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

Working program of the discipline

SOCIOLOGY OF MANAGEMENT
(Candidate exam)

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 "Sociology of management" refers to the number of mandatory disciplines of the educational component of the postgraduate program and is studied in the third year of study in the 5th semester.

The objectives of the discipline are to form ideas about the most important processes in the field of sociology of management; to provide students with knowledge and skills of sociological interpretation of management problems; to teach methods and techniques of sociological analysis of problems of management practice; to form skills of using sociological knowledge in developing and implementing innovative projects, as well as in managerial consulting.

# 2.	Planned learning outcomes for the discipline

A graduate who has mastered the program must

Know:

– perspective directions of development and topical tasks of research in fundamental and applied fields of sociology in domestic and foreign practice;

– principles of using mechanisms of forecasting and designing innovative development of social systems;

– theoretical and methodological foundations of sociological knowledge applied to the analysis of managerial processes and phenomena;

To be able to:

– To determine promising directions of development and actual tasks of research in fundamental and applied fields of sociology on the basis of the study and critical understanding of domestic and foreign experience;

– to use the mechanisms of forecasting and designing the innovative development of social systems;

– Determine the relevance of sociological theories to the management processes and phenomena under analysis;

– Apply the methodological foundations of sociological knowledge to the study of social and temporal management processes;

Own:

– skills to identify promising areas of development and current research problems in fundamental and applied fields of sociology, based on the study and critical understanding of domestic and foreign experience;

– skills in using the mechanisms of forecasting and designing the innovative development of social systems;

– skills in analyzing management processes through the application of sociological theories and methods.

3. Structure and content of the discipline.

The volume of the discipline (module) is 2 s.u., total - 72 hours, of which 44 hours are the contact work of a student with a teacher (lecture type classes - 18 hours, seminar type - 18 hours), 28 hours are independent work of a student.

Table 2

Structure of the discipline

| Name of discipline section | Total hours | Including | | | | | |
| | | Contact work, hours | | | | | Independent work of the student, hours |
		Lecture type classes	Seminar type classes	Laboratory type classes	Advice	Total	
Social space as a field of social change.		6					5
Social processes		6					6
New social strata and groups.			6				6
Transformation of management under new ownership relations			6				6
Social problems: the managerial aspect			6				6
Social policy - the basis for the management of the social sphere of society		6					6
Intermediate attestation - exam							
Total	72	18	18				

Table 3

Content of the discipline

No. n/a	Name of section disciplines	Contents of the section	Form of conducting Classes	Form of current controls
1.	The social space as a field of social change.	1. The concept of social space in contemporary sociological literature. 2. Basic concepts of social change. 3. Objective and subjective changes in social processes. 4. Ideas as an impetus for change. 5. Conflict as one of the mechanisms of social change.	Lecture	Verification test
2.	Social processes	1. The orientation of social processes. 2. Constructive and destructive processes. 3. Boundaries of impact on social processes. 4. Opportunities for the Technologization of Social Processes. 5. Characteristics of the transformation of social processes in modern Russia.	Lecture	Summary
3.	New social strata and groups.	1. Social Stratification in Modern Russia. 2. The middle strata of society, their significance, and the problems of formation in Russia. 3. Russian entrepreneurship as a class.	Seminar	Sociological research

		4. Poverty, its boundaries and characteristics in Russia.		
4.	Transformation of management under the conditions of new ownership relations	1. The disproportion of socio-economic transformation. 2. Problems of socio-psychological adaptation of different population groups to transformation. 3. Labor relations and conflicts. 4. Transformation of property relations and socialization of personality.	Seminar	
5.	Social problems: the managerial aspect	1. The Sociology of Social Problems. 2. Social problems as an object of social management. 3. Socio-psychological problems of gender asymmetry. 4. Social inequality of ethnic groups. Migration, inter-ethnic relations и conflicts. 5. Socio-psychological Problems of Marriage and Family Relations. 6. Problems of social deviance.	Seminar	Verification test
6.	Social policy - the basis for the management of the social sphere of society	1. The essence of the social state. 2. Social Policy: Comparative Analysis of Russian Practice and International Experience. 3. The main directions of Russian social policy.	Lecture	

* In seminar-type classes, group or individual consultations may be carried out current control of progress

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

The process of studying the discipline "Sociology of Management" provides the preparation of assignments of current control, preparation for seminars and preparation for the examination.

