

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Autonomous Educational Institution of Higher Education
National Research Lobachevsky State University of Nizhny Novgorod

APPROVED

by the decision of the Academic
Council of the UNN Minutes of
02.12.2024 № 10

Working program of the discipline
The process of public decision-
making

Level of higher education
Training of scientific and scientific-pedagogical personnel

Graduate program
Sociology of Management

Scientific specialty
5.4.7 Sociology of Management

Form of training
Full-time

Nizhny Novgorod

2025

1. Place and purpose of the discipline in the structure of the HPE

The discipline "Decision-making process" belongs to the elective disciplines of the educational component of the graduate program and is studied in the second year of study in the fourth semester.

The purpose of the discipline - to deepen knowledge about the development and implementation of managerial public decisions, the development of skills in the development and practical implementation of management decisions.

Planned learning outcomes for the discipline

A graduate who has mastered the program must

Know:

- types of government decisions and methods of making them;
- decision-making mechanisms of state and municipal authorities;
- methods for evaluating the results of management decisions.

To be able to:

- apply methods of diagnosis and analysis of problem situations;
 - To exercise adequate managerial influence on socio-economic and political processes, social groups and organizations to overcome social problems;
- identify typical algorithms for decision-making in the civil service.

Own:

- skills in developing management decisions;
- skills in organizing decision-making in state and municipal authorities;
 - skills to apply managerial influence on socio-economic and political processes, social groups and organizations.

3. Structure and content of the discipline

The volume of the discipline (module) is 2 s.e., total - 72 hours, of which 35 hours of contact work of a student with a teacher (seminar type classes - 35 hours), 37 hours is independent work of a student.

Table 2

Name and brief content of the sections and topics of the discipline, the form of intermediate attestation on the discipline	Total (hours)	Including:				
		Contact work (work in interaction with the teacher), hours among them				Independent work of the
		Lecture-type classes	Classes of the Seminar type	Lab-type classes	Total	
Topic 1. Theoretical Problems of Pri-making and executing state decisions	24		12			12
Topic 2. Development of state management decisions	24		12			12
Topic 3. Implementation of state of decisions and assessment of the effectiveness of decisions made	24		11			13
Including current control measures - 1 Intermediate attestation - credit						

Table 3
Content of the discipline

No • n/a	Name of the discipline division	Contents of the section	Form of the lesson	Form of curre nt con- trol
1	Theme 1. Theoretical Problems of Making and Executing Governmental Decisions	State power and state administration. Public policy in the system of public administration: essence, significance, characteristics, main directions. Theoretical approaches to the study of public policy. Public policy: "political cycle", specifics of implementation in different political regimes. Models of development of state policy. Types of state policy. Levels of state policy. Public policy and public decisions. Decision-making bodies of the state. Basic state-political documents: typology, general characteristic.	Seminar	Test
		Characteristics of the public policy development process. Problems solved by the state: global, public, state, private-group problems. Mechanism of definition of political goals and priorities, criteria of alternative problem-solving. Role of social forces and political parties, state bureaucracy in policy development and implementation. Political analysis, political risk analysis, political risk management. The role of feedback in the development and implementation of public policy. Channels of feedback and mechanisms of their use. Consideration of influence of factors of external and internal environment, strategy of state development in management. Mechanism of political decision-making in the system of state power and public administration of Russian Federation. Implementation of state policy: implementation mechanism, subjects of implementation, implementation process, implementation tools, state (regional) budget, target programs. Assessment of state policy implementation: types of assessments, evaluation studies, monitoring. Government decisions as an instrument of public policy. The problem of classification of state decisions: classification principles, functional role in the system of power and administration, legal registration, political and legal status. The role of the country's population in the expression of the		

