization?

- a) Managing an organization based on dividing it into processes
- b) Management of the organization through coordination and control of processes
- c) Managing the organization by optimizing processes

7.3.2. Interim certification

Questions for testing in the discipline "Management and assessment of the effectiveness of business processes" (formation of competence PC-4)

1. Effectivenawn: general principles, concepts and types.

2. TOritSeries of organizational performance efficiency: different approaches.

3. WITHatpower of control system analysis.

4. MethodsAanalysis of the control system.

5. Etcprinciples of control system analysis.

6. WITHatpower and types of performance assessment.

7. Effectivenity of public administration: problems, general approaches and ways to improve.

8. Stateatgift pricing programs and services.

9. Ananalysis and evaluation of public policy.

10. Effectivenity of the rule-making activities of the state.

eleven. "Bureaucratic delays" in society, ways to reduce them.

12. Continuing professional education and management effectiveness in organizations.

13. At changes in the organization, in which case it is necessary to use: the use of power, reasonable calculations, retraining of specialists.

14. WhyP Do problems arise in organizations when using external-internal consultants?

15.What reduces the effectiveness of an organization more - violations in behavior or in processes?

16.What factors must be taken into account as limitations when drawing up an organizational development program?

17. Theory of organizational development. 18.

Total quality management.

19.Efficiency: general principles, concepts and types. 20.

Methods for assessing effectiveness.

21. Analysis of the effectiveness of the public service system.

22.Efficiency of management bodies.

23. KrIterations of organizational effectiveness: different approaches.

24. The essence of control system analysis.

25.Methods for analyzing control systems.

26.Principles of control system analysis.

27. Analysis of organizational management structure.

28.Analysis of control system elements and management process. 29. The essence and types of performance assessment.

thirty. Methods for assessing effectiveness.

31.Efficiency of management bodies.

32.Efficiency of public administration: problems, general approaches and ways to improve.

33. Analysis of the effectiveness of the public service system.

34. Ggovernment pricing programs and services.

35. Analysis and evaluation of public policy.

36.Efficiency of rule-making activities of the state.

37.Development of new state regulation standards: qualitative aspect.

38.Analysis, assessment and revision of existing regulations. National regulatory system.

39. Management effectiveness in organizations and organizational development.

40. Basicsny forms of influence on organizational changes.

41.Organizational development management model.

42.Analysis and assessment of the effectiveness of public administration: global experience.

43.Human factor in the context of public administration effectiveness.

44.Organizational development and the non-formal sphere of organizations.

45.Reasons for rethinking the role and place of power structures at all atlevel. Public service efficiency?

46. The development and implementation of government decisions should contribute to achieving the goals of public administration in an effective, transparent and responsible manner. Explain this expression.

47. The "public message - comment" method. Is it effective in improving the quality of regulations?

48. The complex nature of the results of public administration.

49.Current aspects of improving the efficiency of public administration.

50.Control system analysis.

51. Efficiency of public administration.

52.Development of new state regulation standards: qualitative aspect.

53.Analysis, assessment and revision of existing regulations. National regulatory system.

54. Management effectiveness in organizations and organizational development.

55. Analysis of organizational management structure.

56. Analysis of control system elements and management process.

57.Management by objectives as the most effective method of organizational development.

58.Managing for results in the public sector.

59.General social efficiency of public administration.

60.Kriterations of social efficiency of public administration.

61.Managing public policy changes: etcinnovation process.

62.Kontrole and monitoring in public administration.

63.Evaluating and modifying public policies.

64. Analysis and evaluation of government programs.

65.Efficiency and quality of public administration.

66. The essence of reengineering concepts.

67.Risk analysis and management.

68. Analysis and selection of alternatives in the implementation of public

administration.

69.Managing changes in public policy: reform, the essence of integration in management.

70.Information support for management. 71. The role

of organizational management structures.