Guidelines for students in preparation for the seminar sessions
Order of work:
1. Read a summary of the lesson.
2. Read the recommended literature.
3. Familiarize yourself with the methodology of the next seminar session. If necessary, prepare an oral presentation.

5. Assessment tools for certification of the discipline

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 logicality of an answer, as well as its completeness (i.e. its content, not excluding conciseness);

– originality of thought, familiarity with additional literature, and other factors;
– the ability to make intra- and interdisciplinary connections.

Code of the competence to be formed	Planned learning outcomes for the disciplination	Competency assessment procedure
OPK-4: Ability to Identify promising directions of development and current research problems in fundamental and applied areas of sociology Sociology, on the basis of critical reflection and study of national and international experience	KNOW: promising directions of development and current problems of research in fundamental and applied fields of sociology in domestic and foreign practice KNOWLEDGE: identify promising areas of development and current research tasks in fundamental and applied areas of sociology, based on the study and critical understanding of domestic and foreign experience KNOWLEDGE: skills to identify promising directions of development and topical problems of research in fundamental and applied fields of sociology on the basis of study and critical reflection of national and foreign experience MOTIVATION: readiness to identify promising directions of development and topical problems of research in fundamental and applied fields of sociology on the basis of study and critical reflection of national and foreign experience studying and critically comprehending national and foreign experience	The task of operationalizing the basic concepts in two models: the temporal organization model and model 7 "S"
BPC-6: Ability to use mechanisms of planning and design of innovative development of social systems	KNOW: the principles of using mechanisms of forecasting and projecting of innovative development of social systems KNOW: to use mechanisms of forecasting and projecting of innovative development of social systems KNOW: the skills of using mechanisms of forecasting and projecting of innovative development of social systems MOTIVATION: to use the mechanisms of forecasting and designing the innovative development of social systems	Discussion
PC-1: Ability to apply theoretical and methodological foundations of sociological knowledge to the analysis of management processes	KNOW: theoretical and methodological foundations of sociological knowledge applied to the analysis of managerial processes and phenomena KNOWLEDGE 1: Determine the relevance of sociological theories to analyzed management processes and phenomena KNOWLEDGE 2: Apply the methodological foundations of sociological knowledge to the study of modern management processes KNOWLEDGE: skills to analyze management processes by applying sociological theories and methods MOTIVATION: ready to search for promising research goals in the sociology of management and modern organizations and to formulate appropriate research tasks	Case Assignment

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

| Evaluation	The level of preparedness, characterized by the assessment
Pro-read	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.
Not not read	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 own work, and inability to follow the standards accepted in scientific discussions.

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

The task is to operationalize the basic concepts in two models: Temporal Model of Organization and Model 7 "S"

Temporal model of the organization

The effectiveness of the organization.

Behavior of the organization should be effective. When considering effectiveness we will proceed from the fact that the main task of organization management is to enable this organization to exist on the market for a long period of time. In the context of OB efficiency is defined as an optimal ratio of labor productivity, satisfaction of employees, competitiveness of organization and development, and is determined by a number of criteria: short-term, medium-term and long-term. Interrelation of efficiency criteria in time is a temporal model of efficiency:
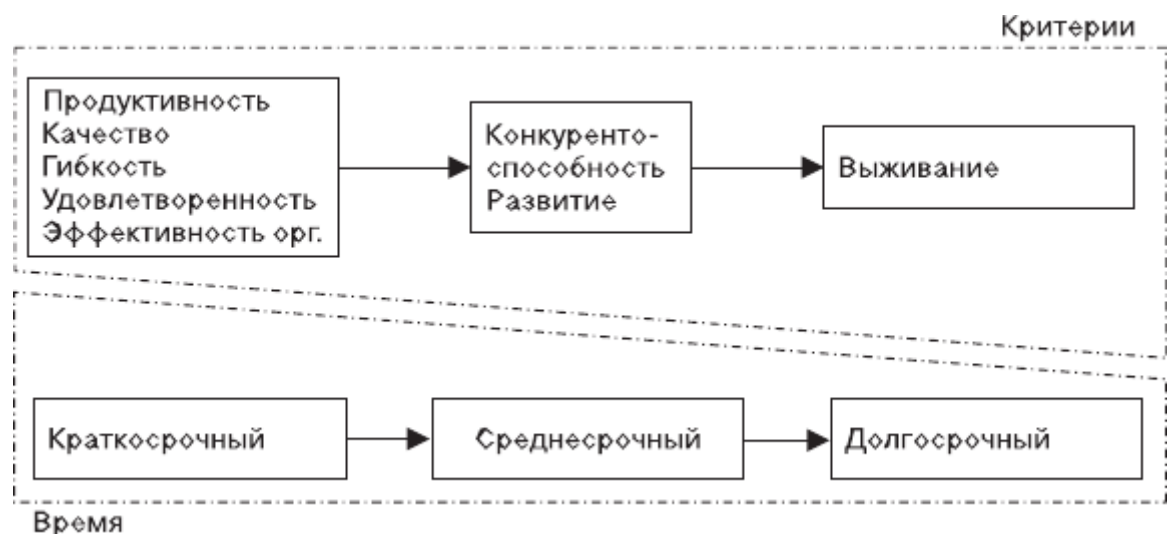
Short-term performance criteria - criteria that assess the state of affairs in the organization over a short period of time. They include: productivity,