		The first of these is the "public decision-making" of various types and kinds.		
2	Theme 2: Development of State management decisions.	State management decision. Types of state decisions. Legal force. Norms of law. Properties of state- management decisions. Forms of state-management decisions. Document management in the system of state administration - a unified state system of record-keeping. Methodological basics of developing managerial decisions. Basic requirements for the development and implementation of management decisions. Preparation for the development of a management decision (gathering information, identifying objectives, analysis and diagnosis of the situation, study of the resource base for solving the problem). Generating alternatives to solve the problem. Consideration of organizational possibilities and limiting factors. Determination of forces and means, involved in problem solving. Selection of the main variants of managerial impacts. Development of scenarios for development of the situation. Expert evaluation of main variants of managing actions. Development of strategies and tactics to solve the problem. Expert assessment. Development of an action plan. Adoption of the decision by the persons vested with the right to make a decision. Documental registration of the management decision. Approval (acceptance) of the management decision. Determination of responsible organizations and persons, terms of implementation and forms of control.	Seminar	Test
3	Theme 3: Implementing Government Decisions and Evaluating the Effectiveness of the Decisions Taken	Organization of the process of execution of state decisions as a stage of managerial activity. The main tasks of the organization of execution of state decisions. Communication of tasks to executors. Motivation of efforts of executors. Provision of creative work. Motivation of strict responsibility for achieving the plan. Stages of the stage of the organization of execution of state decisions. Selection, organization of executives, reflection common tasks, means and ways of implementation of the solution. Assessment of the progress of the study of execution of the decision. Accounting and evaluation of the results of the process of execution of the state decision. Control over the execution of the decision. Risk management. Conditions of uncertainty and risk in the development of management decisions. Classification of risks as the basis for effective organization of risk management.	Seminar	Test, pre-clade

		<p>Methods of development and choice of managerial decisions in conditions of uncertainty and risk. Analysis, estimation and forecast of risk consequences and decision options. Methods of decreasing level of uncertainty and risk. Scenario method. Resource reservation method. Diversification method.</p> <p>Efficiency of management as a ratio of results and purpose. The problem of evaluating the effectiveness of public administration decision. Types of assessment of public administration. State and administrative control in the process of implementation of managerial decisions. Evaluation studies: scientific, traditional. Business-division in public management. System of quality management assessment in state power bodies. Management decisions and responsibility of a manager. Problem of raising quality and effectiveness of state activity. of state and municipal institutions.</p>		
--	--	---	--	--

4. Forms of organization and control of students' independent work

The process of studying the discipline "Decision-making process" provides for the following types of independent work: test, preparation of reports, preparation for the seminars and preparation for the test.

Topic 1: Test

Topic 2: Test

Topic 3. Test, report.

A complete list of test options is given in the Fund of assessment tools (Appendix 2)

According to the results of the study of Topic 3, students must prepare a report describing the specific mechanisms of adoption and execution of public decisions / methods of assessment of management decisions / the algorithm of execution of management decisions (at the choice of the graduate student in accordance with the topic of the dissertation). Papers are discussed and defended by graduate students in the final seminars.

5. Assessment tools for certification of the discipline

5.1. Criteria and procedures for assessing learning outcomes in the discipline

The following basic criteria are taken into account for all work:

- the level of theoretical knowledge (not only the formal reproduction of information, but also the understanding of the subject, which is confirmed by correct answers to additional, clarifying questions posed by the committee members);
- Ability to use theoretical knowledge in the analysis of specific problems and situations;
 - quality of presentation, i.e. the validity, clarity, and logic of an answer, as well as its completeness (i.e. its content, not excluding conciseness);
- the ability to make intra- and interdisciplinary connections,
- originality of thought, familiarity with additional literature, and other factors.

Description of the grading scale at the interim certification in the form of credit

Evaluation	The level of preparedness, characterized by the assessment
-------------------	---

<i>Credit</i>	mastery of program material, understanding of the essence of the processes and phenomena under consideration, ability to independently identify problem situations in the organization of scientific research, ability to critically analyze and compare existing approaches and methods to assess the effectiveness of scientific activity, fluent knowledge of- The main points of this paper are the ability to clearly and concisely present the results of one's own work and to follow the norms of scholarly discourse.
<i>Not credited</i>	Misunderstanding the meaning of key problems, insufficient knowledge of scientific terminology, inability to independently identify problem situations, inability to analyze and compare existing concepts, approaches and methods, inability to clearly present the results of their own work, to follow the standards accepted in scientific- of the discussion.