quality, flexibility, satisfaction.

Productivity - the ability of the organization to provide the necessary quantity and quality of products in accordance with the requirements of the external environment. Quality as a criterion of efficiency means satisfaction of customers and clients in terms of product functioning and service provision, evaluation indicators come from the customers themselves. For example, the number of product returns, customer complaints.

Flexibility - ability of the organization to reallocate resources from one type of activity to another to produce new products. It means the ability to respond to changes in the OP of customers, competitors, legislation. To be able to adapt methods and means in terms of planning, management and control taking into account such changes. For example, to take into account inter-industry competition.
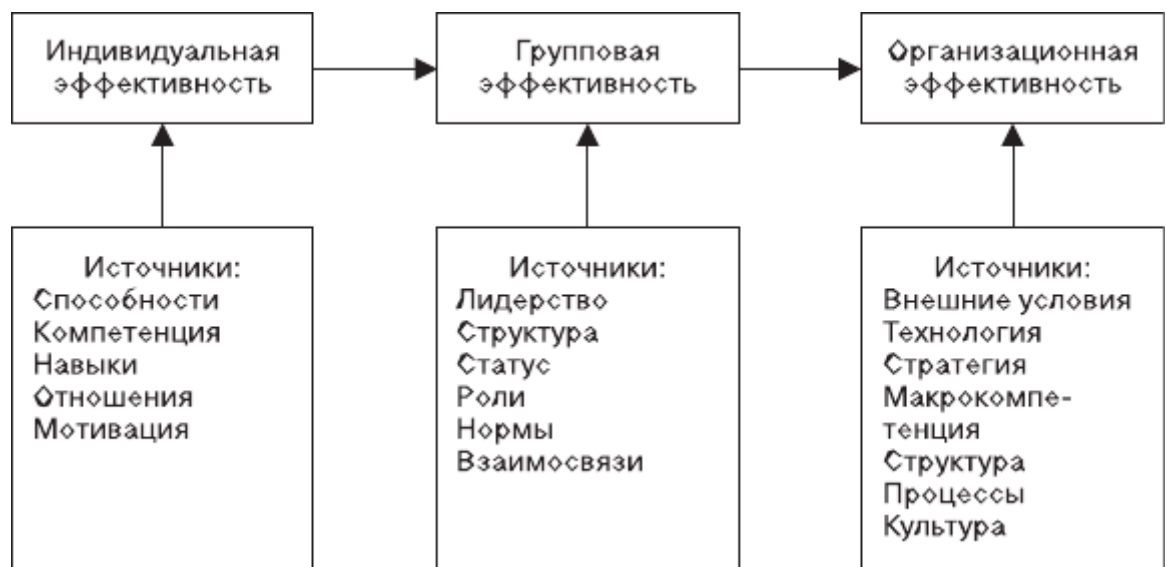
Satisfaction - a feeling of satisfaction among employees from the work done, the awareness of their role in the organization, their place in the organization as comfortable and satisfying their needs.

The criteria are interconnected: it is possible to increase labor productivity by authoritarian methods, but the index of satisfaction will decrease, which will lead to a general decrease in the overall effectiveness of managerial activity in the organization.

Medium-term performance criteria reflect a longer time horizon than short-term criteria. They include *competitiveness* and *development. Competitiveness* - position of the organization in the industry, market share of the products, relations of competitors in the struggle for customers. *Development* - investment of organization's funds to strengthen the future demand of external environment as a guarantee of its survival.

The long-term criterion of organizational performance is the organization's ability to maintain its position within the environment, i.e., its survival.

The criteria are evaluated by a set of indicators that can be measured. Each type of performance has its own sources:

Индивидуальная эффективность	→	Групповая эффективность	→	Организационная эффективность

Источники: Способности Компетенция Навыки Отношения Мотивация		Источники: Лидерство Структура Статус Роли Нормы Взаимосвязи		Источники: Внешние условия Технология Стратегия Макрокомпетенция Структура Процессы Культура

Sources *of organizational efficiency* are a complex interaction of individual and group efficiency, taking into account synergetic effect. Besides, organizational effectiveness is influenced by external conditions of organization existence (economic situation, market conjuncture, relations with partners, etc.); technologies used and technical equipment level of the organization. Individual efficiency is a result of fulfillment of tasks by the employee taking into account expenses for their fulfillment. Individual efficiency is affected by: qualification of the specialist, his abilities, skills, self-organization skills,

the degree of his interest in the work (level of motivation); the relationship that exists in the organization, the stress loads that arise in the performance of tasks.

Group efficiency is the result of joint activity to achieve the set goals. With the correct organization of the joint activity it is possible to achieve a significant excess of the simple addition of the abilities of individual participants in the collective process - the synergy effect.

7 S - concept

The level of management is an important part of the success of any company. Leading consulting and rating organizations usually evaluate it according to the so-called 7C concept.

The concept is so named because its seven basic elements - strategy, structure, work system and procedure, style, staff composition, skill set and shared values - all begin with the letter "C."

This model is also called the "Happy Atom. It was developed in the 1980s by the McKinsey consulting firm. Its authors are the American economic scientists Thomas Peter and Robert Waterman, who wrote the famous book "In Search of Effective Management" andRichard Pascal and Anthony Athos, who created the not less famous work "The Art of Japanese Management: A Manual for American Managers". This model did not simply codify traditional views of structure, management, power sharing, attitudes toward change, conflict, and other general organizational problems. It pointed out the relationship that exists between production processes and those who carry them out.

The key elements of the 7C concept are:

- Strategy, which refers to plans and courses of action that determine the allocation of resources, fixing the commitment to 7C.implementation of certain actions over time to achieve the goals set;

- The structure or internal composition of the organization, reflecting its division into units, the hierarchical subordination of these units in the distribution of power between them;

- systems or procedures and routine processes in the organization;

- the composition of employees, which represents important groups of personnel that exist in the organization, characterized by age, gender, education, etc;

- The style or way in which managers run the organization, this also includes the organizational structure;

- the sum of skills that defines the distinctive capabilities of key figures in an organization;

- Shared values, which refer to the meaning and content of the main directions of the organization's activities.

All elements of the 7-C system have a specific content. They depend on various external and internal factors, and their values can be both quantitative and qualitative. According to this concept, only those organizations, in which all seven elements are in harmony, can function and develop effectively.
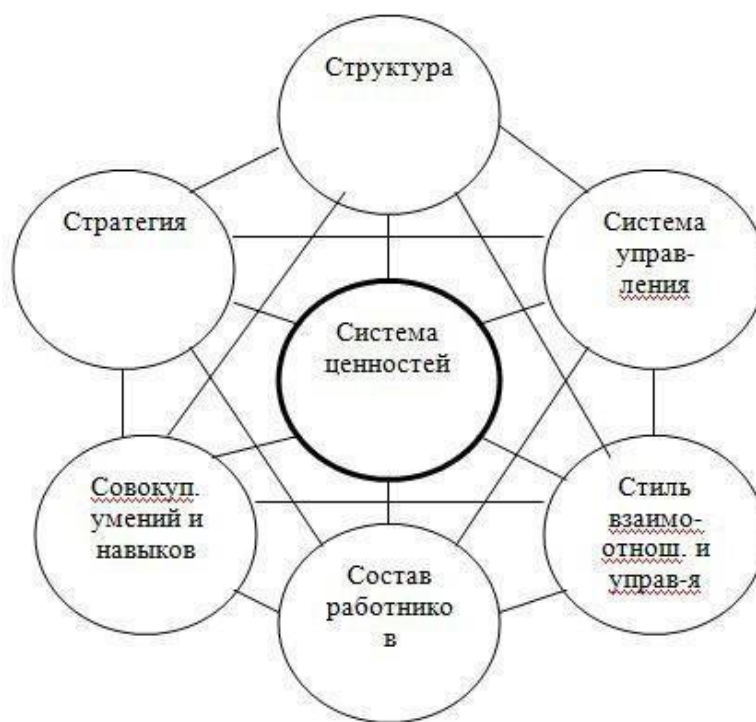
Fig. 1. Schematic representation of the main variables of the "happy-
atom."