5.2. Examples of typical control tasks or other materials used to assess the learning outcomes of the discipline

Topic 1: Test Examples of Questions

- The legal property of a management decision is:
 - a) purposefulness;
 - b) validity;
 - c) Plannedness;
 - d) collegiality.
- The correct (logical) sequence of implementation of the elements of the management process is:
 - a) management actions;
 - b) management situation;
 - c) management decision;
 - d) management functions.

Topic 2: Test Examples of Questions

- The development of a management decision includes:
 - (a) Defining goals, developing options, evaluating options, choosing a solution, and implementing it;
 - b) defining the problem, selecting the goal, developing solution options, selecting the final option, and implementing it;
 - c) development of options, evaluation and comparison of options, probability of realization of alternatives and their effectiveness, choice of solution;
 - d) selection of goals, criteria for solution implementation, development of options, approval of the optimal variant.
- The specific situation when making a decision is evaluated:
 - a) by reliability of information, by controllability, by resources, by problem-solving complexity;
 - b) on the solvability of the situation, the ability of staff to find ways and means of solving the problem;
 - c) by technique, by technology, by time, by efficiency in terms of human, material and information resources;
 - d) the complexity and solvability of the problem, resources and motivation of the personnel.

Topic 3: Test Examples of Questions

- The organization of the implementation of the management decision includes:

- (a) Drawing up the decision, informing the executors as far as they are concerned, and strictly enforcing it;
- b) drawing up a plan for the implementation of the decision with the identification of specific performers and timelines for implementation;
- c) promoting the decision, mobilizing the team, coordinating the implementation of the decision, regulating and adjusting;
- d) approval of the decision, an implementation plan and strict control over the implementation of the decision by the steps developed in the plan.
- The greatest effect in making important management decisions gives:
 - (a) A combination of experience, knowledge, intuition of the manager and modern technologies for the development and adoption of management decisions;
 - b) a combination of intuition and the manager's job description;
 - c) a combination of knowledge of the manager and technology to develop and make a management decision.

Literature for preparation:

Berezhnaya, E.V. Methods and models of managerial decision-making: textbook.

/ E.V. Berezhnaya, V.I. Berezhnoi. - M. : INFRA-M, 2019. - 384 c. - Text: electronic. - URL: (available. B EBS "Znaniy", mode access mode: <https://znaniy.com/catalog/product/1012452>)

1. Zvonnikov V.I. State and Municipal Governance (Academic Bachelor's Degree). Programs of academic disciplines: textbook / ed. by V.I. Zvonnikov. - Moscow : INFRA-M, 2019. - 352 c. - (Higher education: Bachelor's degree). - Text: electron. - URL: (available in EBS "Znaniy", access mode: <https://znaniy.com/catalog/product/1039050>)

2. Kuznetsova N.V. Methods of making management decisions: textbook / N.V. Kuznetsova - M.: NIC INFRA-M, 2015. - 222 c. - (available in EBS "Znaniy", access mode: <http://znaniy.com/catalog.php?bookinfo=491686>)

A complete list of test options is given in the Fund of assessment tools (Appendix 2)

Topic 3: Report.

According to the results of Theme 3 students should prepare a report describing specific mechanisms of adoption and execution of public decisions / methods of assessment of management decisions / algorithm of execution of management decisions (at the choice of the graduate student in accordance with the subject of the thesis). The reports are discussed and defended by graduate students at the final seminars.

Literature for preparation

1. Mastyaeva I.N., Goremykina G.I., Semenikhina O.N. - Moscow: KURS, NIC INFRA-M, 2018. - 384 c. - Text : electron. - URL: (available in EBS "Znaniy", access mode: <https://znaniy.com/catalog/product/944821>)
2. Oreshin V.P. State and municipal management : textbook / V.P. Oreshin. - 2nd ed. - Moscow : RIOR : INFRA-M, 2019. - 178 c. - (VO: Bachelor's degree). - Text : electronic. - URL: (available in EBS "Znaniy", access mode: <https://znaniy.com/catalog/product/1002051>)
3. Application of Functional Cost Analysis in Solving Management Challenges: Textbook / Edited by V.V. Ryzhova. Ryzhova. - MOSCOW: INFRAM, 2019. - 245 c. - Text : electronic. - URL: (available in EBS "Znaniy", access mode: <https://znaniy.com/catalog/product/1002233>)
4. Senderov V.L. Methods of managerial decision-making : textbook / V.L. Senderov, T.I. Yurchenko, V.V. Vorontsova, E.Y. Brovtsina. - M. : INFRA-M, 2016. - 227 c. - (Higher education: Bachelor's degree). - (Available in EBS "Znaniy", access mode: <http://znaniy.com/catalog.php?bookinfo=541911>).
5. Yukaeva V. S. Adoption of managerial decisions : textbook / V. S. Yukaeva, E. V.

Zubareva, V. V. Chuvikova. - Moscow : Dashkov and K, 2016. - 324 c. Text: electronic. - URL: (available in EBS "Znanium", access mode: <https://znanium.com/catalog/product/430348>)

Control questions:

1. The concept and types of government decisions.
2. Properties of state-management decisions.
3. The essence of the execution of state decisions.
4. Classification of subjects authorized to make and execute state decisions.
5. Types of state decisions made by the President of Russia.
6. Types of state decisions made by the Russian government.
 7. Powers of legislative bodies in the sphere of adoption of state decisions and control over their implementation.
 8. Powers of the judiciary in the sphere of adoption of state decisions and control over their execution.
 9. Legal status of the authorities of the subjects of Russia in the sphere of adoption of state decisions and control over their implementation.
10. The preparatory stage of making a state decision.
11. Goal setting stage.
12. The goal realization stage and the final stage.
13. Information and analytical support for public decision-making.
14. Forecasting as a technological mechanism for government decision-making.
15. The essence and content of the planning process in the development of public management decisions.
16. Risks and uncertainty in public decision-making.
17. Sources of risks in public administration. Measures to reduce possible risks.
18. Organization of execution of state decisions.

6. Educational and methodological and informational support of the discipline

(a) Basic Literature:

1. Effective Public Administration of the Russian Economy / V. V. Smirnov, V. L. Semenov, E. N. Kadyshev [et al.] // International Conference Communicative Strategies of Information Society (CSIS 2018) : Proceedings of the International Conference Communicative Strategies of Information Society (CSIS 2018), Saint-Petersburg. – Saint-Petersburg: Atlantis Press, 2019. – P. 64-68. – DOI 10.2991/csis-18.2019.13. – EDN XVEIKY. (available in EBS "Elibrary", access mode: <https://www.elibrary.ru/item.asp?id=41472398>) – in English
2. Zvonnikov V.I. State and Municipal Governance (Academic Bachelor's Degree). Programs of academic disciplines: textbook / ed. by V.I. Zvonnikov. - Moscow : INFRA-M, 2019. - 352 c. - (Higher education: Bachelor's degree). - Text: electron. - URL: (available in EBS "Znanium", access mode: <https://znanium.com/catalog/product/1039050>)
- Kuznetsova N.V. Methods of making management decisions: textbook / N.V. Kuznetsova M.: NIC INFRA-M, 2015. - 222 c. - (available in EBS "Znanium", access mode: <http://znanium.com/catalog.php?bookinfo=491686>)
3. Nyaranga, M.S. The Role of Public Participation in Governance towards Achieving Sustainable Development. Part 1 / M. S. Nyaranga, Ch. Hao, D. O. Hongo // RUDN Journal of Public Administration. – 2021. – Vol. 8. – No 4. – P. 395-404. – DOI 10.22363/2312-8313-2021-8-4-395-404. – EDN VRJJUL. (available in EBS "Elibrary", access mode: <https://www.elibrary.ru/item.asp?id=47364777>) – in English
4. Nyaranga, M.S. The Role of Public Participation in Governance towards Achieving Sustainable Development. Part 2 / M. S. Nyaranga, Ch. Hao, D. O. Hongo // RUDN Journal of Public Administration. – 2022. – Vol. 9. – No 1. – P. 29-41. – DOI 10.22363/2312-8313-