This model most fully represents the composition and interrelation of internal elements of any organization. Its theoretical consistency is confirmed by its successful implementation in companies and organizations of various directions.

"Hard and soft controls

The concept of "7C" is one of the well-known points of view of the management system, all elements of which can be divided into two fundamentally different groups:
"hard" and "soft".

Until recently, the objects of management of the Western economy were only
"hard" elements. How effective in management can be style, staff composition, the sum of skills, jointly shared values, which belong to the "soft" elements, was first demonstrated by the Japanese economy. The Japanese discovered the importance of corporate communication for management, and nowadays corporate culture is already a subject of management.

"Rigid" elements of management are those components of the management system in the organization that reflect its formal side. They include:
- strategies,
- organizational structures,
- systems and procedures.

The "soft" elements of management concern corporate communications. They received their name because many companies prefer to organize their own management without considering the presence or absence of these components. More often than not, they are ignored, considering that these elements of management are not even considered elements of managementas such. These are:
- management style,
- staff composition,
- sum of skills,
- shared values.

In the effective combination of "hard" and "soft" elements of management is the essence of successful and comprehensive management, because it is the key to building a balanced company strategy.

These management techniques should be applied in different areas and in different business processes. For example, to manage resources and processes it is worth using only The "hard" elements of management. But for the equally important corporate knowledge management, the "soft" elements find their application. Each of these elements has its own area of distribution, impact and effectiveness, so they can complement each other.

It is clear that the results of the application of both elements of management in the complex are long-term, are not immediately apparent and look like indirect, but in any case, positive changes are always observed.

Benefits of the 7C concept

The advantages of the model include the fact that it does not offer ready-made strategy options, but it is a good way of understanding the main internal factors of the organization that affect its future.

The systemic approach that the 7C concept provides changes traditional views on such issues as: structure, personnel management, division of power, attitudes toward change, work conflicts and other general organizational problems.

1) With a focus on organizational structure, the 7C concept turns attention to the process of production and human interaction.

2) The main principle of this theory is flexibility in management, not a formal approach. The hierarchical structure has become an irrelevant form of management, power is distributed more evenly, and it has come to be understood that to achieve results it is better to use interpersonal influence rather than an authoritarian management style.

3) The 7C concept draws attention to the organizational culture and various forms of democratization that provide opportunities for rank-and-file employees to participate in profit distribution and management functions.

4) The management style using all elements of the 7C gives the management a character of internationalization, through which one can feel part of the international business processes.

5) The target ideology, strategy and policy of the company are oriented to the priority of universal rather than narrow departmental interests. After all, with the help of this management style, which is also called "the concept of intelligent consumption," it is possible to achieve a balance between the interests of consumers, producers and society as a whole.

Among the countless concepts developed annually by consulting firms and business schools, the 7S model stands out for two reasons. First, it is a remarkably useful, time-tested tool. Secondly, some of its designers have gone on to become famous authors. Many popular business books of the last 30 years start with the 7S model.

The assignment is to participate in the discussion.

The task is to outline in the analysis of the current practice of social management the optimal ways of solving problems that are available in the prevailing social conditions:

• How to use the resource of trust in public administration?

• How to implement national and cultural traditions in management?

• In what ways should constructive social activities be encouraged?

• What measures can stop destructive types of social activity?

• What is the first thing to do when faced with imitation of labor (management) activities?

• How should the media portray the features of social crises in a globalized world?

• How can we use public opinion surveys to assess the behavior and key activities of managers?

The assignment is a case study.

The assignment is to conduct a sociological analysis of the documents on the websites of sociological journals. As an assessment tool, it is recommended to use a content analysis of sociological texts to identify frequently encountered problems in the field of management. Use the periodicals Sotsis, Sociology, Personality. Culture. Society", "Vestnik of Nizhny Novgorod University. Social Science Series".

Content analysis is a method of qualitative and quantitative analysis of the content of documents in order to identify or measure various facts and trends reflected in these documents. The peculiarity of content analysis is that it examines documents in their social context. It can be used as the main research method (e.g. content analysis of a text when investigating the political orientation of a newspaper), in parallel, i.e. in combination with other methods (e.g. in investigating the effectiveness of the media), as an auxiliary or controlling method (e.g. when classifying responses to open-ended questionnaires). Not all documents can be subjected to content analysis. It is necessary that the examined content allows to set an unambiguous rule for reliable fixation of necessary characteristics (formalizaa tion principle), and that the content elements of interest to a researcher occur with a sufficient frequency (statistic significance principle). Most often, the objects of content-analysis research are press, radio and television communications, minutes of meetings, letters, orders, instructions, etc., as well as data of free interviews and open-ended questions of questionnaires. The main directions of using of the content analysis: revealing of what existed before the text and what was reflected in it (the text asan indicator of certain aspects of the studied object - the reality, the author or the addressee); determination of what exists only in a text as such (various characteristics of the form - language,structure, message genre, rhythm and tone of speech); revealing of what will exist after the text,

i.e. after its perception by the addressee (evaluation of the various effects of the impact of the- (See also "The Law of the World" in the section on "The Law of the World.)

There are several stages in the development and practical application of content analysis. After the topic, objectives and hypotheses of the research are formulated, the categories of analysis - the most general, key concepts corresponding to the research objectives - are determined. The system of categories plays the role of questions in the questionnaire andindicates what answers should be found in the text. In the practice of Russian content analysis, a rather stable system of categories has been established: sign, aims, values, theme, hero, author, genre, etc. Content analysis of mass media messages, based on the paradigmatic approach, according to which the studied features of texts (the content of the problem, the reasons for its origin, the problem-forming subject, the degree of tension of the problem, the ways of its solution, etc.) are viewed as a certain organized structure, is becoming more and more widespread.

The categories of content analysis should be exhaustive (cover all parts of the content defined by the objectives of this study), mutually exclusive (the same parts should not belong to different categories), reliable (there should be no disagreement between coders about which parts of the content should be assigned to which category) and relevant (correspond to the task at hand and the content under study). When selecting categories for content analysis, extremes should be avoided: selecting categories that are too numerous and too fractional, almost repeating

The text and the selection of overly large categories, as this can lead to a simplistic, superficial analysis. Sometimes missing text elements that may be relevant for content analysis must also be taken into account.

After the categories are formulated, it is necessary to choose the appropriate unit of analysis - a linguistic unit of speech or a content element, serving in the text as an indicator of the phenomena of interest to the researcher. In the practice of Russian content analysis, the most common units of analysis are the word, simple sentence, judgement, topic, author, character, social situation, communication as a whole, etc. Complex types of content analysis usually operate with more than one unit of analysis. Units of analysis taken in isolation may not always be interpreted correctly, so they are examined against the background of broader linguistic or content structures that indicate the nature of the text's partitioning, within which the presence or absence of units of analysis - contextual units - is identified. For example, for the unit of analysis "word", the contextual unit "sentence." Finally, it is necessary to establish a unit of counting - a quantitative measure of the relationship between textual and non-textual phenomena. The most common units of counting are time-space (number of lines, area in square centimeters, minutes, broadcast time, etc.), the appearance of features in the text, the frequency of their appearance (intensity). The choice of the necessary sources subjected to content analysis is important. The sampling problem includes the selection of the source, the number of messages, the date of the message and the content to be analysed. All these sampling parameters are determined by the objectives and scope of the study. More often than not content analysis is carried out on a yearly sample: if it is a study of minutes of meetings, then 12 minutes (according to the number of months) are enough, if the study of media reports - 12-16 issues of a newspaper or TV or radio days. Usually the sample of media reports is 200-600 texts.