2022-9-1-29-41. – EDN YOMHRY. (available in EBS "Elibrary", access mode: <https://www.elibrary.ru/item.asp?id=48284050>) – in English

5. Androniceanu, A. E-participation in Europe, a comparative perspective / A. Androniceanu, I. Georgescu // Public Administration Issues. – 2022. – No 5. – P. 7-29. – DOI 10.17323/1999-5431-2022-0-5-7-29. – EDN QYYFBY. (available in EBS "Elibrary", access mode: (<https://www.elibrary.ru/item.asp?id=48491388>) – in English

6. Berezhnaya, E.V. Methods and models of managerial decision-making: textbook. / E.V. Berezhnaya, V.I. Bereznoi. - M. : INFRA-M, 2019. - 384 c. - Text: electronic. - URL: (available. B EBS "Znanium, access mode: <https://znanium.com/catalog/product/1012452>)

7. Yukaeva V. S. Adoption of managerial decisions : textbook / V. S. Yukaeva, E. V. Zubareva, V. V. Chuvikova. - Moscow : Dashkov and K, 2016. - 324 c. Text: electronic. - URL: (available in EBS "Znanium", access mode: <https://znanium.com/catalog/product/430348>)

b) Additional literature

1. Mastyaeva I.N., Goremykina G.I., Semenikhina O.N. - Moscow: KURS, NIC INFRA-M, 2018. - 384 c. - Text : electron. - URL: (available in EBS "Znanium", access mode: <https://znanium.com/catalog/product/944821>)

2. Oreshin V.P. State and municipal management : textbook / V.P. Oreshin. - 2nd ed. - Moscow : RIOR : INFRA-M, 2019. - 178 c. - (VO: Bachelor's degree). - Text : electronic. - URL: (available in EBS "Znanium", access mode: <https://znanium.com/catalog/product/1002051>)

3. Application of Functional Cost Analysis in Solving Management Challenges: Textbook / Edited by V.V. Ryzhova. Ryzhova. - MOSCOW: INFRAM, 2019. - 245 c. - Text : electronic. - URL: (available in EBS "Znanium", access mode: <https://znanium.com/catalog/product/1002233>)

4. Senderov V.L. Methods of managerial decision-making : textbook / V.L. Senderov, T.I. Yurchenko, V.V. Vorontsova, E.Y. Brovtsina. - M. : INFRA-M, 2016. - 227 c. - (Higher education: Bachelor's degree). - (Available in EBS "Znanium", access mode: <http://znanium.com/catalog.php?bookinfo=541911>).

c) *Recommended sites:*

www.znanium.com digital library

<http://e.lanbook.com> digital library

<http://www.fom.ru>

<http://www.vciom.ru>

<http://www.isras.ru>

<http://www.isras.ru/socis.html> - Journal of Sociological Research

<http://www.isras.ru/Polis.html> - Journal of Political Research

7. Material and technical support of the discipline

- Rooms for seminars, group and individual consultations, current control and interim certification, as well as rooms for storage and preventive maintenance of equipment and rooms for students' independent work, equipped with computer equipment with the ability to connect to the Internet and access to the electronic information and educational environment of UNN;
- material and technical support necessary for the implementation of the discipline, including laboratory equipment;
- licensed software: *Windows, Microsoft Office*;
- Students with disabilities are provided with electronic and/or printed educational resources in forms adapted to their disabilities.

The working program of the discipline is drawn up in accordance with the curriculum, the Regulations on the training of scientific and scientific-pedagogical personnel in graduate school (Adjuncture) (Russian Federation Government Decree of 30.11.2021, № 2122), the federal state requirements for the structure of training programs for scientific and scientific-pedagogical personnel in graduate school (Adjunct) (Order of the Ministry of Education and Science of Russia from 20.10.2021).
№ 951).

Author: Associate Professor, Department of Social Security and Humanitarian Technologies, FSN Semenov O. Yu.

Reviewer _____

Head of the Department Golubin R.V.

Program approved at the meeting of the educational-methodical commission of the Faculty of Social Sciences 15.12.2024, protocol № 7.