A prerequisite is the development of a table of content analysis, the main working document by means of which the study is conducted. The type of table is determined by the stage of the study. For example, when developing a categorical apparatus, the analyst makes a table, which is a system of coordinated and subordinated categories of analysis. Such a table looks like a questionnaire: each category (question) implies a number of attributes (responses) by which the content of the text is quantified. Another table, a coding matrix, is compiled to register the units of analysis. If the sample size is large enough (more than 100 units), the coder usually works with a notebook of such matrix sheets. If the sample is small (up to 100 units), it is possible to conduct bivariate or multivariate analysis. In this case, each text should have its own coding matrix. This work is labour-intensive and labor-intensive, so if the sample size is large, the characteristics of interest are compared on the computer.

An important prerequisite for content analysis is the development of instructions to the coder - a system of rules and explanations for the person who will collect empirical information, encoding (registering) the given units of analysis. The instructions precisely and unambiguously outline the coder's algorithm of action, provide an operational definition of categories and units of analysis, the rules of coding, give specific examples from the texts that are the object of study, stipulate how to proceed in controversial cases, etc. The counting procedure in quantitative content analysis is generally similar to the standard methods of classification according to the groupings of ranking and measurement of association. There are also special counting procedures applicable to content analysis, e.g., the Janis coefficient formula designed to calculate the ratio of positive to negative (relative to the chosen position) evaluations, judgments and arguments. In the case when the number of positive evaluations exceeds

where f is the number of positive evaluations; n is the number of negative evaluations; r is the volume of text content directly related to the problem under study; t is the total volume of the analyzed text. In the case when the number of positive evaluations is less than the number of negative evaluations. There are also simpler ways of measurement. The specific weight of this or that category can be calculated with the help of the formula K = number of units of analysis fixing this category/total number of units of analysis.

Materials defining evaluation procedures

Assessment of the discipline takes the form of an exam.

Exam questions
1. The organization, its internal variables.
2. Organization: direct impact environment (key variables)
3. The organization: the indirect impact environment. STEEP - Analysis.
4. The concept of organization management. Levels of management in the organization. Management functions, their connection with the structure of the organization.
5. Types of organizations. Classifications of organizations by size and type of ownership. Classifications of business organizations.
6. The concept of social organization.
7. Linear management structures.
8. Linear and functional management structures.
9. Divisional management structures.
10. Matrix Organizations.
11. Design organizations.
12. Networking organizations.
13. Virtual organizations.
14. The school of scientific management. (F.W. Taylor, F. and L. Gilbert, G. Grant). "Taylorism" (A. Fayol, D. March, G. Simon).
15. The theory of human relations (W. French, C. Bell, A. Maslow, F. Herzberg, V. Vroom, K. Ardgins, W. Bennis) The importance of the human factor in the organization.
16. The systems approach to management (J. Miller).
17. The structural-functional approach (D. Easton).
18. Situational approach. The empirical school of management (P. Drucker, A. Chandler, R. Davis). Creation of situational theory (T. Burns, G. Stalker). Modern idea of management within the framework of the situational approach (P. Lawrence, J. Lorsch, P.Lorange, M. Moreton).
19. The theory of capital (P. Bourdieu, J. Coleman, R. Partham, F. Fukuyama, V.V. Radaev) Social capital as a management factor.
20. The concept of organizational culture.
21. Organizational change and development.
22. Systems of motivation of the personnel of the organization. Content and process theories of motivation.
23. Group dynamics. Formal and informal groups in organizations.
24. Power and leadership in organizations. Style of leadership in an organization.
25. Typology of organizational conflicts. Methods of conflict management.
26. Planning the social development of an enterprise. Application of applied sociological research in the planning process.
27. Strategic and operational planning.
28. Organization as a function of management.
29. Conflict in the organization. Functional and dysfunctional conflict. Causes of conflict, a model of the conflict process.

30. Planning of social and professional-qualification structure of the enterprise, improvement of working conditions, improvement of living standards.
31. Control as a function of management. Types of control. Systems of quality control in organizations.
32. Algorithms of management decisions.
33. Modeling as a method of forecasting organizational change.
34. Quantitative and qualitative methods of forecasting.
35. Forecasting and Futurology.
36. Sociometry of Social Forecasting.
37. Design methods.
38. Features of project management.
39. Social programming as a method of sociology of management.
40. Constructing, reconstructing and deconstructing in the design process.

6. Educational and methodological and informational support of the discipline

(a) Basic literature:

Sociology of Management: Textbook / A.A. Nikolaev; Financial Academy under the Government of the Russian Federation. - Moscow: Alfa-M, 2011. - 272 p.: 60x90 1/16. - (Textbook; Sociology). (Binding) ISBN 978-5-98281-222-3 - URL: http://znanium.com/catalog.php?bookinfo=204200

Sociology of Management: Textbook / M.V. Udaltsova. - M.: INFRA-M; Novosibirsk: NSAEU, 2002. - 144 p.: 60x88 1/16. - (Higher Education). (o) ISBN 5-16-000879-9 - URL: http://znanium.com/catalog.php?bookinfo=15392

Sociology of Management: Textbook/TavokinE.P. - M.: NIC INFRA-M, 2016. - 202 p.: 60x90 1/16. - (Higher Education: Bachelor's Degree) (Binding) ISBN 978-5-16-011094-3, 500 copies. - URL: http://znanium.com/catalog.php?bookinfo=512563

Sociology of Management: Theoretical Foundations / V.I. Chuprov, M.A. Osipova. - M.: Yur.Norma, NIC INFRA-M, 2015. - 172 p.: 60x90 1/16 ISBN 978-5-91768-642-4 - URL: http://znanium.com/catalog.php?bookinfo=515006

b) additional literature:

Sociology of Management: Training Dictionary / R.V. Lenkov, O.A. Kolosova, O.A. Kulikova O.A., Tikhonova E.V. - Moscow: Forum: NIC INFRA-M, 2014. - 136 p.: 60x90 1/16. - (Higher education: Bachelor's degree). (Cover) ISBN 978-5-91134-805-2, 500 copies. - URL: http://znanium.com/catalog.php?bookinfo=425026

Armbrüster, T. (2006). The economics and sociology of management consulting. Cambridge University Press.

Ansoff, H. (2007). Strategic management. Springer.

Toyota, L. J. D. (2005). Management Principles 14 leading companies in the world/Jeffrey Liker. Trans. from English.-M.: Alpina Business Books.

Sutherland, J. (2014). Scrum: the art of doing twice the work in half the time. Currency.

Sociology of management : textbook for academic baccalaureate / V. I. Bashmakov [et al] ; ed. by V. I. Bashmakov. I. Bashmakov. - M. : Publishing house Yurait, 2017. - 409 с. - (Series : Bachelor. Academic course). - ISBN 978-5-534- 05080-6. – URL: https://biblio-online.ru/book/E724D142-4F08-4D35-AC30-864CA1FFE223

Grazhdan, V. D. Sociology of management : textbook for bachelors / V. D. Grazhdan. - 4-th edition, revised and updated - M. : Publishing house Yurait, 2017. - 607 с. - (Series : Bachelor. Academic course). - ISBN 978-5-9916-2628-6. - URL: https://biblio- online.ru/book/E67C8A47-0524-4C97-A4CF-1E598C24EFD6

Toshchenko J.T. Sociology of management : textbook and practice for the academic baccalaureate / J.T. Toshchenko. - M. : Publishing house Yurait, 2017. - 303 с. - (Series : Bachelor. Academic course). - ISBN 978-5-534-02316-9. - URL: https://biblio- online.ru/book/585E24A3-468C-455C-B1C1-C161631FE19E

c) Software and Internet resources

- 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 Studies
- http://www.socjournal.ru/

7. Material and technical support of the discipline

- rooms for lectures, 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 computers with the ability to connectto the Internet and provide 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 educationalresources 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-pedagogicalpersonnel in graduate school (Adjunct) (Order of the Ministry of Education and Science ofRussia from 20.10.2021).
№ 951).

Author: Professor of the Department of Filed and Applied Sociology Leonova I.S.

Reviewer _____

Head of the Department Petrova I.E._____

Program approved at the meeting of the educational-methodical commission of the Faculty of Social Sciences 15.12.2023, protocol №7.